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CITY OF BRAMPTON
TOURISM STRATEGY

A Vision for the Future of Tourism in Brampton



Brampton Tourism Strategy

Presented by:

Bannikin Travel & Tourism

and

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to

The City of Brampton

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TORONTO



Federal Economic Development
Agency for Southern Ontario

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EXECUTIVE SUMMARY

The City of Brampton began creating the first Tourism Strategy for Council approval (“the Strategy”) in May 2020, as an initial investment in both determining the potential of developing the City to become a tourism destination, and outlining the foundational steps required to do so. Comprehensive research, resident and stakeholder interviews, workshops and consultation sessions, and participation of the City of Brampton tourism team directly contributed to the insights, analyses and recommendations expressed in the Strategy. This Strategy is designed to serve as a framework to develop Brampton as a tourism destination over a five year time frame.

Brampton is a mosaic with a bright future. With a population nearing 750,000, Canada’s 9th largest city is growing at a rapid rate with close to 14,000 new residents a year. More than 50% of Brampton’s residents are individuals who were not born in Canada, and there are more than 89 languages spoken by 209 different cultures. The vision of the people of Brampton, as expressed through the creation of the Brampton 2040 Vision to guide the City in the next quarter century, is living the mosaic.

The essence of Brampton is diversity and the essence of what the people want for the future is that their city be arranged, governed, seen, and celebrated as a mosaic of people, places and endeavours of all kinds, coexisting in harmony. Living the mosaic in 2040 is the central and simple aspiration of the people of Brampton.¹

Tourism celebrates a destination’s greatest strengths, and thrives on authentic expressions of culture, including the customs, art, food, and traditions of various ethnic groups that make up a diverse destination. If developed and managed well, Brampton’s visitor economy will contribute to the well-being of residents and business owners through job creation and financial gain, but also through peripheral investment into the facilities and infrastructure, such as expanded transit, sport and special event facilities and urban beautification that help tourism flourish. A well managed visitor economy improves resident pride in their home city. What makes a destination a great place to visit makes it a great place to live.

According to the Tourism Industry Association of Ontario (TIAO), prior to 2020 the economic contribution of tourism in Ontario was larger than agriculture, forestry and mining combined, and represented 4.3 per cent of the provincial GDP. While it will take some time to return to these levels, domestic tourism in Ontario has and will continue a strong showing in the post-pandemic period, and shows the most market promise for Brampton for the short and long term.

Due to border closures, health and safety guidelines and diminished consumer confidence, the COVID-19 pandemic has created a dramatic increase in domestic and hyper-local tourism that industry experts predict will remain in place for years to come. People are looking for new experiences closer to home. This trend is an opportunity for

¹ The City of Brampton, Brampton’s 2040 Vision, Living the Mosaic. Page 3.

Brampton to securely establish itself as a tourism destination with the people who call Brampton home and with Brampton's closest neighbours, to create a foundation for tourism success for which to build from.

The Strategy consultations revealed Brampton's greatest strengths in the form of products and experiences to attract visitation to the City. These are the four Tourism Development Streams the Strategy will focus on:

- Arts and Culture
- Food Tourism
- Special Events
- Sport Tourism

Detailed analysis and strategic recommendations around these Tourism Development Streams form the basis of the Strategy Framework and Recommendations that, if implemented, will move Brampton forward in becoming a tourism destination that celebrates its multicultural heritage and strength in character.

Four priority areas provide the framework for the recommendations:

- **Fostering Pride of Place:** Harness local support for tourism to change perceptions and leverage visiting friends and relatives.
- **Marketing and Communications:** Create awareness of Brampton as a tourism destination.
- **Leveraging Tourism Development Streams:** Nurture Brampton's more compelling experiences to begin building a visitor economy.
- **Management and Infrastructure:** Encourage the creation and improvement of tourism management structures and core assets to address key gaps.

Developing Brampton as a tourism destination will expand and build upon the local economy while enhancing residents' appreciation of the city in which they live. Brampton is positioned favourably to benefit from the demand for the kinds of arts and cultural experiences, food tourism, special events and sport tourism experiences on offer in Brampton. As Brampton's tourism industry is in its early stages, strategic development towards ensuring a welcoming resident-base and positive visitor experiences is required.

This Strategy was originally planned to cover a 10-year timeline, however a conscious decision was made to reduce the duration to five years to better align with the changing COVID-19 landscape. The Strategy focuses on establishing a solid foundation for tourism going forward and a focus on hyper-local, local and regional campaigns as the City moves from lockdown to recovery.

FIVE YEAR VISION

Brampton is a developing tourism destination that celebrates its distinct multiculturalism and radiates pride of place through its engaged and dynamic resident-base. Visitors to Brampton are delighted by the range of arts and cultural activities, special events, food-based experiences and sport tourism events available to enjoy.

Tourism in Brampton is developed and managed through a collaborative stakeholder driven process that ensures the City's true authentic self and shared values are well-represented to the world, and that tourism in Brampton helps to improve the wellness of residents, businesses, visitors and the environment.

TOURISM GOALS BY PRIORITY AREAS

Fostering Pride of Place

- Residents of Brampton understand the benefits tourism brings and feel they are well-represented at the city-level.
- Residents of Brampton act as tourism ambassadors by actively participating in tourism experiences, sharing their experiences on social media and encouraging their visiting friends and relatives to explore Brampton.
- Tourism stakeholders and community volunteers who support tourism development feel supported by the City of Brampton.
- Brampton's tourism and political leaders are well-equipped to excite and propel the growth and success of tourism in Brampton.

Marketing and Communications

- Brampton is recognized as a tourism destination that celebrates its multicultural community.
- There is a dedicated tourism website with comprehensive content that is representative of Brampton's people, places and things to do.
- There is a noticeable improvement in the way Brampton is described in media and social media, and a marked increase in the number of positive news stories about Brampton.

Leveraging Tourism Development Streams

- Residents and visitors enjoy the wide-range of arts and culture experiences available in Brampton.
- Visitors celebrate Brampton's multicultural food experiences and enjoy them both as a singular draw and as a supporting element to their visit to the City.
- Brampton has an event that focuses heavily on local food and beverage and local artists.
- Downtown Brampton has begun to emerge as a tourism and community core, with an expanded Farmers' Market.

Management and Infrastructure

- A sport tourism division within the Tourism Office proactively bids and hosts local, regional and national sporting events.
- There is a municipal service corporate entity in place to properly market the destination as a whole with annual city funding and Municipal Accommodation Tax revenue. The entity is sufficiently resourced with city staff to carry out the Strategy and are accountable to its progress and adaptation.
- Tourism is considered when creating policy that affects tourism, such as transit, new recreation facilities and trail and park maintenance.
- There are boutique and four/five star hotels as well as family friendly hotel options for visitors.
- There are plans in place for a food hall.

CONSULTATIONS

Bannikin Travel and Tourism and the Culinary Tourism Alliance conducted the following consultations and research to support the creation of the Strategy. While COVID-19 impacted the ability for more in-depth stakeholder group engagement, the project team was able to successfully gain input from a wide range of stakeholders. However, visitor engagement specifically was low as a result of a decrease in visitor numbers to Brampton at the time of consultation. All efforts were made to engage the diversity of the resident base of Brampton.

Consultation details are as follows:

- Resident one-on-one interviews – 8 participants
- Stakeholder one-on-one interviews – 24 participants
- City of Brampton staff interviews – 10 participants
- Resident public group consultations via Zoom/WebEx – 2 sessions and 37 participants
- City of Brampton Council surveys – 8 respondents
- Tourism Stakeholder Survey – 43 respondents
- Brampton Resident Survey – 292 respondents
- Brampton Visitor Survey – 33 respondents
- Tourism stakeholder workshop – 23 attendees

City of Brampton reports and documents reviewed are as follows:

- 2018 Brampton Visitor Guide
- 2019 Brampton Visitor Guide
- 2020 Events Calendar
- 2020 Experience Brampton Guide
- 2020 Sport Tourism Events Calendar At a Glance
- Arts Walk of Fame
- Brampton 2040 Vision - Living the Mosaic*
- Brampton Destination Assessment Report*
- Brampton PRMP Final
- COB Food Tourism Strategy Phase 1 and Phase 2*
- COB Strategy Implementation Support Compiled Reports
- CSTA Report State of Tourism in Brampton*
- Culture Master Plan*
- Economic Development Master Plan
- Sport Tourism Hosting Program

The recommendations from the documents marked with an asterisk were required, as per the RFP for this project, to be incorporated in this Strategy.

COMPARABLE ANALYSIS

As the City of Brampton looked to develop its first tourism strategy for Council approval, it was important to obtain a more comprehensive understanding for comparative destinations within Ontario and beyond. A more thorough understanding of the paths already charted by similar destinations, and a look into their successes and failures provided ideas for both best practices to mimic and approaches to avoid. A selection of the findings and recommendations outlined in this document were considered for incorporation in the overall Strategy. To complete the analysis, the strategies and performance of five relevant destinations were reviewed:

Hamilton, Ontario

Hamilton was selected because it is a city that has had reputational issues, is located near Toronto, is similar in population to Brampton and has a burgeoning culinary and arts and culture scene.

Richmond, British Columbia

Richmond was selected for its proximity to Vancouver and its airport, combined with its pursuit of sport hosting opportunities, comparable diverse cultural demographic and established culinary scene.

Calgary, Alberta

Calgary was selected based on its leading reputation as a “host” city of special events and sport tourism as well as its effective VFR program.

Surrey, British Columbia

Surrey was selected for its Brampton-comparable demographics, the prominent role VFR plays as a demand generator for the destination and its sport hosting program.

Barrie, Ontario

Barrie was selected based on its proximity to Toronto, its Brampton-comparable parks and outdoor assets and its limited tourism product/relatively recent development of a tourism strategy.

The Approach

- The analysis was broken into areas of focus determined to have specific importance and relevance to Brampton, as follows:
 - Building the First Tourism Strategy
- Sport Tourism Development
- Leveraging Arts and Culture
- Leveraging Special Events
- Culinary Tourism
- Meeting and Convention Hosting
- Approaches to Visiting Friends and Relatives
- Leveraging Outdoor and Recreation
- Community Reputation Management

- **Success in Leveraging Diverse Communities**

Following, we pull out a few key lessons and place considerations and recommendations in the context of the experiences and strategies of analogous destinations.

The findings helped to determine areas of focus for this Strategy, as well as areas to avoid. For example, while Leveraging Outdoor and Recreation and Meeting and Convention Hosting were studied, they were not chosen as priorities areas to focus on as part of this five year Strategy.

Comparable Analysis - Building the First Tourism Strategy

The key takeaway observed in our analysis of destinations building an initial tourism strategy was one of the inherent challenges that come with trying to make the community appreciate the purpose and value of tourism. Our consultations to date confirm that people, including businesses, don't see Brampton as a destination so they are not clear on the value of tourism.

Surrey had this same issue and to counter this challenge, Tourism Surrey developed community-based initiatives like "True Community" to help redefine what tourism means to its partners and enable them to understand the value of tourism to their business, its relevance outside of the community and the bigger picture as a whole.

To this end, Tourism Surrey looked to build relationships; nurture long-term strategic partnerships; provide marketing resources and business support; serve as a platform to share news of recent successes or upcoming events; connect like-minded people and businesses; and act as a supportive hub for those needing to seek advice or access information as its core community buy-in based actions.

Tourism Hamilton prioritized leadership as a strategic pillar in building its tourism strategy. The DMO identified that effective implementation of the tourism strategy would require strong leadership that brought together the public and private sectors at a senior level to facilitate the growth of tourism, and the identification of additional funding for business development and marketing.

Tourism Barrie, which has the least developed strategy of those analyzed, had focused on enhancing public awareness through comprehensive and integrated marketing campaigns to result in increased overnight stays in Barrie. We can observe through Tourism Barrie's content and campaigns that this focus has yet to create a singular narrative or identify a strong demand generator to achieve the desired results.

Tourism Barrie also focused a good deal of its efforts and attention on developing a new online reservation system for its websites, with the intention of closing the sales funnel of 500k+ customers visiting their websites and inspiring them to book "Barrie Stay and Play Getaway Package." Currently, the websites do not promote Barrie Stay and Play Getaway Packages, nor does clicking on 'Book Now' buttons on the tourism website link

to packages, but instead simply links to the accommodation provider's own website or booking page.

Considerations made:

- Prioritize developing a community engagement program to help define (or redefine) what tourism means to Brampton's community and its partners and enables them to understand the value of tourism to their business, its relevance outside of the community and the bigger picture as a whole.
- Prioritize strong leadership in order to bring together the public and private sectors at a senior level to facilitate the growth of tourism.
- Avoid overinvesting in new and developing technologies. Technology and consumer habits change at a rapid pace. Focusing significant spend or effort on developing technologies that will be outdated in just a few years (provided the technology even achieves your initial goals) is an ill-advised move for a developing strategy, especially for DMOs or tourism departments without large budgets and in-house teams capable of executing the new technology.

Comparable Analysis - Sport Tourism Development

In comparing the various approaches to developing sport tourism as a central tenet of tourism strategy one thing quickly became evident: destinations that want to/have succeeded have done so by creating entities specifically designed to drive sport tourism success.

Calgary, Hamilton, Richmond and Surrey's various tourism-focused entities have been working with a variety of budgets with different overall goals; however, each of the destinations has developed a body focused entirely on sport tourism.

Calgary, which has made hosting events the central tenet of its tourism narrative and overall strategic approach, established the Calgary Sport Tourism Authority under the City's Civic Sport Policy in 2005 to increase Calgary's capacity to bid for sporting events. Tourism Calgary has overseen the administration and management of the CSTA, which has effectively positioned Calgary as a premier host of sporting events in Canada.

A 2005 Hamilton Sport Tourism Action Plan strengthened the city's market position and municipal data indicated that sport events over the period 2011-2013 generated an economic impact that exceeds \$50 million for the city.

Meanwhile, Richmond Sport Hosting (RSH) is a dedicated sport tourism office dedicated to supporting sport event organizers. The RSH Staff work with facility operators, hotel managers and various Richmond-based businesses to make it easier for event organizers to run world class events across the city. Program partners are the City of Richmond, Tourism Richmond, Richmond Sport Council and Richmond Olympic Oval Corporation.

On a smaller scale, Sport Surrey was jointly developed by the City of Surrey and Discover Surrey to be a central resource to assist bid submissions and to support tournament organizers and rights holders ensuring a successful event. The Sport Surrey Strategy was designed to establish Surrey "as a premier sport tourism destination in the Pacific Northwest and Canada while balancing community needs with sport tourism development."

Considerations made:

- Hone a sport tourism-focused team to lead on sport tourism for one to three years, then to develop into a sport tourism-focused body.
- Have the City oversee the sport tourism-focused body.
- Ensure the sport tourism-focused body has the resources to effectively assist event organizers in hosting sporting events in Brampton.

Comparable Analysis - Leveraging Arts and Culture

Effectively leveraging a destination's arts and culture sector for tourism requires an arts and culture sector that is supported by the City with space in which to thrive.

For example, through a needs assessment and community consultation process, Tourism Surrey identified that one of the key issues facing its arts community was a shortage of supportive resources - such as grants programs, affordable live/work spaces and purpose-built facilities - was challenging the capacity of artists and art organizations to deliver services, expand programming and offer events.

In an effort to improve the situation, Surrey has envisioned the creation of a cultural corridor by centralizing arts investments within a defined section of the city. The intention is that its "Cultural Corridor" will grow a critical mass of facilities and amenities and attract investment and entrepreneurs, allowing for collaboration with artists and art groups, and developing arts programming and services. Surrey has recognized that it will be a challenge to develop the Cultural Corridor as a focal point for investment while also providing a balance of services for all residents.

Similarly, Hamilton's tourism strategy identified that it needed to achieve its goal of strengthening the City's distinctive attributes as part of the City's 'Culture Plan.' Central to this plan was the James Street Corridor Project. As James Street North and South represented a corridor running through the heart of Hamilton's informal arts and cultural district and connecting the waterfront as well as the core of the city and the Niagara Escarpment, it offered visitors the potential opportunity to experience both the historic and contemporary character of Hamilton, and the eclectic qualities of the burgeoning arts scene. The strategy recommended building on the city's organic growth of cultural experiences (the growing success of the monthly Friday evening Arts Crawl events and the annual signature Super Crawl) and using the corridor concept as an enabling framework to develop a unique Hamilton experience that celebrated the provenance and creativity of the city.

In 2004, Richmond adopted its first Arts Strategy, with the aim to make Richmond a city with a thriving cultural life where opportunities for participation in the arts at all levels were accessible, artists feel they have a place and are seen as contributing to the community, cultural industries are welcomed, and cultural activity is visible and supported.

Since then, there has been significant civic investment to increase the capacity of artists and arts organizations, offer high-quality arts festivals and programs, and showcase Richmond's artistic talent. Richmond's Arts Strategy 2019–2024 now positions the arts as a means to achieve community goals in economic development, health and well-being, infrastructure and tourism. Its 'Five Major Strategic Directions' to lead arts and cultural development over the next five years are: 1. Ensure affordable and accessible arts for all 2. Promote inclusivity and diversity in the arts 3. Invest in the arts 4. Increase awareness and participation in the arts 5. Activate public spaces through (and for!) the arts.

Getting a destination to effectively support the arts can be a challenge, especially if the arts and culture sector are not currently a primary driver of tourism in the destination. To this end, one of the core elements in Tourism Calgary's Destination Strategy is to attract and enhance premier cultural experiences in the city. To achieve this, the Conference Board of Canada (CBOC) noted it would be important for the city to have a benchmark of tourism spending on the creative sector as the Destination Strategy looked to establish new visitor growth targets that relied on successfully promoting cultural experiences to visitors.

Considerations made:

- Determine what civic arts and culture support systems are already in place (begin with the City of Brampton Culture Master Plan).
- Create or define an enabling framework space in which the community arts and culture sector can thrive (as suggested in the City of Brampton Culture Master Plan).
- Determine a benchmark of tourism spending on the arts and culture sector.
- Provide statistical insights to businesses/community that demonstrate the economic benefits of a well-supported arts and culture sector for tourism.

Comparable Analysis - Leveraging Special Events

A key function of Tourism Calgary is to support the attraction, development and delivery of sport, cultural and major events, in other words, to attract, host and leverage special events. The City has had tremendous success in leveraging its special events, to the point that Tourism Calgary identified its new aspiration was to make Calgary "the ultimate host city."

To achieve this Tourism Calgary identified the following actions:

- Evolve advisory sub-committee to champion the identification, evaluation and oversight of bidding for major events.

- Develop an organizational strategy to identify, support and enhance targeted events that complement the brand, offer shareable experiences and grow visitation.
- Work with stakeholders to elevate hosting potential through activation and marketing.
- Evolve Tourism Calgary's partnership and membership programs to ensure they meet the needs of the industry, and are based on engagement.
- Identify key Destination Strategy-focused partnerships and initiatives in which to invest and advance in the short to mid-term.
- Advocate to appropriate stakeholders on behalf of the tourism industry.
- Develop a baseline, then grow the number of stakeholders who feel engaged with Tourism Calgary.

While Calgary's approach builds on the city's well-established reputation as an event-based destination, Tourism Hamilton's approach to leveraging special events identified the necessity that the effort *only be undertaken* in the context of the city's 'need periods' to attract business at the times of the year and days of the week when there was capacity in terms of commercial accommodation.

In addition, securing the kind of business that was appropriate to the availability and capacities of Hamilton's tourism infrastructure, primarily its meeting and sport venues, was also a major consideration. Having a comprehensive overview of the need periods and the ability to maximize these opportunities required a booking calendar that could be used proactively to plan and execute sales and marketing strategies to deliver the highest yield possible, and to secure business for the city's tourism industry at the times of the year when the business was most needed.

To achieve this, Tourism Hamilton developed an 'Advanced Booking Calendar' to support sales development, which was used to track potential and actual scheduling of events, festivals, M&C business, and sport related tournaments and activities for a forward-looking period of at least three years. This assisted in scheduling and booking more localized or regional events and activities that do not have as much potential to drive overnight stays in paid commercial accommodation. Knowing this reduced the likelihood of securing a local sport tournament during a prime month or week of the year in a venue that is potentially attractive to regional or provincial sport organizations.

Unlike Calgary, Surrey did not have a significant general awareness of its special events offering to lean on in leveraging its special events. All the same, Surrey has foregrounded its festivals and events across its collateral, electing to make festivals and events the first tourism driver featured in its 2018-2019 Visitor Guide.

Festivals and events have also been used to illustrate Surrey's diverse communities with reflective imagery being employed across marketing collateral. Narratively, Surrey employs its special events as a connective tissue between its diverse communities and arts and culture sector.

Considerations made:

- Consider building a community-led marquee event with a heavy focus on culinary and arts and culture to enhance resident pride and create a platform for storytelling.
- Develop an organizational strategy to identify, support and enhance targeted events that complement the tourism offering or brand.
- Secure the kind of business that is appropriate to the availability and capacities of Brampton's tourism infrastructure.
- Develop an 'Advanced Booking Calendar' to support sales development, track potential and actual scheduling of events, festivals, meetings and convention business, and sport related tournaments and activities for a forward-looking period of at least three years.
- Use special events to narratively connect Brampton's diverse communities with its culinary and arts and culture sectors.
- Foreground festivals and events across marketing collateral in order to illustrate Brampton's diverse communities with reflective imagery employed across marketing collateral.

Comparable Analysis - Culinary Tourism

Culinary Tourism as a key element in a tourism strategy is a relatively new development for many destinations, a fact that was reflected in the various strategies and action plans examined in this comparable analysis.

Richmond was the most advanced and pro-active in its approach to culinary tourism, as Tourism Richmond, in conjunction with other key stakeholders, finalized a Richmond Food Tourism Strategy in 2019.

The DMO has stated that the plans account for long and short-term goals to increase visitation - especially in the shoulder season - and strategies to provide visitors with the best experiences when they visit the destination. Prior to the COVID-19 pandemic, the plan had been to begin rolling out the initiatives and actions outlined this year.

Prior to the strategy, Richmond was already working from an established culinary tourism foundation as the city's Alexandra Road has been branded as "Food Street" or "Wai Sek Kai." It is a three-block stretch of the City's Golden Village and has the highest concentration of restaurants in the city, most serving Asian cuisine.

Tourism Richmond also offers a Food Street "Food Crawl" guide available on its website and has developed a "Dumping Trail" (listed among CNN Travel's list of 12 of the world's most enticing food and drink trails), which is available to download as a PDF from the Tourism Richmond website. The organization has also created a number of additional "Dining Guides" made available on its website and has established the Richmond Night Market, which has become an annual tradition and one of the flagship summertime events of the region.

Tourism Surrey's Culinary Arts Program also represented a new perception of the municipality that would be informed by its food culture. Its 'Food with Thought' campaign was launched in February 2014 as a way to introduce locals and visitors to Surrey's burgeoning culinary scene, highlighting Surrey's mixture of urban culture and vast farmland that make it unique to other municipalities. The Food with Thought website (now redirecting to TrueSurrey.ca) was a stage that was designed to showcase stories about Surrey's restaurants and cafes, people's relationships with food and the community that makes up the culinary scene. The site was built to showcase participating brands' stories via videos and profiles, and strengthen the food community in general by sharing recipes, stories and events. 'Food with Thought' aimed to illustrate that the region's culinary scene is more than just dining at a restaurant.

And though not a significant piece of Hamilton's Tourism Strategy, because James Street and adjoining streets provided a number of unique restaurants and cafés with the potential to highlight the ethnic diversity of the area, local personalities, and unique settings, Hamilton has developed a culinary sub-theme to support its Destination Development Arts and Culture theme. Building an emphasis on local produce was designed to strengthen the positioning of the corridor and the culinary sector in general, while enhancing the linkages with the agricultural sector (and the benefits to the local economy).

In the cases of Calgary and Barrie, neither destination indicated its culinary offering offered enough of a potential draw to visitors to foreground it, instead both destinations elected to use the food and drink offering to bolster and support their overall tourism offering by providing food and drink dedicated pages and lists on their consumer facing websites, with latter pages mentions in visitor guides.

Considerations made:

- Prioritize rapid development of and a proactive approach to the culinary tourism plan to help keep Brampton ahead of the growing number of destinations turning their attention to the development of culinary tourism.
- Showcase stories about Brampton's restaurants and cafes, people's relationships with food and the community that makes up the culinary scene.
- Use Brampton's culinary scene to narratively highlight Brampton's diverse communities.

Comparable Analysis - Meeting and Convention Hosting

All five destinations analyzed have placed a significant emphasis on the importance of meeting and convention (M&C) hosting as part of their respective tourism strategies, though none made it a lead priority or pillar in their overall tourism strategies or action plans. That is to say, this is an extremely competitive space, though not one necessarily being prioritized by most comparable DMOs.

With its established reputation as an excellent "host" city, Tourism Calgary actively promotes the city's competitive advantages and works with stakeholders, meeting planners and local champions to secure meeting and convention business. The DMO

places emphasis on developing more programs, as more programs mean new and repeat visitation, broader awareness of the city's business community and increased economic impact for Calgary.

Meanwhile, Hamilton has enjoyed a solid base of business from the M&C sector. Considered as a second tier meetings destination, Hamilton has historically attracted and hosted local, regional, provincial and national association and corporate meetings.

With new management of Hamilton's major facilities for events and the development of new city downtown branded hotel properties by the Vrancor Group, there were new key partners with primary interests in securing events to generate overnight stays. Developing an effective working partnership with shared goals and objectives and enhanced funding was important to Tourism Hamilton in moving forward in a progressive manner. Hamilton's M&C strategy was highly focused and targeted organizations that aligned with Hamilton's core assets and strengths.

Barrie, which competes directly with Brampton for a variety of meetings and conventions, has focused on working to "ensure travellers choose Barrie as their overnight location when choosing an accommodation while travelling for business or booking meeting spaces and conferences." Overall, Barrie has an above average corporate travel occupancy rate at 58% (2017), and Tourism Barrie noted that a slight downturn in corporate travel would have a major effect on the tourism economic impact and growth in the accommodation sector in Barrie.

On its website, Tourism Barrie messages on meetings and convention as: "Barrie is the perfect location in which to hold your conferences, meetings and events. Our beautiful waterfront city can host local, regional or national meetings and events in our variety of impressive facilities. It is an excellent alternative to conventional hotels in big cities and offers a more personal and flexible experience than other venues."

Considerations made:

- Determine definitively how valuable the meetings and conventions sector is to Brampton's tourism economic impact, choose how to prioritize this competitive space accordingly.
- Develop an effective working partnership with shared goals and objectives with meetings and conventions infrastructure owners and management.
- Focus on and target organizations that align with Brampton's core assets and strengths
- Present Brampton as an alternative meetings and conventions destination.

Comparable Analysis - Approaches to Visiting Friends and Relatives

Despite the importance and durability of the 'Visiting Friends and Relatives' (VFR) segment, remarkably few destinations have specific strategies in place to maximize the potential of this market.

Visiting friends and relatives is one of the top five reasons for overnight visits to Calgary. As a result of this, Tourism Calgary recognized the importance of fostering a strong sense of the city's tourism offering amongst Calgarians. The #LoveYYC initiative was designed to celebrate everything that makes Calgary great. Over the last few years, the campaign achieved success as a result of strong support from Calgary's tourism stakeholders and a collective eagerness to engage Calgarians in shareable, memorable experiences. Tourism Calgary noted that Calgarians have increasingly embraced the opportunity to experience something new and showcase their community spirit by supporting local partners and businesses.

Now a year-round campaign, this initiative is designed to educate, engage and impact Calgarians, with the intention of encouraging them to actively invite friends and family to experience Calgary. Tourism Calgary has developed a number of #LoveYYC assets available for download from the industry partners section of its website. They are:

- Red heart #LoveYYC print out for use in photos
- #LoveYYC Facebook and Twitter assets
- #LoveYYC logos
- #LoveYYC digital signage assets

Richmond has also been relatively proactive in developing VFR. Not dissimilar from Tourism Calgary's campaign-based approach to developing and encouraging VFR, Tourism Richmond's 'Pacific. Authentic. Locals.' program helps locals show off Richmond to visiting friends and relatives.

Unlike Tourism Calgary, Tourism Richmond has placed some controls to locals becoming strong ambassadors as locals must pass a knowledge test to receive their Richmond Ambassador certificate. As an incentive, those individuals that pass both tests ([Value of Tourism Knowledge Test](#) and [Richmond as a Destination Knowledge Test](#)) are entered into a draw to the "ultimate Richmond ambassador prize." The prize package includes:

- 1x Pacific.Authentic.Richmond BC Swag Bag;
- 2x adult tickets on a whale watching tour with Vancouver Whale Watch;
- 2x admissions into the Gulf of Georgia Cannery National Historic Site;
- \$50 Gift Card for McArthurGlen Designer Outlet Vancouver Airport.

Locals can prepare for the tests using materials provided on the Tourism Richmond website.

Discover Surrey is a three-hour class originally developed by Tourism Surrey to use for City of Surrey special event volunteers. However, it has since evolved into a course used for both volunteers and newcomers to the community. The goal of the Discover Surrey class is to connect people to the tourism opportunities in the city, increase community pride and inspire residents to explore their own community.

At the launch of Hamilton's tourism strategy, VFR was identified as an existing strength for the destination, as visits were primarily for the day, with VFR being a key motivating factor in generating demand overall. The strategies recommended for Hamilton's VFR

approach were based on strategic segmentation, an enhanced use of digital marketing, and close collaboration with RTO3. Hamilton worked to create a stronger online presence and increase the use of digital channels for information distribution to strengthen the positioning of the city and its sense of place as a destination, and increase stakeholders' ability to leverage RTO3's regional marketing activities, particularly as they related to the city's main source market segments.

Considerations made:

- Create a VFR program.
- Include food and culture focus to maximize economic impact of each visit.
- Provide easy-to-use, easy-to-access digital VFR materials.
- Encourage strong support from tourism stakeholders and partners for VFR campaigns.
- Engage locals in shareable, memorable experiences.
- Utilize VFR to foster and encourage community pride.

Comparable Analysis - Leveraging Outdoor and Recreation

Evidently, destinations with more access to prominent outdoor spaces have put more emphasis on the value of leveraging outdoor and recreational spaces for its tourism offering. As a result, while Tourism Barrie's overall tourism strategy is less developed than many of the other destinations reviewed here, the DMO has recognized its geographical advantage and has put a significant emphasis on leveraging its outdoor and recreation offering to boost its tourism offering.

In particular, Tourism Barrie's 'Winter Fun' program was built to promote Barrie as a winter and ski destination over other Ontario winter destinations. The winter season has lower hotel occupancies and, therefore, Tourism Barrie has worked to capitalize on the region being home to Ontario's five major winter resorts and markets Barrie as the place to stay when vacationing in the area over the winter season. The program was developed as a cooperative marketing program with 17 tourism industry partners combining outdoor winter activities with overnight stay during a traditional slow leisure tourism period.

Meanwhile, 'Barrie by Bike' is a cooperative marketing program involving 10 tourism industry partners and combining outdoor activities and cycling with overnight stay during the months of July and August. Actions involved in developing this program included work with 'Barrie by Bike' partners in developing collaborative and cost effective marketing campaigns to promote Barrie as a cycling destination and targeting the GTA to arrive by Go Train and promote sustainable tourism and alternative transportation. To support, Barrie publishes 20,000 City of Barrie Official Road, Parks and Trails Maps annually.

The enormous scale of Surrey's park system has presented the city with an overarching issue for the delivery of outdoor amenities and services as ensuring the necessary resources to acquire, maintain, and program such an extent and variety of parkland has been identified as a growing challenge for the city over the next decade. As a rapidly

urbanizing city, Surrey recognized it must plan to acquire and develop new parkland to address its growth and ensure equitable access to parkland and park amenities. It should be noted that these needs were not identified as part of tourism strategy, but rather as part of its Parks, Recreation and Culture strategy for the city.

The outskirts of Hamilton have offerings appealing to visitors, with Tourism Hamilton noting it would be of particular interest to those with an interest in ecotourism, agri-tourism, hiking, cycling and mountain biking. Tourism Hamilton's emphasis was put on identifying ways of elevating the significance of these related activities as distinctive experiences and 'supporting demand generators' in terms of increasing length of stay, complementing the James Street corridor and waterfront experience and attracting niche markets.

Considerations made:

- Identify Brampton's outdoor and recreation advantage/unique selling points to differentiate from competitors.
- Determine if outdoor and recreation should be a driver or supporter of overall tourism offering.
- Assess how these outdoor spaces will increase in value in a post-pandemic era, where destinations will need places to disperse visitors.
- Determine if outdoor amenities and services can sustainably scale to an increase in visitors participating without negatively affecting locals and environment.
- Identify ways of elevating the significance of these activities as distinctive experiences.

Comparable Analysis - Community Reputation Management

Combatting a potentially negative community reputation was unique to Hamilton and Surrey in our analysis and as such we will focus on only those destinations for this segment.

In a comprehensive SWOT analysis looking at the industry and the destination experience from a traveller-centric perspective, Tourism Hamilton identified 10 issues and opportunities that need to be either addressed or leveraged: one of which was the negative image of Hamilton as a visitor destination.

Hamilton's approach to community reputation management has been central to the city's overall economic development goals. Through the multiple stakeholder engagement exercises that influenced the creation of Hamilton's updated Economic Development Action Plan, businesses and citizens identified the value they saw in the efforts to increase the image of Hamilton regionally, nationally and internationally and the expectation that the City of Hamilton, and specifically the economic development-focused sections of the city, would play a leading role in this effort.

Over the past five years, the marketing efforts from Hamilton's Economic Development office and its investment partners in the Hamilton community have generated scores of positive interest for Hamilton. Among the highlights: Hamilton's changing economy has

been featured repeatedly on a national scale by publications such as the *National Post*, *Toronto Star* and the *Globe and Mail*; Hamilton is increasingly being known as Canada's most diversified economy (as ranked by the Conference Board of Canada).

Negative marketplace perceptions of Hamilton as a destination were also encountered as a constraint to attracting meetings and convention business. To combat this issue, the Tourism and Culture Division endeavoured to play a key role in building awareness of Hamilton as an events destination within target markets and implementing tactics to overcome the issue of negative perceptions. These included: ensuring the availability of good quality information and content about the city for distribution through multiple online and offline channels; maintaining a program of hosting FAM tours and site inspections for qualified meeting and event planners, and continuing to strengthen market presence through activities associated with industry associations such as Meeting Professionals International (MPI) and Canadian Society of Association Executives (CSAE); developed a public relations program aimed at meeting planners and meeting and convention related media that profiles success stories and highlights Hamilton's outstanding hosting capability; maintain up-to-date sales kits with current images that portrayed the city and its attractions and venues in an effective manner and included a cost-analysis sheet that demonstrated the cost benefits of hosting an event in Hamilton; utilize the proximity to Toronto and Niagara as an opportunity for an extended and enhanced visitor experience.

Historically, Surrey has endured a negative reputation. To counter this, Tourism Surrey launched the True Surrey initiative in 2015 with the goal of effectively articulating the regional identity, values, and differentiation factors to reshape perceptions by highlighting what the destination offers and inciting civic pride among residents.

True Surrey focuses on the unique positive qualities that define the region "rather than paying undue attention to the typical growing pains all burgeoning communities face." The initiative was created to empower the everyday Surrey resident to become a True Surrey brand ambassador. True Surrey aims to communicate the following: "we live in Surrey for many reasons; we are evolving as a community; there is so much to see and do here; the future looks bright; we are excited to share our city with you."

Considerations made:

- Ensuring the availability of good quality information and content about the City for distribution through multiple online and offline channels.
- Maintaining a program of hosting FAM tours and site inspections for qualified industry professionals.
- Strengthen market presence through activities associated with industry associations.
- Develop a public relations program that profiles success stories.
- Maintain up-to-date sales and marketing kits with current images that portray the city and its attractions and venues in an effective manner.
- Utilize the proximity to Toronto as an opportunity for an extended and enhanced visitor experience.

- Make combatting Brampton's reputation issues a pillar of the VFR program.

Comparable Analysis - Success in Leveraging Diverse Communities

Considering Brampton has the 4th largest visible minority population in Canada with 234 different ethnic origins reportedly speaking 89 different languages calling the City home, very few destinations have the kind of diverse community Brampton does, making successful comparables something of a rarity. Which means that fact alone presents Brampton with a unique selling point.

Richmond is another of the most culturally and ethnically diverse cities in Canada. The 2016 Census reported that there were over 150 ethnic origins and over 100 languages spoken in Richmond with six out of 10 residents born outside of Canada.

As a result, Richmond has produced a 'Cultural Harmony Plan' - the first community in Canada to do so. The 10-year plan identifies innovative and collaborative approaches to strengthen intercultural connections among Richmond residents, provides city programs and services that address the needs of the city's diverse population.

The Cultural Harmony Plan was developed based on analysis of statistics related to demographic information in Richmond, research regarding best practices and promising approaches for enhancing cultural harmony and stakeholder engagement including meetings with the Steering Committee, City of Richmond Intercultural Advisory Committee and consultations with key stakeholders.

The city has also made a concerted effort to undertake the development of several plans and strategies that include actions related to the Cultural Harmony Plan, including the Richmond Arts Strategy 2019 to 2024 and Recreation and Sport Strategy 2019 to 2024.

From a purely tourism perspective, Tourism Richmond has made its Asian heritage food offering a lead tourism demand generator and highlights/showcases this offering prominently through its marketing collateral and numerous dining guides.

Surrey, one of the fastest growing cities in Canada, also has a diverse population with approximately 800 new residents moving to the city every month and its population is expected to increase by an additional 250,000 people in the next 30 years.

With half of Surrey residents having a mother tongue language other than English, and 33 percent of households speaking a language other than English at home, Surrey has identified that it must continue recognizing and celebrating the unique needs and interests of community and cultural groups. The City's Parks, Recreation and Culture Plan 2018 to 2027 identified this as an opportunity in its future planning noting that "this presents an opportunity for the City to foster and embrace cultural diversity and build unique programs and services."

Surrey's Culture Division is responsible for the operation of a variety of arts, heritage and cultural facilities as well as the delivery of programs, services and special events to support its vibrant and engaged community and has seen particular success through its cultural programming that celebrates its diversity, particularly through its festivals.

Considerations made:

- Build on successes in Brampton's Culture Master Plan, especially as it relates to "Building Brampton's Identity."
- Centre the Culinary Tourism plan on the diverse offering.
- Forge collaboration and partnerships with Brampton's diverse cultural centres, especially as they relate to and celebrate arts and heritage.
- Recognize and celebrate the unique needs and interests of community and cultural groups in the larger tourism strategy.
- Highlight and support cultural festivals, promote beyond traditional communities.

Comparable Analysis - Summary

Hamilton's overall strategy and related strategic plans have provided the most valuable insights for our analysis, with key learnings as they relate to building a strategy, sport tourism development, leveraging arts and culture, including their culinary sub-theme, leveraging special events, meeting and convention hosting, leveraging outdoor and recreation and community reputation management. The Hamilton-model also provides the most holistic learnings for an overall tourism strategy.

Based on the experiences of the destinations examined here, it can be expected that some of the biggest challenges facing Brampton will be changing the narrative around the City's reputation and maintaining a vibrant arts and culture sector supported by the City and given a space in which to thrive. However, some of the destinations analyzed have managed to make in-roads against these challenges. With a considered-strategy Brampton can expect to overcome these same challenges as well. The key to success in this area appears to be that supporting the latter can help to effectively change the former.

Through our analysis it also became even more apparent that, while destinations like Richmond and Surrey have constructed strategies featuring culinary tourism programs and actions, Brampton's demographics have the City well-positioned to take advantage of its unique assets, especially as culinary tourism is factoring into the tourism strategy at the foundational level of the strategy building process. The space is definitely there for Brampton to create a strong tourism narrative in this sector.

BRAMPTON TOURISM SWOC AND SITUATIONAL ANALYSIS

This section looks at what the current situation in Brampton is from a tourism lens. It identifies what Brampton's main tourism strengths and weaknesses are, as well as significant gaps in resources and activities that are required for a tourism destination to thrive. This section also uncovers the priority areas for the City of Brampton to focus on in developing Brampton as a tourism destination.

This strategy's consultations, background research, asset inventory and site visits revealed key findings in the form of the following strengths, weaknesses, opportunities and challenges (SWOC) as they relate to developing Brampton as a tourism destination. These findings form the framework for which this Strategy is based.

Tourism Strengths

Well-Defined Multiculturalism

Brampton is a very multicultural population with 200 different communities that make up the City and almost 90 different languages spoken.

Established and Emerging Arts and Cultural Assets

The City of Brampton recently launched the Arts, Culture and Creative Industry Development Agency, a recommendation of the Culture Master Plan, which is an exciting step to move the sector forward. The inaugural Chair and Senior Project Lead positions have now been filled. Brampton is home to a number of well-known and world-class institutional arts and culture assets and experiences, including The Rose, Peel Art Gallery, Museum and Archives (PAMA) and The Festival of Literary Diversity (FOLD). Brampton's participation in events such as Doors Open gives visitors and residents the chance to visit many of the City's heritage buildings and places of worship. The City also has a large range of community-based arts and culture assets, events and happenings that are attended by cultural, ethnic or religious communities in Brampton but are not currently part of the tourism landscape.

Food-Based Experiences

Bramptonian's rich multicultural culinary traditions, ingredients and techniques are well represented in the hundreds of restaurants found throughout the City, as well as through the growers, producers, artisans and farmers' markets. Downtown Brampton comes alive every weekend with the large and popular Brampton Farmers' Market. The market will be relocated to Gage Park and Ken Whillans Square for the 2021 and 2022 seasons while water main construction takes place. The new Brampton Food Guide was introduced in 2021.

Accessible History

Downtown Brampton's collection of heritage buildings, homes and markers are well documented and easily accessible through the City's self-guided heritage walking tours for which a digital version will be made available this spring. The restored 19th century mansion, Alderlea House and the Historic Bovaird House are examples of Brampton's

preserved history collection.

Festivals and Special Events

The breadth and depth of city and community-led festivals and events are celebrated, and in demand by the local community.

Sport Tourism

The City of Brampton's assemblage of sport facilities, and investment in a Sport Tourism Coordinator have established a solid foundation to grow this segment of event-based tourism. The slate of sport events held in Brampton continues to grow with the addition of GT20 Cricket and the Brampton Half-Marathon.

Parks and Trails

One of Brampton's best-kept secrets are its unique parks such as Chinguacousy Park and natural spaces such as Heart Lake which are well-connected by impressive trail systems that intertwine all throughout the City. In addition to an extensive slate of municipal natural areas, both Credit Valley Conservation Area and Toronto Regional Conservation Area manage space within Brampton's borders.

Entertainment, Sightseeing and Adventure

Brampton has a variety of attractions in the categories of entertainment, sightseeing and adventure that can be positioned as springboards to tourism development streams.

Location

Brampton is Canada's ninth largest city. It forms part of the Greater Toronto Area (GTA) and is located on the Innovation Corridor (Kitchener-Waterloo to Toronto). Brampton is just 15 minutes from Pearson International Airport, is accessible by VIA and GO trains as well as the 400 series of highways.

Tourism Weaknesses

Resident Awareness

While not universally shared, many residents engaged for this Strategy expressed a limited knowledge of what was available to see, do and experience.

Lack of Visibility and Distinct Brand

Brampton's history, community, assets, experiences and stories are not well-known or understood by people from inside and outside of Brampton.

Downtown Brampton Challenges

While Downtown Brampton contains the majority of the City's most established tourism assets and experiences, including The Rose, PAMA, Brampton Farmers' Market, Garden Square and the many heritage buildings, the area is scheduled for much needed and wide-spread upgrades and repairs that will prevent it from being a flourishing tourism hub until work is completed.

Traffic Congestion

Heavy traffic congestion entering Brampton, particularly during the evening rush hour, can be a deterrent to visitors from other parts of the GTA and Ontario.

Transit

Public transit is widely used in Brampton by residents. A future service review of evenings and weekends could benefit both small businesses' workforce getting to and from tourism establishments as places of work, and the ability for residents and visitors to explore Brampton's tourism offerings more broadly. The lack of regular and easy public transportation options to and from Toronto and other surrounding cities is also a limitation.

Tourism Stakeholder Disconnect

Tourism stakeholders, including business owners, industry representatives and residents cited a lack of consistent connection from the City of Brampton.

Infrastructure and Amenities^{*2}

Core hard infrastructure expected in a tourism destination, such as a range of accommodation options with proximity to amenities, and a tourism core such as a downtown or specific neighbourhood, are not currently available in Brampton.

Tourism Opportunities

Promotion and Storytelling

Increasing strategic marketing and promotion of Brampton's tourism experiences through a distinct destination brand will build general awareness of Brampton as a tourism destination, and ultimately increase visitation to the City.

Celebrating Diversity

Brampton's greatest tourism strength is its diverse range of people and cultures that make up the resident base. Celebrating this by weaving this messaging into all aspects of Brampton's tourism development, including festivals, events, destination marketing and branding, and the building of cultural experiences that visitors can engage in, will further establish Brampton as a tourism destination based on authentic strengths, and enhance resident pride of their city.

Resident Engagement

Informed and engaged residents are crucial to the success of a sustainable and holistically inclusive tourism destination. They act as both formal hosts, when their own friends and relatives visit, and also as informal spokespeople with every interaction they have with visitors to a destination.

² The Gap Analysis provides a detailed review of Brampton's missing core infrastructure and amenities.

Determining a Specific Niche

Because Brampton is in its infancy as a tourism destination, it is not known for a specific visitor appeal. This provides an opportunity to build a tourism niche with intention, building from the City's clearest opportunities to become demand generators, including arts and culture, food-based experiences, special events and sport tourism.

Improved Stakeholder Collaboration

A city-led initiative to aid in tourism-related businesses and stakeholder collaboration would support knowledge transfer, capacity building, destination building and improved connection between tourism stakeholders and the City.

Bike Tourism

Leveraging Brampton's green spaces and trail network to connect with other GTA municipalities with a strong cycling culture would better leverage this strong domestic tourism segment.

Beautification, Infrastructure and City Planning

Several large scale infrastructure improvement projects such as Riverwalk and the Shoppers World redevelopment will improve Brampton's appeal to visitors.

Self-Guided Tours

Self-guided tours could be developed to engage with Brampton's collection of well-marked public art and heritage buildings. A digital Downtown Heritage Walking Tour will be launched in the spring.

Youth

Brampton has the youngest population of Canada's largest cities, with an average age of 36.5 years. Including this in messaging and development would aid in tourism positioning.

Hurontario Light Rail Transit Expansion

This expansion is an opportunity to improve traffic congestion and public transit options to and from surrounding cities, which is currently cited as a weakness of Brampton as a tourism destination. The Queen Street-Highway 7 Bus Rapid Transit (BRT) currently under review would also improve connectivity for Brampton.

Two-Way, All Day GO Train

Metrolinx has discussed the possibility for two-way all day GO service for the Kitchener line which includes stops in Brampton at Mount Pleasant Village, Downtown and Bramalea for some time. It is hoped that talks will continue post-pandemic as increased service will certainly improve visitors' ability to easily access Brampton.

Tourism Challenges

Reputation

Resident and visitor perceptions of Brampton do not always align with the reality.

Competition

Brampton is surrounded by large cities, namely Toronto, Mississauga, Hamilton and Vaughan, that have a similar or in some cases, superior make-up of tourism-related strengths.

Business Resiliency

Most of Brampton's tourism-related businesses are small "mom and pop" shops that are not financially resilient to turbulence and crisis.

Changing Conventions and Events Model

COVID-19 has brought about a major change to the viability of large-scale events, shifting most to an online model. It's unknown if this shift will be long lasting.

Gap Analysis

This Strategy's gap analysis identified that the following sentiments and large-scale resources and/or services would best serve the City in moving the needle forward in achieving the Vision and Goals of this Strategy.

Stakeholder Appreciation of Brampton as a Tourism Destination

The majority of stakeholders and residents consulted for this strategy noted they did not see a clear path for Brampton to become a tourism destination.

Organizational Structure to Market the Destination

The City of Brampton does not have an official organizational structure for tourism, such as a municipal service corporation, in place with the mandate to conduct destination marketing services, which is a requirement of the Municipal Accommodation Tax (MAT) allocated for destination marketing.

Boutique Accommodation Options

Hotel offerings in Brampton have increased over the last two years but only within the three-star category. Most have a capacity range of 50 to 150 rooms. Higher rated options, including boutique options, would be a welcome addition to Brampton's accommodation portfolio particularly in the downtown core to service the following:

- Visitors seeking a more service-oriented experience.
- Business travellers to the expanded Innovation District or corporate head offices including Canon and Loblaw.
- Bridal parties celebrating at Alderlea.
- Audience and performers of Rose Theatre productions.
- Visitors seeking a rich culinary or heritage experience.

Family-First Hotel Options

To qualify as a family-first accommodation, of the variety that families will specifically travel for, as opposed to a family-friendly accommodation that welcomes families and may offer just a few family-friendly amenities (i.e. indoor pool and slide), an accommodation needs to be centrally located; offer a babysitting service/kids club; offer a play place; provide packages complete with meals, activities and perks; and have a pool, ideally with a slide(s). At the moment, Brampton has just two hotels with an indoor pool and slides, and none that could serve to attract families on their own merits.

Updated Multi-Purpose Sport Complex

High-profile sport hosting requires bringing people to one concentrated centre. The addition of a multi-purpose sport complex (i.e. 6 to 8 fields/ice sheets/gyms/large food court, common area or event space) with 500-1,000 spectator seating available would improve Brampton's ability to compete with comparable destinations that have larger and more efficient facility offerings. Going forward, the City's tourism office should lend tourism's perspective and engage with the City's recreation and planning teams on development.

Destination Restaurants

While Brampton has an eclectic culinary offering across the City, at present the City's extensive dining options don't include a destination restaurant or food hall, the type of destination dining experience that can compel visitors from outside of the area to travel to Brampton specifically for a food experience. A noteworthy restaurant and/or food hall that is a tourism draw in itself would be advantageous in affirming Brampton's position as a culinary destination.

A Tourism/Community Core

Brampton's tourism assets are spread out across the City, with no centralized hub making overall connectivity is a challenge. Downtowns are representative of the community and visitors interpret a destination's downtown as an overall representation of the greater area. They are also looked to as an indicator of larger social and economic trends. Developing an attractive core that features a mix of specialty retail shops, family-friendly entertainment, restaurants, professional services and residential occupancies within a walkable setting would provide Brampton with a marketable hub and a launch point connecting visitors to the expanse of tourism assets and experiences available to them across the wider City. Achieving this in Brampton will take time due to ongoing large-scale construction, but the downtown's key cultural assets like The Rose and the Peel Art Gallery, Museum and Archives as well as parks and heritage buildings can still be positioned as tourism attractions in the meanwhile.

TOURISM DEVELOPMENT STREAMS

Brampton has four distinct areas of growth that represent the most potential to develop into the main demand generators for Brampton's visitor economy, and have each been given special analysis as to how best to accomplish this. These areas of growth are:

- Arts and Culture
- Food Tourism
- Special Events
- Sport Tourism

Arts and Culture Tourism Development Stream

Current Situation

The City of Brampton has a solid foundation of work on which to build this plan to leverage arts and culture as part of tourism development. Part of Brampton's 2040 vision seeks to position Brampton as an attractive destination through its cultural assets. More specifically, Vision 5 "Brampton will be a rich mosaic of cultures and lifestyles, coexisting with social responsibility, respect, enjoyment, and justice" and Vision 7 "Brampton will support a mosaic of artistic expression and production" are connected to core elements to create demand outlined in this strategy. In 2018, the City's Culture Master Plan identified many areas of action which, although specifically focused on arts and culture, are also in alignment with building Brampton as a tourism destination. One action was to create a tourism strategy. As such, the strategies from the Culture Master Plan inform the recommendations of this plan and should continue to be implemented by the City's culture team as back-bone strategies toward developing Brampton as a destination recognized for its arts and culture. An important milestone of the Culture Master Plan, which this report draws from, is the vision for cultural development in Brampton:

Brampton is a city where boundaries between cultural activities and creative entrepreneurship are blurred; bold and unabashed artistic and entrepreneurial activities take place in the context of an interconnected creative ecology. This creative ecology not only produces high-quality artistic expression, but also youthful, cutting-edge, silo-busting creativity expressed in both formal and informal ways.³

Although there are plans for the arts and culture sector to grow in Brampton, the City remains in a place where distance and divisions between *institutional and community-led* arts and culture happenings fragment the understanding of what to do in the City, and the types of cultural offerings accessible to residents and visitors alike.

Furthermore, respondents to a survey for the Culture Master Plan shared that one of the biggest barriers to participating in arts and cultural activities was the "lack of variety of arts and cultural offerings."⁴ An initial opportunity in developing tourism is establishing and/or strengthening lines of communication across arts and culture bodies, institutions,

³ Lord Cultural Resources, "City of Brampton Culture Master Plan" (City of Brampton, 2018), 3.

⁴ Lord Cultural Resources, "City of Brampton Culture Master Plan" (City of Brampton, 2018), 17.

organizations, events, and community groups to be able to present consistent and accurate information on the arts and culture assets and opportunities with residents and visitors.

Important work has taken place to push the development of arts and culture as part of the City of Brampton's growth and economic development. During this Strategy's research and engagement activities a number of existing cultural assets (events, institutions, and spaces) that are well-developed were identified by stakeholders, residents, and staff as established arts and culture assets. Many of the arts and culture assets named across the research are listed below, not an exhaustive list, and can continue to be looked to, and leveraged for opportunities to grow tourism.

A sample list of the many established/institutional arts and culture assets is as follows:

- The Rose Theatre - City Owned and Operated
- The Peel Art Gallery, Museum, and Archives (PAMA) - Region of Peel Owned and Operated
- The Festival of Literary Diversity (FOLD) - Community-led
- Canada Day Celebrations - City-led
- Downtown Heritage Buildings - City and Community Owned and Operated
- Sikh Heritage Month - Community-led
- Doors Open Brampton - City and Community-led
- Culture Days Brampton - Brampton Library

Additionally, it was noted across the engagements that there are several community-based arts and culture assets, events, and happenings that are attended by cultural, ethnic, or religious communities in Brampton but not widely known or participated in across the City. Although a richness of community-led arts and culture happenings were named as an asset and part of the offer in Brampton, information on what they are, where they take place, and how to participate when appropriate is not readily available for tourism purposes. As such, community-based arts and culture represents an opportunity in the development of tourism in Brampton. Future work needs to invite collaboration and promotion of these events as part of the City's cultural offering and destination identity. In order to grow tourism in Brampton through existing arts and culture institutions, events, and spaces more streamlined communication needs to be developed between the city-led tourism and arts and culture efforts, as well as with non-city led events and institutions.

A number of projects and initiatives being led by municipal and non-municipal organizations were shared across the research engagements. These are established programs that can support tourism development and demonstrate the range of arts and culture related activity in Brampton. Their areas of focus cross over with economic development, municipal planning, resident engagement, etc.

Examples of the many arts and culture projects and initiatives:

- Arts Walk of Fame - Led by the City of Brampton, the walk of fame recognizes Brampton's creative talent.⁵
- Visual Arts Brampton - This non-profit organization serves as an incubator and provides space, programming and resources for arts in Brampton.
- The Rose IG Live - Series of live streamed performances hosted by the city-owned Rose Theatre and shared through its Instagram account during COVID-19 lockdown.
- Culture Calls Weekender - Led by the City of Brampton with various arts and culture organizations in the city for an online experience of artistic expression, collaboration, and community.
- Brampton Visitor Guides - Led by the City of Brampton, these are business and activity guides for tourism in the City. A new food guide was introduced in 2021.
- Doors Open Brampton - Part of Doors Open Ontario, this event gives visitors and residents the chance to visit many of Brampton's heritage buildings and places of worship. In 2020 it was adapted with virtual tours to allow participation without in-person visits.
- Culture Days Brampton - Led by the Brampton Library, Culture Days "offers Brampton's creative community a unique opportunity to display their talents and offers the public a wide range of interactive experiences." It is a part of Culture Days, Canada's national celebration of arts and culture. Brampton Culture Days was among the top 10 hubs of attendance and participation in Ontario.
- Beaux Arts Brampton - Artist run gallery that serves as a not-for-profit exhibition space for visual artists and photographers, founded by the Brampton Arts Council.
- The Arts, Culture and Creative Industries Development Agency - Launching in 2021, this agency will be incubated within the City of Brampton and subsequently evolve into an independent non-profit organization with the mandate of delivering a vision for arts, culture and creative industries.

Although the above listed spell out a range of different programs, there continues to be a lot of room to grow support and awareness for the arts in Brampton and celebrate community-based programs through city channels.

As recognized by the Culture Master Plan and this Strategy's research, resident pride and perception of the quality and quantity of arts and culture offerings in Brampton still needs to be improved. Residents engaged through the resident survey, public consultation sessions, as well as through interviews, did not express much confidence in what makes Brampton a destination worth the visit. From the resident survey shared, under 30% of respondents selected "arts and culture" as something they would take a guest/visitor to do and see in Brampton. However, just under 50% selected festivals and cultural events (e.g. Culture Days, etc.) and over 60% would take guests/visitors to restaurants. Recommendations around encouraging pride of place and increased strategic marketing and communications in this Strategy are designed to address this

⁵ City of Brampton, "Arts Walk of Fame", <https://www.brampton.ca/EN/Arts-Culture-Tourism/CulturalSrvs/Pages/Arts-Walk-of-Fame.aspx>

under appreciation of arts and culture assets over the five year period of this plan. An initial opportunity presents itself to leverage the spaces where residents are already going with visitors, such as restaurants, and infuse them with representations of arts and culture from Brampton.

SWOC Analysis of Arts and Culture as a Tourism Development Stream in Brampton

Strengths

- Number of community-led arts and culture assets, events, and happenings
- Richness of arts and culture connected to the diversity of the resident population
- A significant number of businesses engaged for this strategy identify as operating within Arts, Culture and Heritage (27%, Stakeholder Survey)⁶
- Business community recognizes the importance of culture in bringing visitors to Brampton (71%, Stakeholder Survey)⁷
- Presence of arts and culture institutions gaining recognition beyond Brampton (e.g. The Rose Theatre, The Festival of Literary Diversity)
- The Arts, Culture and Creative Industries Development Agency, launching in 2021, will be incubated within the City of Brampton and subsequently evolve into an independent non-profit organization
- Existing built heritage across the City
- Existing living heritage across diverse communities

Weaknesses:

- Weak connections between institutional and community-led arts and culture happenings
- Low level of awareness of arts and culture activities
- Lack of awareness of Brampton's arts and culture offerings beyond Brampton's border

Opportunities:

- Plans in place to grow the arts and culture sector
- Increasing awareness of cultural happenings
- Fostering trusting relationships and regular communication with cultural communities and leaders
- Establishing and/or strengthening lines of communication across arts and culture municipal and non-municipal institutions, organizations, events, and community groups
- Embracing arts and culture to reshape perceptions of the city's identity among residents and potential visitors
- Featuring arts and culture in the spaces that residents already frequent to build pride and increase awareness
- Enhancing community-based programming and city support for community-based programming

⁶ City of Brampton's 5-Year Tourism Strategy Research (2020) *Stakeholder Survey*

⁷ City of Brampton's 5-Year Tourism Strategy Research (2020) *Stakeholder Survey*

Challenges:

- Proximity to destinations understood to have very similar arts and culture offering (i.e. Mississauga and Toronto)
- Lack of ongoing strategic destination marketing plan that includes arts and culture promotion
- Generational and cultural divides within Brampton residents
- COVID-19 restrictions and health and safety measures

Strategy for Going Forward with Arts, Culture and Tourism

The following section takes this current context and specifies actions that will address this question: How can arts and culture be leveraged to celebrate Brampton's people, places, and histories as part of a destination worth visiting?

For Brampton to grow as a tourism destination, important foundational work is needed to leverage what is already in place as assets for tourism and building up Brampton's residents as ambassadors. A key part to building up Brampton residents as ambassadors is co-creating and communicating a city-culture or identity. What are the elements that make people proud to live in Brampton? What are the current arts and culture assets that people celebrate? Narrowing down on these questions and communicating across residents and to potential visitors can have major effects in positioning Brampton in a positive light based on the genuine experiences, assets, and resources available in the City.

On a macro-view of this tourism development stream, moving forward with a feasibility study to develop downtown entities such as Garden Square as a more livable space, and to help create a community hub and cultural heart of Brampton, as major construction is completed, is an important city planning initiative that will benefit tourism development. A similar study could also be undertaken to understand options for Ken Whillans Square as an additional space in downtown. Downtown Brampton has a history as a lively city centre with a range of heritage structures and newer developments. Caution is advised to ensure that the downtown doesn't become a less walkable destination. It is important that as Brampton continues to evolve and grow as a city, access to create and participate in cultural activity continue to inform infrastructure and city planning developments. Growing efforts to expand cultural activity in the downtown area, making more spaces available for artists and creative organizations, and leveraging existing spaces as performance venues for community-groups has the potential to diversify the types of happenings in the city-centre. As a consequence, encouraging the diversity of Brampton to come and share space downtown is essential. Tied to this potential are needed actions to improve transportation within the city and continued participation of diverse socio-economic groups across the city.

In areas outside of the downtown, where community-led arts and cultural activities are most prominent, work needs to be done to uncover these experiences through increased civic engagement and empowering neighbourhoods to celebrate their identity. Communication flow between the City's tourism team and the city-led Nurturing Neighbourhoods program, which aims to connect residents with resources, improve

civic engagement and support residents to play an active role in their neighbourhoods, will be a step towards this.

Arts and culture stakeholders look to the City to facilitate access to infrastructure, grants, funding, but not to determine the programs that will take place across the City. The Culture Master Plan recommends pursuing a “co-curated, bottom-up program development and delivery approach”⁸ that the City can encourage in partnership with the new Arts, Culture and Creative Industries Development Agency.

The Culture Master Plan identifies strategies/actions to grow and sustainably support the arts and culture sector in Brampton, including key recommendations on benchmarking and measuring the investment and growth of the City’s contributions to arts and culture. This key milestone document should be referred in parallel to the recommendations below as many draw from its actions to foster tourism development. For specific actions from the Culture Master Plan that inform this Tourism Development Stream see Appendix 2.

Brampton’s arts and culture offerings should be part of any visitor’s overall experience, whether they are in the city for a sport tournament, civic holiday celebration, or major festival. The Tourism Office can play an essential role in connecting arts and culture with the sport, events and festivals, and food and drink sectors, helping to build expanded tourism offerings and enhancing visitor spending. By building relationships with sector stakeholders and co-defining mechanisms for sharing upcoming events and available products, the Tourism Office can facilitate the promotion of tourism opportunities that cross industries, are uniquely Brampton, and contribute to a curated image of the City.

Food Tourism Development Stream

The City of Brampton’s tourism team has long recognized the untapped potential for Brampton’s food experiences to elevate the City as a tourism destination. Food is a natural expression of culture, and a medium through which people can connect with cultures, authentic combinations of food histories, heritages, and experiences, which is what today’s visitors are seeking. As such, prior to the creation of this Strategy, the City had invested in the Culinary Tourism Alliance to build a strategy to develop the City’s food tourism segment. While the crux of the food tourism analysis and positioning is covered in this subsection, the complete City of Brampton Food Tourism Strategy, including Phase 1 (2017) and Phase 2 (2020) can be found at brampton.ca/tourism.

Food Tourism Strategy Phase 1 - 2016 to 2017

The City of Brampton Food Tourism Strategy Phase 1 is the outcome of community-based and collaborative research that unearthed the rich food tourism potential in the destination. The strategy is complemented by an online database of information on 351 businesses that make up Brampton’s food tourism value chain, which is grouped into the following categories: accommodations; attractions; beverage producers; cooking

⁸ Lord Cultural Resources, “City of Brampton Culture Master Plan” (City of Brampton, 2018), 37

schools; farmers' and public markets; festivals and events; foodservice operators; growers and producers; retailers; and tour operators.

Food Tourism Strategy Phase 2 - 2019 to 2020

By way of revisiting and refreshing the work of 2016 to 2017, the City of Brampton engaged in a Food Tourism Strategy – Phase 2 project that focused on conducting an environmental scan, exploring opportunities to position the destination through food and drink, and determining how best to grow the destination's food tourism programming and appeal to food tourists through its municipal markets and corporate events. The result is a Food Tourism Strategy Implementation Support report that compiles the findings and recommendations from each exercise.

Food Tourism Strategy and Tourism Strategy - 2020 to 2021

Recognizing the importance of making food and drink a key part of every visitor experience of Brampton, the City of Brampton saw potential for integrating past food tourism development work into its creation of a tourism strategy for the destination. This includes working to ensure that all past areas of opportunity and related activities are included in the recommendations contained in this Strategy (see [Priority Areas and Recommendations](#)).

Food Tourism Current Situation

Brampton has an extremely vast range of styles of cuisine representing the city's multicultural make-up. Brampton's top 20 ethnic cuisines include: African, American, Chinese, Caribbean, Filipino, Greek, Hakka, Indian, Italian, Japanese, Mauritian, Middle Eastern, Mediterranean, Mexican, Pakistani, Portuguese, Sri Lankan, Thai, Vietnamese, West Indian.⁹ The diversity of cultures and foods found in Brampton pose both an advantage and a challenge for the destination, especially when it comes to harnessing the growth potential of food tourism. The advantage lies in the variety of culinary traditions, innovations, and fusions that emerge from a population that is known worldwide for being multicultural. The challenge remains how best to integrate diverse foods and food-based experiences into drivers of visitation to Brampton. Brampton has a unique opportunity to leverage its diverse foods and food ways and expand upon this by showcasing the meeting of cultures that takes place as part of the City's food scene.

Of Canada's 22 tourism regions, the Greater Toronto Area is the second highest earning region in the country for international visitor spend, with the largest share of foreign travel expenditures going to accommodation (34.4%) and food and beverages (25.3%)¹⁰. While it's going to be a significant time before international tourism expenditure returns to 2019 levels, a large number of Ontarians have been and will continue to travel across the province in the post-pandemic period. This positions Brampton well for using food and drink as a means through which to attract visitors from nearby before those from afar, and a strategy for enriching existing experiences while maximizing economic impact.

⁹ The Culinary Tourism Alliance, "City of Brampton Food Tourism Strategy" page 51.

¹⁰ Statistics Canada Government of Canada, "The Daily — Visitor Travel Survey, Second Quarter 2019," November 27, 2019, <https://www150.statcan.gc.ca/n1/daily-quotidien/191127/dq191127c-eng.htm>.

Past and emerging trends confirm that Brampton should proceed to integrate foods and food experiences that reflect the destination. From the rise of the food-connected consumer through to shifts in traveler demands for destination stewardship, the post-pandemic visitor will be exploratory and more purposeful in their travel as well as seek experiences that are multisensory and immersive.

At the moment, Brampton's most unique selling point in relation to food is that the City is known to be a place where international cuisines can be found; however, this connection is not as pronounced as it can be. Importantly, the *City of Brampton Destination Assessment Report* (2019) notes: "two of the lowest-rated categories of Brampton tourism assets (Restaurants and Hotels) are two of the more reviewed, and talked about, categories on the list, and have the largest potential for improvement."¹¹ The good news is that there is much opportunity for the City to develop as a destination where food is a part of every visitor experience, and this aligns with its 2040 vision.

As Brampton moves forward with identifying and defining its food image and identities there are a number of important processes to connect with food tourism positioning. These include featuring the diversity of cultures, the foods, cultural traditions, and lifestyles represented in the City, as well as communicating social responsibility actions.

Supporting the innovation and creation of food tourism experiences that align with purposeful travel is an important area of focus for food tourism development. As pointed out in the *City of Brampton Destination Assessment Report*, Brampton does not currently stand out in terms of quality experiences, which include food-based tourism experiences such as food tours, cooking classes, or food or beverage trails. An area of focus moving forward will be building up the number of quality experiences available in destination and ensuring that these are tied to the cultural context and USPs (unique selling proposition) of Brampton.

Additionally, connecting food tourism development to other priority areas for tourism development in Brampton, such as sport tourism, is an important consideration. As new infrastructure is planned and built for sport events or conventions, a constant point of consideration should be how local food businesses and products can be made a part of the consumer-facing side of these projects. Much like Mississauga recognizes the opportunity of connecting tourism development to its planned infrastructure projects, so too should Brampton consider how tourism, and more specifically food tourism, can be connected with cultural, sport, and outdoor recreation development.

The *City of Brampton Destination Assessment Report* places Brampton as standing out in registering the most experiences in the number of restaurants (n=247).¹² This means that the product and places are there, and an area to incorporate more actively is the stories tied to these. It's important to consider what the unique food tourism assets and experiences are that Brampton can leverage when moving forward with Brampton's food tourism positioning.

¹¹ Resonance, "City of Brampton Destination Assessment Report" (City of Brampton, 2019), 21.

¹² Resonance, "City of Brampton Destination Assessment Report" (City of Brampton, 2019), 7, 1A.

SWOC Analysis of Food Tourism as a Tourism Development Stream in Brampton

Strengths:

- Diverse flavours available in local restaurants
- Established farmers' market
- Proximity to farms and rural communities
- Strong support across city departments for integrating food and drink into every visitor experience
- Existence of local food champions
- Food industry (processors) is one of the largest employment sectors in the City

Weaknesses:

- Very few businesses are food tourism ready
- Many food businesses have limited to no web or social media presence
- Very few food businesses are using local Ontario produce
- Very few food businesses are calling out their use of local Ontario produce
- Difficult for restaurants to procure an abundance of local food

Opportunities:

- Establish Brampton as a food destination with a focus on global flavours (with local ingredients)
- Develop a dedicated Brampton food festival
- Increase local food businesses' presence at local festivals and events
- Tap food experiences into strong visiting friends and relatives (VFR) market
- Connect food with Brampton's other tourism development streams
- Develop designated kitchens as centres for food entrepreneurship learning and growth
- Redevelop existing events such as Carabram
- Help farmers to distribute food during the week
- Evolution of the Farmers' Market to become a year-round indoor market (currently seasonal and outdoor) or part of a food hall
- Capitalize on celebrity chefs in the City (Jason Rosso, Ranveer Brar and Rick Matharu)

Challenges:

- Strong growth of food scene in nearby and neighbouring cities (i.e. Hamilton)
- Lack of commitment from local stakeholders
- "Bedroom" community of commuters who don't eat out very often and/or typically plan their restaurant spend
- Summer business in restaurant drops approximately 30% (but not unique to Brampton – happens in GTA)
- Restaurants experience a slow growth in the City – 1 to 18 months to grow, 18+ months to establish themselves
- COVID-19 restrictions and health and safety measures

Strategy for Going Forward

With hundreds of restaurants, several festivals and events, as well as growers, producers, artisans and an established farmers' market, the City of Brampton is ideally positioned to leverage its food tourism assets and showcase its mosaic of flavours by supporting the growth and development of food-forward tourism in the destination. To do this, the City must strategically integrate food and drink into all areas of destination development, and use food and drink to exceed visitor expectations, regardless of why they are visiting the destination.

In consideration of past and recent work, several opportunities have been identified for the City to grow food tourism, at both the operator level and through to city-wide approaches. These opportunities, which fall into three categories—including education and engagement, new product development, and marketing and communications—are complemented by specific opportunities related to municipal markets and corporate events. Moving forward, rather than seeing food and drink as a separate tourism development stream, these areas of opportunity, along with specific recommendations contained within previous reports, need to be fully integrated into destination development efforts, as they have been here.

Special Events Development Stream

Current Situation

Considering that the City of Brampton is in the initial stages of development as a tourism destination, the City to date has not utilized special events to generate visitation from outside of Brampton, or as a strategic element for tourism development. However, the City does have a foundation that would allow it to effectively incorporate and leverage special events to increase visitors to Brampton in the mid- to long-term. More specifically, in 2019 there were a total of 98 events, 61 of which were community-led and 37 funded by city grants, including the Santa Claus Parade, the Jazz Festival, and the Festival of Literary Diversity (FOLD).

The majority of residents and stakeholders engaged for this Strategy do not consider Brampton to be a tourism destination at the moment. That said, those residents and stakeholders engaged, who did share that Brampton has potential to become a tourism destination, expressed that hosting special events would be a powerful way to do so. Additionally, the City of Brampton Culture Master Plan identifies the potential of developing and leveraging events in Brampton to support growth of arts and culture in the City.

While it is clear that COVID-19 has heavily impacted the events industry, there is an opportunity to now begin laying the foundations for a robust special events segment, as part of Brampton's visitor economy. Work to evolve special events in anticipation of a confident recovery from COVID-19 in Canada in the medium term, can and should be a contributor to tourism development.

SWOC Analysis of Culinary and Arts and Culture-Based Events as a Tourism Development Stream in Brampton

Strengths:

- 2040 Vision¹³ aligns with creating a community-led marquee event with a focus on culinary and arts and culture
- Diverse culinary offerings, which could be leveraged to create a marquee event while reinforcing the destination identity
- Brampton is a mosaic of cultures with many art institutions, community groups and local artists that could contribute and/or be incorporated into a marquee event
- City Council and Brampton residents agree the City's multiculturalism is its strongest asset and should be celebrated through special events

Weaknesses:

- A disconnect between the City and residents regarding events: some residents feel the City is unsupportive, while the City is balancing providing support with empowering community-led events to thrive
- Brampton's lack of a destination identity can lead to confused programming and messaging that doesn't resonate with event attendees
- Lack of a strategic marketing plan incorporating events
- High percentage of food and culture based businesses are not market-ready and lack capacity to participate in events

Opportunities:

- Interactive culinary event programming can engage different audiences by curating programming to target specific audiences, such as families with children (i.e. kids samosa making class) or adult only (i.e. curry making with beer pairings)
- Culinary event programming engages attendees on a deeper level through a connection with food, the chefs, producers and/or farmers
- Increased destinations resonance
- Strengthening Brampton's culinary identity with both locals and tourists, through storytelling of the food program
- Showcasing Brampton's strengths as a multicultural city
- Increased sponsorship opportunities
- Build positive brand image about culinary and arts cultural diversity – the messaging is almost as important as the event, for example Ottawa Blues Fest, Calgary Stampede, Hamilton Arts Week

Challenges:

- COVID-19 restrictions and health and safety measures
- Limited large-scale indoor event space available could limit to outdoor, warm weather events

¹³ Beasley and Associates, Planning Inc., "Living the Mosaic, Brampton 2040 Vision." (City of Brampton, 2017.)

Strategy for Going Forward

Area of Opportunity: Enhancing Resident Pride in the Events Sector

An initial and important recommendation is for the City to support a community-led or partnership based initiative to design and execute a marquee festival highlighting culinary and arts. This can include a heavy focus on local culinary and arts supports and contribute to enhancing resident pride and encouraging residents to invite their family and friends to join them in Brampton.

Having a marquee event with a focus on local food and beverage and local artists will provide a consistent platform to engage and showcase these two sectors. Additionally, an event can be a powerful platform to promote and celebrate the multiculturalism that exists in the City, as evidenced by the City of Surrey, which employs its special events as a connective tissue between its diverse communities and arts and culture sector, and adding local culinary and art programs will only further establish this message.

For example, the City of Hamilton hosts an annual Arts Week with the main goal being to showcase that art is everywhere in the city.

“Hamilton Arts Week is an annual civic celebration of arts and culture in the City of Hamilton. A dynamic week showcasing events from multiple partnering arts organizations. This year there will be music, art installations, film screenings, live performance, and food.”

The event is presented by the Hamilton Arts Council with support from the City of Hamilton, Ontario Arts Council, Downtown Hamilton BIA, DPAI Architecture, the Cotton Factory and Hamilton Public Library, and is a city-wide event designed to highlight the diverse arts and cultures that exist within the city. The event features installations for children, adults, families, and includes dozens of art installations presented through multiple mediums – ones that are often also combined with food components designed to match the culture showcase. Arts Week engages over 100 artists, venues and performers from the community.

It was identified in resident and stakeholder surveys that one of Brampton’s most unique selling points is its multiculturalism. Residents surveyed used terms like *multiculturalism, rich black culture, multi-ethnic community and cultures; varieties of living expressions, very multicultural city that could offer world class festivals, such as Toronto's Caribana.*

When designed properly, a community-led marquee event will not only help to enhance resident pride but will also support the development and establishment of a destination identity by showcasing Brampton’s most unique selling points. This will then allow celebrating its people, places, and histories to further reinforce Brampton as a destination worth visiting.

Area of Opportunity: Economic and Social Impact of a Special Event Strategy
Further to the above area of opportunity, a community-led Marquee Tourism Event can contribute to the local economy, as well as offer residents the opportunity to share identities and cultures, thereby strengthening resident pride.

According to a study titled “*The economic impacts of annual community festivals: A case of the Sturgis Falls Celebration, 2013*,” it was identified that an event or festival positively impacts the local economy as it creates both direct and indirect spend within the host community¹⁴. An example of direct spend would be a visitor paying for parking in the host town while attending the event or spending a night at a local hotel. These impacts can then multiply further (the multiplier effect) as the original dollar spent is reinvested back into the community.

An example of an indirect spend would be the cost of renting tables for the event from a local rental company or the cost of hiring residents to run a ticket booth.

The report concluded that “*A festival creates a number of impacts on the host community such as: increased expenditures, creation of employment, increase in labor supply, increase in public finances (such as sales tax), increase in standard of living and increase in awareness of the area.*”

Area of Opportunity: Investing to Provide Support and Grow the Events Sector
During City Council interviews for this Strategy it was highlighted that Councillors and stakeholders believe that events offer a powerful opportunity to engage Brampton residents and build a stronger sense of community, but finding a balance where the City fits in to tell the tourism story is challenging. A focus is required to help determine where and how the City should focus their energy to share what the community is doing and how they encourage more events and ideas from the community with a focus on these events being organized by community members.

As the events sector continues to grow, it is recommended that an investment is made to design a comprehensive event marketing strategy, which is essential when trying to attract attendees to an event for both local and visitor markets. A key element of the strategy should focus on tying resident stories into event promotions. Sharing the stories and identities of people from the community will support building resident pride and feelings of inclusion, while also contributing to continuing to build Brampton’s destination identity.

Sport Tourism Development Stream

Situational Analysis

While the City of Brampton is in the initial stages of building Brampton as a tourism destination, sport tourism in Brampton has been operating successfully for many years and is by far the largest tourism-related economic driver for Brampton. Through hosting

¹⁴ Tolle, Chelsea Mae. “The economic impacts of annual community festivals: A case of the Sturgis Falls Celebration” (2013)

an average of 35 sporting events annually, sport tourism in Brampton generates on average \$16 million in revenue annually, and welcomes upwards of 76,000 participants and spectators.

The City has a dedicated sport tourism coordinator, a multitude of indoor and outdoor facilities to host a range of activities, from soccer, basketball, lacrosse, cricket, field hockey, track and field and kabaddi as well as a Mayor and Council that are supportive of further investment in this segment. In fact, the City is currently reviewing options for the construction of cricket facilities, built to international cricket standards. Brampton has hosted events such as the Cruiser Cup International Para Ice Hockey Tournament, and remarkably, is home to the Brampton Canadettes Easter Tournament, the world's largest and longest running female hockey tournament.

However, it isn't a clear path to success for Brampton. There are several gaps in assets, support and systems, as outlined in the following Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. Brampton's geographic location is a dichotomy for sport tourism. It's both optimal, being in the heart of the Greater Toronto Area, and just 15 minutes from the Toronto Pearson International Airport; and challenging, being so close to comparable cities of similar size. While Brampton has great facilities for community use, other cities within 50km have more modern and larger facilities with dual purpose for tourism and community. As well, some nearby similar-sized cities also have more cohesive processes for bidding and managing sport tourism events, and more established stakeholder engagement processes. Furthermore, while Brampton successfully hosted large events in the past, those efforts exhausted resources and pointed to the need for additional support in the form of staffing, budget and facilities in order to host events of this size with success in the future.

The good news is that the opportunities outweigh the challenges, and if managed well, sport tourism in Brampton has the chance for a home run, or in celebration of Brampton as the Cricket Capital of Canada¹⁵, a SIX.

Brampton Sport Tourism Critical Assets

Facilities:

- 53 Multi-purpose natural fields – one 14-field complex
- 46 Softball and six hardball diamonds – one eight-diamond complex
- 20 Ice pads – two four-pad complexes, seating up to 5,000
- 15 Cricket pitches (3 of which are lit)
- 14 Beach volleyball courts
- Nine indoor/outdoor artificial turf fields
- FIH Global-certified field hockey field
- Kabaddi stadium – seating up to 3,000
- Track and field stadium – IAAF 400m eight-lane track with nine field event sites

¹⁵ The City of Brampton Department of Recreation webpage. <https://www.brampton.ca/EN/residents/Recreation/Bookings-Rentals/Pages/Cricket.aspx>

Event Support:

- Bid preparation
- Hosting grants
- Facility selection and bookings
- Accommodation options
- Event promotion
- Welcome and orientation packages

SWOC Analysis of Sport Tourism as a Tourism Development Stream in Brampton

Strengths:

- Sport tourism is Brampton's biggest economic driver related to tourism at this time, with an average annual economic impact of \$16 million and visitation of 75,600 people, including participants and spectators
- Dedicated sport tourism team member
- Home of the Brampton Canadettes Easter Tournament, "The World's Largest Female Hockey Tournament."
- Strong sport hosting legacy
- A large range of sport facilities and assets to accommodate a variety of sporting events
- Brampton has more facilities than many nearby similar sized cities in multiple-sports including beach volleyball, field hockey, cricket, skateboarding and BMX
- Brampton is the only city in Ontario with Kabaddi facilities
- A recognized sport tourism destination for Cricket, Soccer, Field Hockey, Ultimate, Basketball and Lacrosse
- Engaged Sport Tourism industry representatives
- Established Sport Tourism Hosting Program
- Nearby international and regional airports, rail access, hotel and 400 series highways
- Brampton aiming to be "The Cricket Capital of Canada" and Mayor and Council support of Sport Tourism

Weaknesses:

- Need for a multi-purpose sport complex with the amenities, structure or visual aesthetic required to bring in national or international visitors
- Unable to provide third party event organizers with access to volunteers
- Brampton is geographically situated among many highly competitive sport tourism locations
- Not proactively bidding; reactively hosting
- Lack of an organized system to receive input and engagement from local sport tourism representatives
- Lack of dedicated sport tourism marketing to support bidding and hosting
- General lack of tools and processes related to bid assessment, partnerships, bidding, transition to hosting, event planning and delivery and evaluation and legacy/knowledge transfer¹⁶

¹⁶ Canada Sport Tourism Alliance Sport Tourism Assessment Tool, 2020

- Lack of Tourism Hosting Program budget
- Reliance on municipal funding

Opportunities:

- Potential for forthcoming cricket stadium built to international standards
- Leveraging Brampton's multiculturalism, arts and culture and culinary offerings through sport tourism
- Dedicated investment and capacity building to move from reactive bidding to proactive bidding
- Leverage Brampton's bidding reputation as the Cricket Capital of Canada in overarching destination marketing

Challenges:

- Case-by-case decision process in place to balance resident use and sport tourism use of facilities
- Some sport tourism stakeholders feel lack of support and investment from City of Brampton
- COVID-19 restrictions and health and safety measures on large gatherings

Strategy for Going Forward

Overview

To capitalize on the opportunities that sport tourism represents for the City of Brampton, the City must invest in a more robust sport tourism segment. While Brampton has many fundamental advantages for sport tourism, it lacks key elements that will take the sector forward. While some of these elements are large in scale, the need for more facilities that are able to accommodate spectators is needed.

In terms of specific sport hosting and bidding opportunities, this strategy recommends focusing on enhancing existing local and regional tournaments through increased stakeholder collaboration, incorporating sport into the City's event marketing and storytelling, and better leveraging visitation (i.e. sport tourism packages) with the goal of expanding participant and spectator numbers, destination engagement and overall revenue for the City's businesses and stakeholders, while building community pride and awareness of Brampton as a sport tourism destination. This will require the expansion of the sport tourism team. Through the success of leveraging these events, sport tourism in Brampton could then expect additional buy-in to add more facilities and funding to upgrade the size of events to target. Ultimately at the completion of this five-year tourism strategy, a destination of Brampton's size that wishes to be a sport tourism destination should be in a position to host large-scale events such as the Ontario Games.

A Note about Sport Tourism Bidding and Hosting

Sport Tourism bidding and hosting is an involved process that requires significant strategy and preparation.

Bidding:

While most local sport events do not require a bid, many larger sport events involve a bidding process of some kind. Events holders establish a set of bid guidelines outlining the requirements of a destination for hosting the event. These requirements often include elements such as resource requirements, sport facility infrastructure, event duration, the tournament format and the number of expected participants. A bidder will be required to respond to the request for proposals and meet bid guidelines. Before bidding, the size and type of events should be considered to ensure that hosting the event is attainable for the destination. Factors to consider include the type of sport, age/demographic of participants, opportunities for sport development and the general fit within the destination's larger sport tourism strategy.

Hosting:

Hosting a sport event is not dissimilar from hosting other larger scale community events and will require the same considerations as major arts and culture events or conferences and trade shows. While the central goal of hosting a sport event will be to deliver a successful and well-run sporting competition on the field/track/court/ice/pitch, the tourism element must also be considered as part of the overall event execution strategy. Ensuring that accommodations, food and beverage, creative content (digital presence, posters, t-shirts, printed event materials) and promotion are considered and built into the hosting strategy will be key to delivering sport events that further the destination's larger sport tourism strategy.

Key Bidding and Hosting Opportunities for Sport Tourism in Brampton

- Enhancing and supporting existing localized and regional community tournaments to bring in more participants, spectators and revenue for the City's businesses.
- Welcoming new local and regional tournaments when the opportunities arise.
- As the Government of Canada's Minister of Science and Sport has targets to achieve gender equity in sport at every level by 2035^[1], Brampton should place a particular emphasis on hosting women's sport events as this is expected to be the fastest growing sector. Being the home to the Canadettes gives Brampton an edge in women's sport.
- There may be an opportunity to host the cricket matches of the Commonwealth Games in 2026, further securing Brampton's cricket position in Canada.
- In general, Sport Brampton is poised to focus on the following sport based on the City's current assemblage of facilities: ultimate, soccer, floorball, softball, baseball, ice hockey, track and field, sledge hockey; and those with a particular competitive strength for Brampton based on facilities as well as limited competition from nearby cities are: beach volleyball, field hockey, cricket, Kabaddi, skateboarding and BMX.
- With a healthy skateboard and BMX park offering, Brampton should target Canada Skateboard, which hosts a series of National Series events (street/park) across Canada every year. 2019 host cities included a number of destinations with populations smaller than that of Brampton, namely Cloverdale, BC; Medicine

Hat, AB; Halifax, NS; Vanderhoof, BC; Dartmouth, NS; New Westminster, BC, as well as larger cities including Calgary, AB and Toronto.

- Leverage joint bids with neighbouring municipalities such as Toronto and Mississauga. Applying for the Ontario Sport Hosting Program. Of the 11 sport events that were approved to receive funding in 2019, multiple events were hosted in Mississauga and Ottawa, and events were hosted in Toronto, Sudbury, Windsor and Kingston. The program is designed to encourage the development of legacies for amateur sports and local communities. The application process is administered through Grants Ontario.
- Brampton's multicultural resident base, living culture and renowned international food experiences are unique and significant assets for sport tourism, to be leveraged both in the kinds of sport events it attracts and creates, and the approach to sporting events. Brampton's arts and cultural assets and food and drink should be incorporated into sport tourism events in Brampton when possible and at the discretion of event organizers.
- Should the City of Brampton invest additional funding and staff resources into its sport tourism program, the City would be in an opportune position to host the Ontario Summer Games for youth in the 2025 to 2030 window.

KEY PRIORITY AREAS AND RECOMMENDATIONS

Brampton is in its infancy in terms of tourism development. For the duration of this five-year plan, priority should be given to establishing a solid foundation for a tourism destination, in which to grow.

The tourism industry recognized fundamentals of a sustainable tourism destination are:

- A welcoming resident base (resident communications and engagement)
- An awareness of the things for visitors to do (marketing and promotion)
- Things for visitors to do (experience development)
- Places for visitors to sleep, eat and ways for visitors to get around (infrastructure and amenities)

Therefore this strategy has been designed to put these fundamentals in place according to four Key Priority Areas (KPA):

- Fostering Pride of Place
- Marketing and Communications
- Leveraging Tourism Development Streams
- Management and Infrastructure

Key Priority Area 1 – Fostering Pride of Place

Harness local support for tourism among the community to change perceptions and leverage visiting friends and relatives.

The key takeaway observed in this Strategy's analysis of comparable destinations building an initial tourism strategy was the inherent challenges that come with trying to have the community appreciate the purpose and value of tourism. This Strategy's consultations confirm that people, including businesses, don't see Brampton as a destination, therefore they are not clear on the value of tourism. Addressing this gap begins with aligning the community to appreciate the purpose and value of tourism, and to nurture pride of place in their city. This comes down to effective and coordinated communications, and empowering residents to share their voices by implementing simple communications tools such as regular resident surveys.

Efforts to improve the reputation of Brampton will also serve to increase community pride, and curtail the negative perceptions of Brampton among potential visitors. More than 50% of Brampton's resident base are immigrants.¹⁷ This statistic represents a significant opportunity for a Visiting Friends and Relatives program for Brampton. Targeted, planned programs to engage residents to get out and explore their city with their visiting friends and relatives will increase resident pride, and generate more revenue and spend per visitor in this category.

For tourism stakeholders, building advisory groups; providing resources and business support; serving as a platform to share news of recent successes or upcoming events; connecting like-minded people and businesses; and acting as a supportive hub for

¹⁷ Statistics Canada, Census of Canada 2016.

those needing to seek advice or access information are all core community buy-in based actions for the City of Brampton to facilitate.

Finally, strong leadership from elected leaders and the municipal tourism team that brings together the public and private sectors at a senior level to facilitate the growth of tourism, is fundamentally important.

Recommendations – Fostering Pride of Place

1. Advisory Groups

- 1.1 Establish a Tourism Advisory Committee.
- 1.2 Create a staff-led Food Tourism Sub-Committee to advise on key projects related to leveraging Brampton's food and drink assets for tourism.
- 1.3 Create a staff-led Sport Tourism Sub-Committee to advise on key projects related to and enhancing the City's sport tourism industry.
- 1.4 Include tourism in other city and/or community tasks forces as appropriate.

2. Resident Engagement

- 2.1 Develop a Resident Engagement Program in collaboration with the Nurturing Neighbourhood Project.
- 2.2 Create a tourism "Brambassador" (Ambassador) Program.
- 2.3 Work with the City's Community Engagement Team to conduct bi-annual resident surveys to both gauge support and guide policy development of the tourism industry.
- 2.4 Conduct research on elements that make Bramptonians happy and proud to come from or live in Brampton. This will inform resident awareness and future tourism marketing.
- 2.5 Create a Resident Engagement Communications Plan that shares information regarding the City's tourism industry, developments and the value of tourism to the City to help define what tourism means to Brampton's community led with input from the Community Engagement Team.

3. Stakeholder Engagement

- 3.1 Develop a Stakeholder Engagement Program.
- 3.2 Create toolkits and host expert-led workshops to help businesses build capacity, resiliency and better represent and market themselves.
- 3.3 Facilitate collaboration and a knowledge and skill sharing network related to key tourism segments through virtual and in-person networking opportunities. i.e. Facebook groups
- 3.4 Implement a professional and engaging Tourism Stakeholder Communication Plan that provides information including relevant tourism-related updates and opportunities, stakeholder news, upcoming events, etc.
- 3.5 Prioritize strong leadership to bring together the public and private sectors as a senior level to facilitate the growth of tourism.

4. Reputation Management

- 4.1 Implement a tourism-focused Reputation Management Public Relations Program.
- 4.2 Compile and ensure the availability of good quality information and content about the City for distribution through multiple online and offline channels.
- 4.3 Profile Brampton's success stories through the Resident Engagement Communications Plan.

5. Visiting Friends and Relatives

- 5.1 Create a Visiting Friends and Relatives (VFR) program.
- 5.2 Promote Brampton experiences for locals and their guests through local marketing and communications campaigns. Emphasize Brampton-based television and radio channels that serve the multicultural resident base.
- 5.3 Provide easy to use and easy to access digital VFR materials such as local itineraries.
- 5.4 Promote food and culture as part of itineraries or as stand alone opportunities to maximize the economic impact of VFR visits.
- 5.5 Encourage strong support from tourism stakeholders and partners for VFR campaigns. Use VFR to foster and encourage community pride.
- 5.6 Engage locals in shareable and memorable experiences and support sharing via social media.

Key Priority Area 2 – Marketing and Communications

Create awareness of Brampton as a tourism destination.

The City of Brampton would benefit from a distinct destination brand and a cohesive, consistent marketing and communications program to promote the essence of what makes Brampton special and a place worth visiting. A distinct destination brand built from community input that celebrates Brampton's unique assets and multicultural community should form the basis of a consistent, multi-faceted marketing program to get the word out to Brampton's target visitor market that Brampton is a vibrant tourism destination with much to offer.

Geographic Target Markets

These are the overarching geographic target markets to be included in the marketing programs recommended in this Strategy.

GTA+:

Brampton sits within the most populous region in the country and every effort should be made to employ the geographic advantage. The Greater Toronto Area (GTA), Brampton included, is home to the market segments (see below) that will be most attracted to the City's tourism offering (i.e. arts and culture, food tourism, special events and sport tourism). It is recommended that the City's destination marketing efforts and targeted campaigns, traditional and VFR, should focus on the GTA, as well as those communities throughout the Niagara Peninsula and across the Golden Horseshoe that have day-trip/weekend-trip access to the destination.

International/Domestic:

It's recommended that Brampton pursue those markets that can view Brampton as complementary destination for those international and domestic travellers already visiting the GTA for business or pleasure, and can be encouraged to explore beyond the traditional confines of Toronto in order to experience the offerings available in Brampton and accessible from downtown Toronto. It is recommended that Brampton pursue potential campaign partnerships with Tourism Toronto for this market.

Key Market Segments

These are the overarching target visitor groups to be included in the marketing programs recommended in this Strategy.

Culture Explorers:

As Brampton's greatest tourism strength is its diverse range of people and cultures that make up the resident base, the destination will appeal to the culture explorer's desire to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.

Foodies:

A foodie is a person who has an ardent or refined interest in food, is interested in food as a fascination or hobby and is passionate about food and food culture. They are willing to travel in pursuit of unique and special dining experiences they can't find elsewhere and a specific dining experience can often be the impetus to travel to a destination, building the rest of their itinerary around the dining experience.

Sport and Special Events Tourists:

The sport and special events visitor is travelling to either participate in or observe a specific event. While the destination they are visiting may have been dictated by the event location, they are willing to and interested in exploring the destination beyond the event, especially during event downtime or breaks in the event. They use accessible restaurants and events/attractions with minimal barrier to entry (no need to book in advance, activities completed in a short time frame, nearby, easy to find) to complement the central purpose of the trip.

Recommendations – Marketing and Communications

1. Brand

- 1.1 Create a destination brand that celebrates Brampton's unique assets and multicultural community.

2. Website

- 2.1 Create a tourism website with a unique look and feel within the existing brampton.ca framework.
- 2.2 Include a sport tourism micro-site.
- 2.3 Include a food tourism directory.

3. Destination Marketing

- 3.1 Create a multi-faceted destination marketing program, based on best practices, celebrating Brampton as a tourism destination.
- 3.2 Focus on digital marketing using email campaigns and social media channels, specifically Instagram. Create an Instagram account dedicated exclusively for content and promotion of the Farmers' Market.
- 3.3 Create online destination experience listings and passes.
- 3.4 Create itineraries and thematic routes incorporating Brampton's arts and culture, *food and drink, heritage and history and outdoor and recreation assets. List these on the website and have them available for download/email.
- 3.5 Continue off select print materials in appropriate quantities, namely the Experience Brampton Visitor Guide.
- 3.6 Develop a series of stories that can be pitched to media outlets.
- 3.7 Leverage influencer relations, including Brampton celebrities.
- 3.8 Invest in up-to-date content including high quality and standardized imagery and video of Brampton's assets and experiences that is representative of Brampton's multicultural community.

4. Tourism Development Streams

- 4.1 Highlight within the destination marketing program Brampton's key tourism development streams/demand generators namely Arts and Culture, Food, Special Events and Sport Tourism.

5. Marketing Plans

- 5.1 Where possible, utilize destination marketing collateral in promotions directed to residents.
- 5.2 Create a sport tourism marketing plan.
- 5.3 Create an events marketing plan with consideration being given to city-led and community-led events.

Key Priority Area 3 – Leveraging Tourism Development Streams

Nurture Brampton's most compelling experiences to being building a visitor economy.

At present while Brampton has a plethora of things for people to see and do, it does not have a distinct experience niche. It's unlikely that potential visitors to Brampton would know what there is to see and do in the City, without spending time researching. This is a good opportunity for Brampton to carve a niche for itself based on the City's most compelling characteristics and assets that, with the right positioning and then promotion, could become demand generators. This Strategy's consultations and review revealed that Brampton is strong in a number of core areas, or what this Strategy calls "tourism development streams." These are: Arts and Culture, Food Tourism, Special Events and Sport Tourism.

Recommendations – Leveraging Tourism Development Streams

1. Destination Development and Tourism Development Streams

- 1.1 Focus destination development on the key tourism development streams including Arts and Culture, Food, Special Events and Sport Tourism.
- 1.2 Work with food tourism businesses to transition from being visitor-ready to market-ready.
- 2. Visitor Experience and Key Demand Generators**
 - 2.1 Develop or enhance one food tourism marquee experience designed to be a platform for storytelling.
 - 2.2 Develop and launch a Brampton-based food-specific festival led by the community.
 - 2.3 Integrate additional interactive elements into the Brampton Farmers' Market.
- 3. Amplify**
 - 3.1 Use Brampton's ancillary connectors and attractors to amplify tourism development streams.
 - 3.2 Build food related itineraries combining the City's network of trails, parks and outdoor experiences to connect and add value.
 - 3.3 Use attractions such as those in the categories of entertainment, sightseeing and adventure as springboards to other tourism development streams.
- 4. Arts and Culture and Food Programming**
 - 4.1 Create and share a checklist or tool for incorporating the arts and culture and food programming into all city events, large meetings and/or festivals. Share with and encourage community-led events to use the tool as well.
 - 4.2 Incorporate culinary programming into the Brampton Farmers' Market.
 - 4.3 Grow local food procurement while celebrating the integration of local ingredients and world flavours.
- 5. Leverage Arts and Culture**
 - 5.1 Celebrate Brampton's people, places and histories to drive visitor demand for arts and culture.
 - 5.2 Share and support community connections, programs and events with independently owned/operated and/or community-based arts and culture institutions and happenings.
 - 5.3 Support the City's Cultural Services Team's implementation of the Culture Master Plan strategy.
- 6. Food Strategy**
 - 6.1 Implement the Food Tourism Strategy as recommended in this strategy.
- 7. Leverage Special Events**
 - 7.1 Support four event categories including: city funded/sponsored events, community-led events, sport tourism events and a new community-led food focussed marquee event.

- 7.2 Design and execute, in collaboration with community partners, a community-led marquee event that includes a heavy focus on showcasing local food and beverage as well as local artists and art groups.
- 7.3 Adopt a special event sponsorship framework for community-led marquee events to replace the Marquee Events Grant.
- 7.4 Acquire a licence for Destination International's Event Impact Calculator.
- 7.5 Implement a Special Event Permit process including a Special Event Advisory Team to improve internal workflow and awareness of special events.

8. Sport Tourism Investment

- 8.1 Continue to build hosting capacity for sport tourism events by a focused team within the Tourism Office. Ensure required budget lines are in place to support bidding and hosting and sector specific activations and promotions.
- 8.2 Grow the sport tourism division staff resources to increase capacity to enhance localized and regional events with the goal to grow the value of each event, to ultimately increase the number and size of hosted events.
- 8.3 Ensure the sport tourism team continues to be at the table with Brampton's recreation department to achieve resident and sport tourism facility-use balance
- 8.4 When sport tourism is further established, invest in a specific sport tourism strategy.
- 8.5 In the future, establishing a dedicated sport tourism budget line within the Tourism Office to adequately fund the development of sport tourism including: Sport Hosting Program, sport tourism marketing and sales collateral development for bidding and hosting, required equipment, travel, trade shows, etc.
- 8.6 Evaluate the benefits of adjusting the funds allocated to the Sport Tourism Hosting Program to allow event sponsorship framework opportunities to exist as a hybrid of the current grant program.
- 8.7 Allocate portions of sport tourism budget to bidding and hosting opportunities in noted areas.
- 8.8 Build bidding and hosting marketing resources based on current best practices.

9. Meetings and Conventions

- 9.1 Analyze how the segment has evolved as it recovers from COVID-19, with a focus on the opportunity for optimizing virtual events.
- 9.2 Develop effective working partnerships with shared values and objectives with meetings and conventions infrastructure owners and management.

Key Priority Area 4 – Management and Infrastructure

Encourage the creation and improvement of tourism management structures and core tourism infrastructure to address key gaps.

This priority area is designed to address the key gaps in the form of organizational structure and soft infrastructure that are required to support a visitor economy. Those gaps are outlined in this strategy's gap analysis. These include creating a management structure such as a municipal service corporation to serve as Brampton's Destination

Marketing Organization to use the Municipal Accommodations Tax to market the destination as a whole; investment attractions of boutique and family-first hotels, and continuing to improve Brampton's downtown to act a community hub and a place for visitors to enjoy.

Recommendations – Management and Infrastructure

1. Revenue

- 1.1 Work with internal departments to implement the Municipal Accommodation Tax (MAT) as a key source of funding for tourism development.

2. Governance

- 2.1 Work with internal departments to create a Tourism Municipal Service Corporation that would become the City's destination marketing organization and the recipient of 50% of MAT revenue.

3. Staffing

- 3.1 Review staff roles on an annual basis with consideration of the following recommended complement:
 - Manager, Tourism and Special Events – currently in place
 - Sport Tourism Coordinator – currently in place
 - Coordinator Strategic Projects – currently in place and responsible for community events and neighbourhood tourism campaigns including Brambassador program.
 - Film Specialist – currently in place
 - Permit Booking Clerk – currently in place
 - Markets and Culinary Tourism Coordinator – for future consideration
 - Tourism Coordinator – for future consideration
 - Sport Tourism Event Specialist – for future consideration

4. Retail Business Holidays Act

- 4.1 Designate the Bramalea City Centre Shopping District as a tourism destination. See Appendix 4.

5. Transit

- 5.1 Support Brampton Transit advocacy efforts for expansion of public transit operating hours.

6. Signage

- 6.1 Work with internal staff to keep trail and park signage current for visitor and resident ease of use.
- 6.2 Work with internal staff to determine costing, location and design of a tourism sign, similar to Toronto's sign.

7. Downtown Brampton

- 7.1 Leverage Downtown Brampton as a tourism and community core.

- 7.2 Expand the Farmers' Market culinary programming.
- 7.3 Reassess an indoor year-round market against current location options.
- 7.4 Continue to support, as appropriate, Downtown Brampton and related projects/improvements such as the Riverwalk Project.
- 7.5 Lend tourism's voice of support to the City's Planning Team to create a feasibility study to develop Garden Square and Ken Whillans Square as more livable spaces to help create a community hub.

8. Facilities

- 8.1 Engage with the City's Economic Development and Downtown Planning Team to determine interest and seek investment opportunities for a food hall as part of the City's long-term strategy.

9. Accommodations

- 9.1 Diversify accommodation options by attracting family-first hotels.
- 9.2 Diversify accommodation options by attracting boutique and 4 to 5 star hotels.

10. Metrics

- 10.1 Invest in tools for measuring event impact such as the Event Impact Calculator from Destinations International.

Performance Measurement

Fostering Pride of Place		
Objectives	Anticipated Outcomes	Key Performance Indicators
To engage industry in activating Brampton as a tourism destination and planning for its future.	That working groups within Brampton's tourism industry are established ASAP.	<ul style="list-style-type: none"> ▪ Tourism Advisory Committee ▪ Sub-Committees
To engage residents in activating Brampton as a tourism destination and planning for its future.	That the tourism team collaborates with the Nurturing Neighbourhoods planning team to include a tourism component, engage neighbourhood ambassadors and create a list of f resident recommendations specific to each neighbourhood for inclusion on the website and promotion.	<ul style="list-style-type: none"> ▪ A resident engagement program ▪ Number of residents engaged across the program ▪ Percentage change in resident support and awareness for tourism in Brampton
To mobilize, empower, and actively engage stakeholders in developing Brampton as a destination.	<p>Align with pandemic guidelines to implement campaigns - social, print, etc. - featuring Brampton as a tourism destination.</p> <p>Various communication channels are made available for the City and local stakeholders to share, collaborate, and implement on initiatives.</p>	<ul style="list-style-type: none"> ▪ A Stakeholder Engagement Program, including a Stakeholder Communications Plan ▪ Number and types of resources created to address program goals ▪ Number of stakeholders reached ▪ Number of stakeholders engaged ▪ Number of connections made (business to business, public and private)
To position Brampton as an exciting tourism destination.	There is a clear change in the way Brampton is perceived by residents, visitors and the media through public communications.	<ul style="list-style-type: none"> ▪ A Reputation Management Public Relations Program ▪ Number of media outlets that share information ▪ Number of success stories profiled

		<ul style="list-style-type: none"> ▪ Number of social media impressions across specific channels
To maximize the impacts of VFR on the destination.	That more Bramptonians are engaging their visiting friends and relatives to get out and explore all that Brampton has to offer.	<ul style="list-style-type: none"> ▪ Number of marketing and promotional assets highlighting Brampton experiences to locals ▪ Number and types of communication channels ▪ Number of social media impressions across specific channels ▪ Digital VFR materials ▪ Number of experience visits from VFR marketing ▪ Itineraries specific to VFR available on the web ▪ Percentage change in resident support and awareness for tourism industry
Marketing and Communications		
Objectives	Anticipated Outcomes	Key Performance Indicators
To create awareness of Brampton as a destination through developing a strong brand	<p>That Visit Brampton is able to clearly articulate the values associated with Brampton as a destination, through a new look, feel and character that a developed brand provides.</p> <p>That the Visit Brampton brand will connect emotionally to potential visitors, and aid in their decision to visit the city.</p> <p>That Bramptonians can identify and be proud of the Visit Brampton brand.</p>	<ul style="list-style-type: none"> ▪ A cohesive destination brand that expresses shared values

To create a one-stop tourism information hub for visitors to Brampton.	That information about Brampton is more readily available for visitors to Brampton, to ultimately inspire them to visit and explore multiple aspects of the city beyond their primary reason for visiting.	<ul style="list-style-type: none"> ▪ Total website visits and visits per page ▪ Number of visits to Tourism Office with inquiries
To build marketing and communications capacity through strategic investment in talent.	That the Brampton tourism office effectively markets the destination, and effectively communicates to its resident and stakeholder base.	<ul style="list-style-type: none"> ▪ Number and type of investments in capacity-building
To maximize promotional efforts through utilizing a breadth and diversity of marketing channels.	That target audiences are receiving effective and consistent communicated marketing messages about Brampton, to aid in their decision to visit Brampton.	<ul style="list-style-type: none"> ▪ A Destination Marketing Program ▪ Number and type of promotional channels used
To align marketing programs with Brampton's key pillars of tourism growth.	That Brampton's target audiences are compelled to visit Brampton for the city's most export-ready tourism experiences.	<ul style="list-style-type: none"> ▪ Number and types of ways in which key tourism assets are incorporated into Destination Marketing Program
To actively promote Brampton as a sport and special events tourism destination.	That Brampton is more widely recognized as a sport tourism destination among new sport event managers and national sport governing bodies. That Brampton's events receive adequate promotion to generate interest.	<ul style="list-style-type: none"> ▪ A Sport Tourism Marketing Plan ▪ A Special Events Marketing Plan ▪ Number of event inquiries from new sport organizations ▪ Attendees numbers for Special Events
Leveraging Demand Generators		
Objectives	Anticipated Outcomes	Key Performance Indicators
To select and focus on key demand generators for the	That Brampton's tourism industry develops to offer a	<ul style="list-style-type: none"> ▪ Number of destination development activities that

destination.	specific set of well-defined and well developed experiences.	are connected to key demand generators in T1 <ul style="list-style-type: none"> Percentage increase of destination development activities that are connected to key demand generators at end of year one, and mid-way and end of following years
To develop new products and enhance existing ones.	That there is an increase in the number and range of visitor- and market-ready experiences available for Brampton visitors to enjoy.	<ul style="list-style-type: none"> Number of new tourism products developed Number of existing tourism products enhanced
To connect demand generators with added-value assets and infrastructure.	That Brampton's demand generators are more easily promotable and accessible, and that tourism operators are partnering to create added-value to the visitor and each other.	<ul style="list-style-type: none"> Number and types of connections created across demand generators through tourism products/materials (e.g. Food related itineraries that incorporate added-value assets)
To position the City as a tourism leader by reinforcing the value of tourism development streams through municipal activities.	That Brampton's City and community-led events have a strong sense of place and celebrate what makes Brampton special.	<ul style="list-style-type: none"> Checklist or tool for incorporating added-value assets into City events, large meetings, etc.
To use tourism as a way to connect visitors to the cultures of Brampton.	That Brampton's arts and culture offerings are a key visitation driver to the city.	<ul style="list-style-type: none"> Number and type of Arts and Culture elements being leveraged to drive visitor demand at T1, mid-way and end of year for following years
To make food and drink a key part of developing the destination.	That Brampton's food and drink experiences are a primary visitation driver to the city, and enhance Brampton's other key experiences.	<ul style="list-style-type: none"> Number of implemented actions from Food Tourism Strategy

To use special events to celebrate what makes Brampton unique.	That Brampton's special events provide unique visitor experiences that align with the city's cultural identity.	<ul style="list-style-type: none"> ▪ Number of City special events that are being featured and contributing to visitor economy at T1, then at mid-way and end of year of following years ▪ Community-led marquee event
To fully realize the potential of sport tourism in Brampton.	That Brampton becomes a destination for provincial, national and international sport competitions while offering unique social and cultural experiences.	<ul style="list-style-type: none"> ▪ Number and types of investments for Sport Tourism to drive visitor demand at T1, mid-way and end of year for following years ▪ Impact of sport tourism events on Brampton's economy
Management and Infrastructure		
Objectives	Anticipated Outcomes	Key Performance Indicators
To create an organization to develop, market and manage the destination.	That the City of Brampton's tourism team sits within an organizational structure that allows it to use MAT funds in order to develop, market and manage Brampton as a destination.	<ul style="list-style-type: none"> ▪ A municipal service corporation for tourism marketing and management in Brampton
To build internal capacity around the areas for growth.	That Brampton's tourism industry is prioritized and given the resources it needs to develop.	<ul style="list-style-type: none"> ▪ Number and type of specific tourism staff resources developed and delivered, end Y1, Y2, Y3
To create an enabling policy environment for retail establishments.	That the main retail tourism attractions within Brampton are able to operate during peak visitation days, including holidays.	<ul style="list-style-type: none"> ▪ The Bramalea City Centre Shopping District designated as a tourism destination
To create an enabling policy environment around transit issues.	That the needs of the visitor economy are considered when creating public transit scheduling.	<ul style="list-style-type: none"> ▪ Number and types of supporting tourism growth policies around transit issues Y1, Y2, Y3

To keep trails and parks a viable part of resident and visitor experiences in the destination.	That more visitors use Brampton's network of trails and parks, and that visitors experience consistent enjoyment and ease of use.	<ul style="list-style-type: none"> ▪ Number of trails and parks incorporated in visitor experience
To make Downtown Brampton a focal point of the destination.	That Downtown Brampton is a place visitors are drawn to as their prime reason for visiting Brampton, or as a supporting aspect.	<ul style="list-style-type: none"> ▪ Number and type of tourism activities in downtown Brampton Y1, Y2-Y5
To have the facilities to accommodate desired sport events.	That the sport tourism team has fewer barriers to attracting new sport events to the city.	<ul style="list-style-type: none"> ▪ A multi-sport complex
To bring food and drink under one banner property that celebrates Brampton's diversity.	That visitors to Brampton have an easily accessible destination food experience that includes a range of options and private enterprises.	<ul style="list-style-type: none"> ▪ A food hall
To match accommodation supply with demand.	That Brampton is able to provide overnight accommodation to more visitors and that event participants choose to stay in Brampton overnight.	<ul style="list-style-type: none"> ▪ Number and types of accommodation options Y1, Y2-Y5

CONCLUSION

From the arts and culture experiences, the multitude of ethnic cuisines on offer, the potential for a community-led marquee event celebrating diversity and cuisine, and the legacy of success to build upon in sport tourism, Brampton has much to offer as a future tourism destination. Taking the steps outlined in this strategy through the next five year period will lay the foundation for Brampton to become a tourism destination that celebrates its distinct multiculturalism and radiates pride of place through its engaged and dynamic resident-base.

In creating this Tourism Strategy through thorough stakeholder and resident collaboration, the City of Brampton has taken the first important step in developing its tourism industry in a thoughtful, strategic and engaged way. Continuing with this positive momentum throughout the implementation of this strategy by harnessing the community at large will not only fulfill the desire for a strong tourism industry, but it will build on resident pride in Brampton overall.

APPENDICES

Appendix 1 – 2021 Implementation Plan

Key Priority Area 1 – Fostering Pride of Place

Harness local support for tourism to change perceptions and leverage visiting friends and relatives.

Advisory Groups

Recommendation 1.2: Create a staff-led Food Tourism Sub-Committee to advise on key projects related to leveraging Brampton's food and drink assets for tourism.

Actions: Develop a staff-led sub-committee specific to the food sector including vision, mission and terms of reference.

Timeframe: Begin in 2021 – Ongoing

Recommendation 1.3: Create a staff-led Sport Tourism Sub-Committee to advise on key projects related to and enhancing the City's sport tourism industry.

Actions: Develop a staff-led sub-committee specific to the sport tourism sector including vision, mission and terms of reference.

Timeframe: Begin in 2021 – Ongoing

Resident Engagement

Recommendation 2.1: Develop a Resident Engagement Program in collaboration with the Nurturing Neighbourhood Project.

Actions: Staff to be oriented to the work of the Nurturing Neighbourhoods Program and the neighbourhoods where work has been undertaken. Staff to begin participating in neighbourhood meetings to introduce the importance of supporting local and tourism.

Timeframe: Begin in 2021 – Ongoing

Stakeholder Engagement

Recommendation 3.2: Create toolkits and host expert-led workshops to help businesses build capacity, resiliency and better represent and market themselves.

Actions: Continue offering webinars featuring industry experts for tourism stakeholders including sessions specifically related to current topics of interest.

Timeframe: Begin in 2021 – Ongoing

Key Priority Area 2 – Marketing and Communications

Create awareness of Brampton as a tourism destination.

Branding

Recommendation 1.1: Create a destination brand that celebrates Brampton's unique assets and multicultural community.

Actions: Staff identified the requirement for a new website pre-strategy. An RFP has been created and the process of issuing a contract will be scheduled to align with the approval of this strategy.

Timeframe: Complete in 2021

Website Development

Recommendation 2.1: Create a tourism website with a unique look and feel within the existing brampton.ca framework.

Actions: Work with IT department to conceptualize, draft and produce a new website that includes a new brand and aligns with recommendations of this Strategy.

Timeframe: Complete in 2021

Recommendation 2.2: Include a sport tourism micro-site.

Actions: Work with IT department to conceptualize, draft and produce a new micro site.

Timeframe: Complete in 2021

Recommendation 2.3: Include a food tourism directory.

Actions: Acquire the Dynamics CRM platform. Create restaurant records that can then be pushed to the website to form a restaurant directory.

Timeframe: Complete in 2021.

Key Priority Area 3 - Leveraging Tourism Development Streams

Nurture Brampton's more compelling experiences to begin building a visitor economy.

Arts and Culture and Food Programming

Recommendation 4.1: Create and share a checklist or tool for incorporating the arts and culture and food programming into all city events, large meetings and/or festivals. Share with and encourage community-led events to use the tool as well.

Actions: Assemble content for checklist ensuring input from the Culture Team is included. Provide situational examples of how to incorporate arts and culture and food into events, meetings and festivals.

Timeframe: Begin in 2021 – Ongoing

Leverage Arts and Culture

Recommendation 5.1: Support the City's Cultural Services Team's implementation of the Culture Master Plan strategy.

Actions: Continue to communicate and support the Culture Team with strategy implementation as required.

Timeframe: Ongoing

Food Strategy

Recommendation 6.1: Implement the Food Tourism Strategy as recommended in this strategy.

Actions: Review Food Tourism Strategy and prepare an implementation plan to align with the Brampton Tourism Strategy.

Timeframe: Begin in 2021 - Ongoing

Leverage Special Events

Recommendation 7.3: Actions: Adopt an event sponsorship framework for community-led marquee events to replace the current Marquee Festivals and Events grant fund.

Actions: Undertake an environmental scan of other municipal sponsorship programs. Develop framework for use in Brampton.

Timeframe: Complete in 2021 for 2022 Funding

Recommendation 7.5: Implement a Special Event Permit Program to improve internal workflow.

Actions: Staff has conducted an environmental scan of similar programs, reviewed best practices and met with staff from key internal and external departments.

Timeline: Complete in 2021

Sport Tourism Events

Recommendation 8.6: Evaluate the benefits of adjusting the funds allocated to the Sport Tourism Hosting Program to allow event sponsorship framework opportunities to exist as a hybrid of the current grant program.

Actions: Undertake an environmental scan of other municipal sport tourism sponsorship program to build a framework for Brampton.

Key Priority Area 4 – Management and Infrastructure

Encourage the creation and improvement of tourism management structures and core tourism infrastructure to address key gaps.

Revenue

Recommendation 1.1: Plan to implement the Municipal Accommodation Tax for collection to potentially align with the 2022 budget process pending COVID impacts.

Actions: Staff has researched details of the legislation, reviewed best practices shared by the Tourism Industry Association of Ontario and completed an environmental scan. Meetings with Legal and Finance staff will continue.

Timeline: Restart in 2021 – Ongoing

Governance

Recommendation 2.1: Plan to establish a Tourism Municipal Service Corporation.

Actions: Staff has researched incorporation details, reviewed best practices and completed an environmental scan. Meetings to begin with internal staff.

Timeline: Begin in 2021/22 - Ongoing

Retail Business Holidays Act

Recommendation 4.1: Designate the Bramalea City Centre (BCC) Shopping District as a tourism destination for the purpose of operating on holidays.

Actions: Staff has met with representatives from BCC to discuss the by-law and next steps. Staff has also been in discussion with Region of Peel staff regarding the details of the by-law and requirements for holiday operations.

Timeline: Complete in 2021

Downtown Brampton

Recommendation 7.3: Reassess the indoor year-round market study against current location options.

Actions: Review study requirements and assess for further discussion.

Timeline: Begin in 2021

Recommendation 7.4: Continue to support downtown Brampton initiatives and related improvements such as the Riverwalk Project.

Actions: Staff currently participating in Riverwalk meetings providing suggestions from a tourism lens.

Timeline: Begin in 2021 – Ongoing

Facilities

Recommendation 8.1: Engage with Economic Development and Downtown Planning staff regarding opportunities for a food hall as part of the City's long-term strategy.

Actions: Staff is currently engaged with Economic Development and Downtown Planning staff on possible locations for an existing building in close proximity to higher order transit for a food hall/mixed use facility.

Timeline: Begin in 2021 – Ongoing

Metrics

Recommendation: Invest in tools for measuring event impact such as the Event Impact Calculator from Destinations International.

Actions: Staff has reviewed available impact calculators and will determine when best to acquire a licence based on the Provincial COVID Framework.

Timeline: Begin in 2021– Ongoing

Appendix 2 - Actions Referenced in Strategy from the Culture Master Plan

Resources – Page 30

3. Develop a strategy to measure and monitor the per capita spend on arts and culture in Brampton, including tools to empirically assess the benefits to the community through this expenditure." Include visitors as part of measurement parameters

7. Undertake a feasibility study on establishing a percent for art funding mechanism on municipal capital projects at the level of 2% to provide long-term, sustainable funding for a municipal public art governed under the City's Public Art Policy." > Connected to needed beautification of city spaces.

Funding – Page 31

4. Educate stakeholders on the value of investing in arts and culture and develop a strategy to build a culture of philanthropy in Brampton.

Space – Page 33

1. Participate in Vision 2040 neighbourhood audits to identify areas of strength and gaps across the city where cultural space is underrepresented. Update and use the

City's Culture Map as a key resource in this exercise, and for short, medium and long-term cultural asset planning.

Presentation and Production – Page 37

1. Shift the approach from top-down municipal program development and delivery to a co-curated, bottom-up program development and delivery approach.” > need to create strong trusting relationships with community and cultural leaders engaged in arts and culture within various groups represented in Brampton.

9. Strengthen the relationship with the Aboriginal and Indigenous community and work together toward better inclusion and access to cultural activity. This includes reducing barriers to participation for the community and ensuing more proactive and meaningful collaboration on cultural events, programs and services.

10. Recognize the diverse cultures and socio-economic groups living in Brampton and ensure that all residents have equitable access to arts opportunities and the right to celebrate their culture through creative expression.

Promotion – Page 39

2. Develop a public relations strategy for culture in Brampton that builds and promotes a unique, authentic and positive image. The strategy will unearth and promote less visible and informal expressions of arts and culture that are happening in neighbourhoods across the city, leverage Brampton's success stories, engage ambassadors for culture in Brampton, and play a key role in talent and business attraction.

3. Develop a communication and marketing plan for arts and culture in Brampton that reaches a local audience and increases participation and attendance.

5. Recognize and promote Downtown Brampton as a significant cultural location in the city, encouraging creators to locate in this area and continue to build a creative cluster.

Appendix 3 – Actions from the Sport Tourism Assessment Tool

Step 1.4: Marketing

- Create a Sport Brampton Fact Sheet
- Include Sport Brampton Branding Guidelines in destination brand materials
- Update Sport Brampton's sales pitch printed collateral; include map
- Create a Sport Brampton PowerPoint sales pitch
- Create a Sport Brampton video
- Create a Sport Brampton bid PowerPoint template and protocol for site visits

Appendix 4 – Retail Business Holidays Act

Bramalea City Centre features 1.5 million square feet of retail space which is home to over 300 stores and over 50 food vendors and restaurants. BCC is the fourth largest enclosed shopping centre in Ontario and the seventh largest in Canada. The Bramalea City Centre's designation of tourism destination is based on the size of the complex as well as its extensive offerings which are a draw for residents and visitors alike. As such,

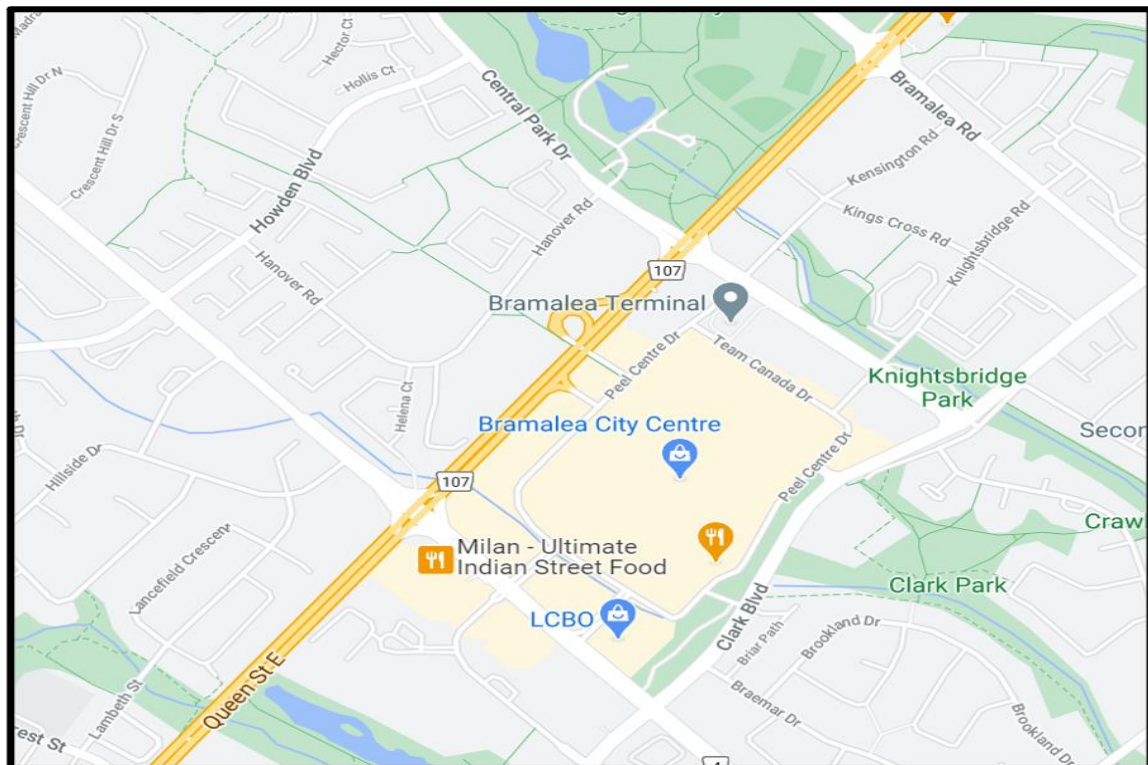
the City of Brampton recognizes the Bramalea City Centre (BCC) shopping district as a tourism destination in the 2021 City of Brampton Tourism Strategy and is permitted to be open on retail holidays in accordance with the Region of Peel By-law [No. 34-2018](#) which regulates retail business holiday shopping in Peel Region.

Additionally, Bramalea City Centre is one of several grandfathered businesses in Peel Region By-law [No. 34-2018](#) permitted to open on retail holidays. The following two by-laws are specific to Bramalea City Centre.

97-2011 - [By-law 97-2011 - Region of Peel \(peelregion.ca\)](#) – New Year’s Day, Victoria Day, Canada Day, Labour Day and Thanksgiving Day

18-2013 - [By-law 18-2013 - Region of Peel \(peelregion.ca\)](#) – Family Day

The BCC area is bounded by Queen Street East to the north, Clark Boulevard to the south, Dixie Road to the west and Central Park Drive to the east.



Bramalea City Centre Shopping District