

An aerial photograph of Hamilton, Ontario, Canada, viewed from a high vantage point. The foreground is filled with lush green trees and foliage, framing the city. The middle ground shows a dense residential area with many houses and trees. In the background, the city's industrial zone is visible, featuring large buildings, smokestacks, and a bridge crossing the water. The sky is clear and blue.

City of Hamilton

Tourism & Culture Division

TOURISM ACTION PLAN

2015 - 2020

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This Action Plan was prepared
by



In partnership with



and



And in collaboration with the
Tourism and Culture Division

City of Hamilton

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Front Cover Photo:
Tourism Planning Group

Action Plan: Overview

The Action Plan outlines the role of the Tourism & Culture (T&C) Division in facilitating the growth of the tourism industry, and in enhancing the quality of life through tourism. The *City of Hamilton Tourism Strategy 2015-2020* provides the context and new strategic direction for the tourism industry and the tourism activities of the City of Hamilton.

Responsibility for tourism leadership has undergone change in recent years. Prior to May 2012, *Tourism Hamilton Inc.* was a not-for-profit organization created by the City in 2001 “to act as the primary, full service visitor, tourism and convention information and marketing agency for Hamilton” under a service contract with the municipality. The decision to dissolve the entity followed the changes in provincial funding, the introduction of the regional tourism organization model and the associated challenges with remaining financially sustainable. While *Tourism Hamilton* is no longer an organization, it continues to be used as the City of Hamilton’s corporate brand for tourism programs and services now being delivered directly by City staff as part of the T&C Division.

In 2014, the T&C Division initiated a tourism planning process grounded in extensive consultation with the tourism industry, associated arts and sports sectors, City staff from the T&C Division and other Departments across the Corporation. The process resulted in the development of the *Tourism Strategy* – a document that provides a ‘road-map’ for Hamilton’s entire tourism industry. The Strategy also supports *The City of Hamilton Strategic Plan* and presents a framework for the ongoing development and promotion of Hamilton as a destination. The Strategy identifies the need for a cohesive and partnership-based approach to strengthen the tourism economy and the appeal of Hamilton. The T&C Division is identified as the lead to oversee and support the implementation of the Strategy.

The Strategy’s accompanying Action Plan defines the roles and responsibilities of the City of Hamilton as the destination management and marketing organization (DMO). This Action Plan includes an operating context for the municipality’s tourism focus, and details its strategic functions and activities and the involvement of associated partner organizations and other City Departments.

All tourism related functions undertaken by T&C Division will continue to be delivered under the well-known corporate brand of *Tourism Hamilton*.

The Tourism Strategy as a Framework for the Action Plan

The collective VISION for the tourism industry, as stated in the Strategy, is that ***“Hamilton is a distinctive destination recognized for creativity, authentic experiences and people, and outstanding hosting capability.”***

The collective goals of the tourism industry are to:

- Increase the appeal of Hamilton;
- Enhance Hamilton’s image as a destination;
- Attract new visitors;
- Inspire visitors to stay longer and spend more money;
- Deliver authentic experiences; and,
- Excel in the provision of hospitality.

Success in attaining these goals will be demonstrated through growth in overnight visitation year over year, creating new employment opportunities, strengthening business performance within the tourism sector, and establishing a positive change in how residents, visitors and potential markets perceive Hamilton as a visitor destination. In consultation with Hamilton’s tourism industry leaders, a target of a 3% increase in overnight visitation per annum was established.

Delivering, measuring and reporting results will be critical to demonstrating successful implementation of the Strategy and to the T&C Division’s role as industry leader. Key performance indicators (KPIs) are identified in pages 43-44 of this Action Plan and will provide the basis for measuring success and for reporting regularly to City Council, the tourism industry and the wider community.

The Strategy established three **strategic priorities**:

1. **LEADERSHIP:** *Developing a sustainable and collaborative tourism leadership structure;*
2. **MARKETING & COMMUNICATIONS:** *Establishing a positive destination identity and growing Hamilton’s share of the markets with highest potential for return; and,*
3. **DESTINATION DEVELOPMENT:** *Creating a great destination and enhancing Hamilton’s ‘welcome’.*

The consultation process with industry and City staff made it clear that the following product sectors and experiences have the greatest potential to generate demand and contribute to achieving the goals of the Strategy:

- **Meetings and conventions (M&C)** – with an emphasis on attracting an increased number of events and growing the significance of M&C as an economic sector;
- **Sport tourism** – with a focus on attracting regional, provincial, national and international events; and,
- **Arts, culture and entertainment** – by emphasizing product development and strengthening the basis of differentiating Hamilton as a leisure destination, the City will be better positioned to attract events.

In addition to these primary demand generators, Hamilton has a wide range of attractions -- incorporating nature-based tourism assets, heritage sites and the waterfront -- that form an important part of the destination experience. The value of these ‘supporting generators’ is recognized in the Strategy and there is an emphasis on using these assets more effectively to further increase the overall appeal of Hamilton.

The Strategy is the framework for the Hamilton tourism industry’s development and will require a collaborative approach between the public and private sectors to realize the vision and achieve the goals. The Strategy is also core to the T&C Division’s tourism vision, mandate, priorities and targets. As such, the accompanying Action Plan is fully aligned with the Tourism Strategy.

Organizational Purpose

The following vision, mandate and conditions of success provide a framework for the City of Hamilton’s involvement in tourism. The tourism industry considers this collection of activities as *Tourism Hamilton*.

Vision:

Tourism Hamilton is an innovative destination marketing and management organization playing a strong leadership role in transforming the economy and environment of Hamilton through tourism.

In this DMO role, the T&C Division’s mandate is to increase the economic impact of tourism to Hamilton. This will be achieved through a collaborative approach to strengthening the appeal of Hamilton and enhancing its image as a destination, and through optimizing tourism volumes and yield with a particular emphasis on increasing overnight visitation.

T&C Division’s role is to support the tourism industry through undertaking the following functions:

- Enhance the image and awareness of Hamilton as an attractive destination for business, sport and leisure tourism;
- Work with partners in securing and hosting city-wide conventions and events;
- Stimulate and facilitate the development of Hamilton as an overnight leisure destination and promote it to ‘best prospect’ target markets;
- Provide visitors with the services to maximize their experience in Hamilton;

- Assist with the development of quality tourism products and visitor experiences, whether as partners or facilitators;
- Provide leadership and foster a collaborative approach to growing tourism;
- Monitor destination performance and ensure that the benefits of tourism are more widely understood by the broader community; and,
- Implement sound strategic policies cost-effectively.

Conditions of success

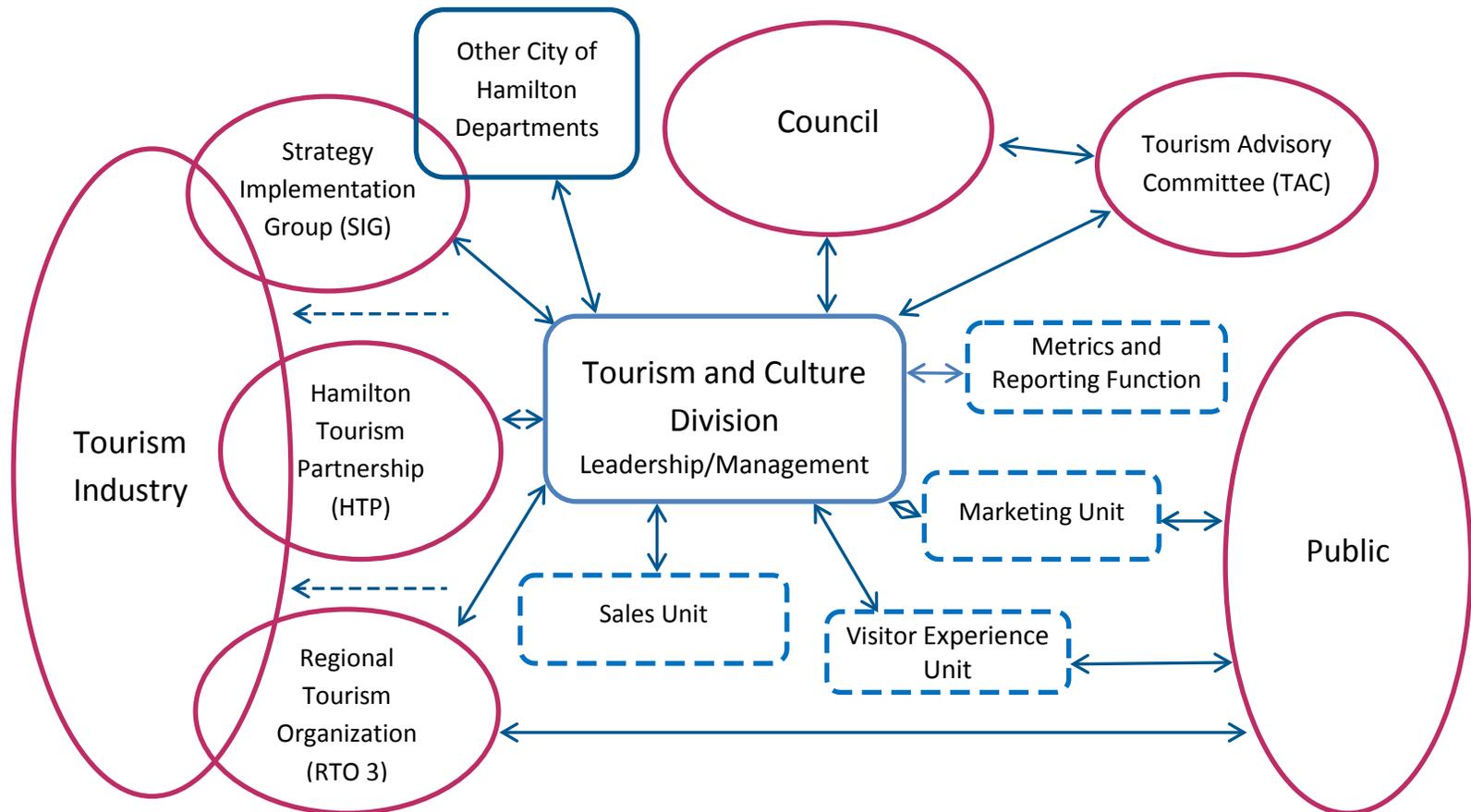
In order for the T&C Division to effectively support the tourism industry through these functions, the City will need to commit to:

- a) Building organizational capacity;
- b) Developing sound management strategies, practices and processes;
- c) Using innovative technologies;
- d) Working collaboratively; and,
- e) Investing to increase return.

Alongside the development of a strong operating environment, the T&C Division will require in-depth understanding of the needs and preferences of target markets to ensure success and credibility in its destination development and marketing activity.

The Operating Context

The Strategy is dependent on a holistic approach to facilitating the growth of tourism. This involves a collaborative working relationship across the T&C Division, between the T&C Division and other City departments, and between the City and the tourism industry, as illustrated in the relationship 'map' below.



The City works with the tourism industry directly and through a number of tourism entities.

- The **Tourism Advisory Committee (TAC)** as a committee of Hamilton City Council will continue under its existing mandate to advise Council on tourism matters. City Council appoints members for TAC from the community.
- The proposed **Strategy Implementation Group (SIG)** will advise staff on strategic direction and the implementation of tourism priorities and ensure that the implementation of the Strategy remains on track. The SIG is focused on long-term tourism development. The members of the SIG will be drawn from other key City Departments with a developmental role in tourism, relevant community organizations and representatives from the tourism industry. There may be some overlap of members between the SIG and the HTP.
- The proposed **Hamilton Tourism Partnership (HTP)**, composed of industry leaders, will work in collaboration with the City to drive tourism business in the short and long term. The actions of the HTP will include: exploring the feasibility of the Destination Marketing Program (DMP); implementing the DMP (if feasible); contributing to the Advanced Booking Calendar; and, leading other tactical initiatives with a focus on business development.
- The City will continue its working relationship with Regional Tourism Organization 3 (**RTO 3**) from both a leisure marketing and visitor experience perspective.

Municipal Tourism Focus for the T&C Division

The Tourism Strategy’s integrated focus is built on the approach that ***all staff in the T&C Division plays a role in furthering tourism goals.***

The chart illustrates the integration of tourism functions across the T&C Division (Note – only the Tourism responsibilities for the Division are included in the following chart).



The Organizational Structure of the Tourism Function

The integrated approach will require the following organizational changes and emphases:

- Establish a dedicated Sales Unit;
- Establish a Visitor Experiences Unit;
- Expand the mandate of the Marketing Unit;
- Enhance the metrics and reporting function;
- Heritage Resource Management (HRM) Section continues to manage the City's museums and offer programming for the leisure market and will play a key role in the development of new tourism product as required;
- Recognize the current role of the Arts, Events & Grants (A, E&G) Section in the planning and delivery of events for a local leisure market, working with major hosted events (such as JUNOS or Pan Am) will shift from the Tourism Section to the A, E&G Section. This work includes the coordination of local programming and other arrangements. The Section will play an important role in product development as required; and,
- Music will continue to be a strong element of the city's arts, culture and entertainment offerings. (The development of the music industry in Hamilton is addressed in the Hamilton Music Strategy).

The added emphasis on visitor experiences, product development, partner relations, broader marketing, metrics and reporting, as well as the creation of all the proposed positions, **are all essential to successful implementation of the Strategy**. It is critical to note that implementation of the Tourism Strategy will require additional human and financial resources.

The organizational chart on page 9 illustrates the staffing structure and reporting relationship in the Marketing, Sales and Visitor Experience Units. The chart includes a mix of existing, altered and proposed staff positions and functions to support the implementation of the Strategy.

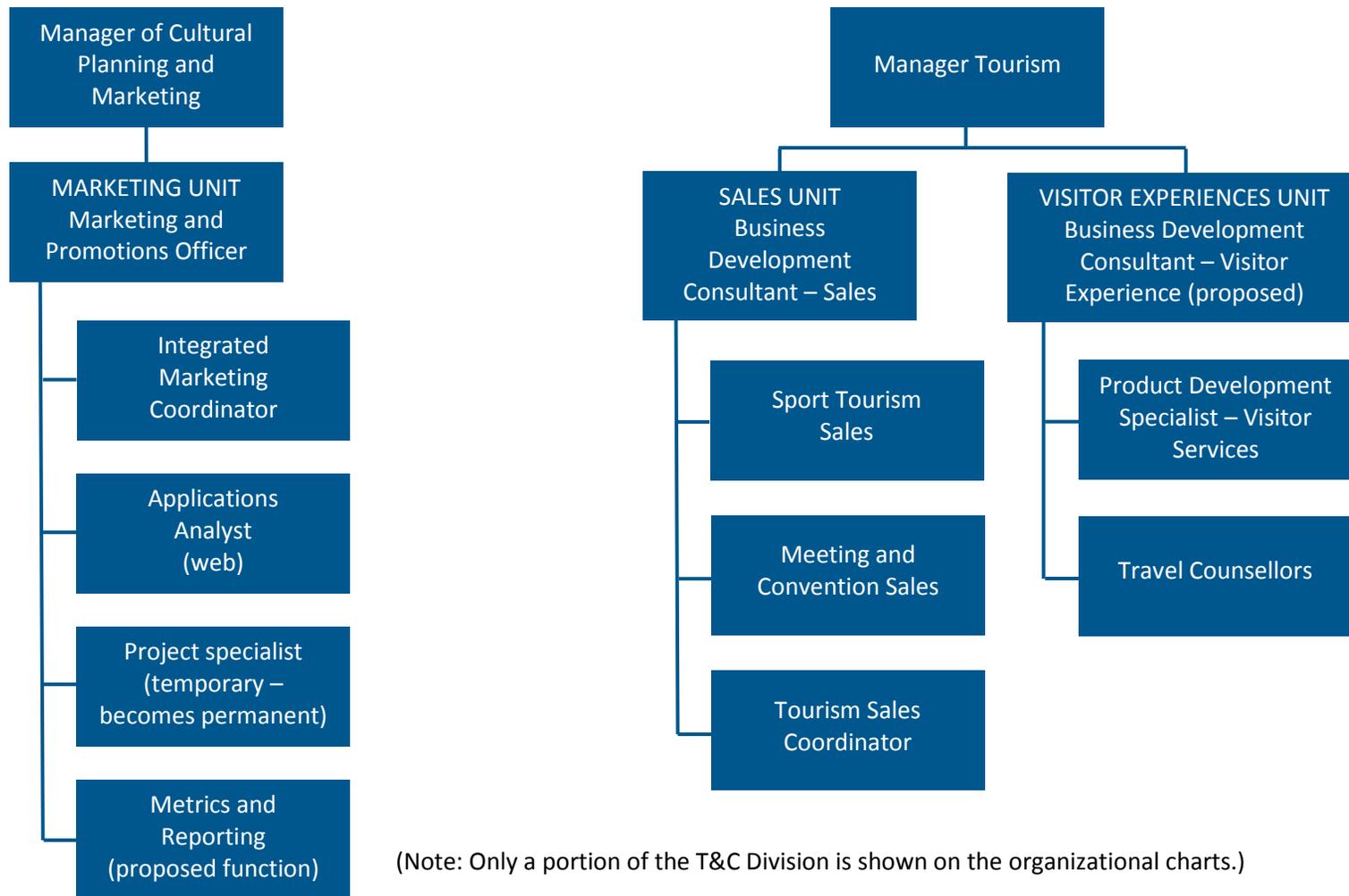
Although not shown in this chart, it is understood that staff in the A, E&G and the HRM Sections also play a role in furthering tourism development.

- The core **Leadership and Management team for tourism activities** includes the Director of T&C Division, the Manager of Tourism and Creative Industries and the Manager of Cultural Planning and Marketing.
- The **Manager of Tourism** will provide the overall direction for the tourism function of the Division and will assume lead for liaison with the HTP, the SIG and the TAC. The position will play a key role in implementation of the Tourism Strategy, the development of the tourism industry, and the creation of the DMP.

- The new dedicated **Sales Unit** signals a heightened focus on business attraction. The Unit will identify prospects and coordinate bids for meetings, conventions, sports and other large events and will work closely with the local tourism industry.
- The **Arts, Events and Grants Section** will lead the planning and delivery of any local event/programming component of major hosted events (such as JUNOS and Pam Am) and will be consulted by the Sales Unit during the development of relevant bids. The impact of this change on the Arts, Events and Grants Section has not been determined, however, additional staff resources will be required in order to support the anticipated growth in major hosted events.
- A new **Visitor Experience Unit** will develop tourism products, inform marketing strategies utilizing market segmentation knowledge and research, distribute marketing collateral, work directly with tourism partners and deliver services to visitors. The Unit will provide servicing for successful bids, operate the Visitor Centre, and manage the Lady Hamilton and proposed Hamilton Ambassador Programs. Where there is alignment, the tourism development efforts will be coordinated with the RTO 3's initiatives.
- The proposed **Business Development Consultant – Visitor Experience** position will focus on: the provision of a positive visitor experience; the development of tourism products that align with targeted market segments; and, the strengthening of ongoing working relations with partners, while also informing related marketing strategies. The position will provide direction for the Visitor Centre, and will liaise with other staff within the Division (particularly the Marketing Unit), the broader P&ED Department including the Small Business Enterprise Centre, and RTO 3. The non-union position's grade and supervisory responsibilities are yet to be determined.
- The **Marketing Unit** will continue to plan the Division's overall marketing strategy in collaboration with Tourism Section staff, and will implement and monitor tactics to reach the leisure market. It will provide internal services to deliver the annual Marketing and Communications Plan, and will work in alignment with the Division's metrics, tracking and reporting functions to ensure that appropriate tactics are used. The Unit's responsibilities are broadened to include a role in the delivery of tactics to support the M&C and Sport Tourism markets. This increase in work functions is to be offset by a reduction in the current level of leisure marketing tactics and closer working relations with RTO 3. The Marketing Unit remains responsible for the promotion of the Division's museums, arts activities and events. The current temporary Cultural Projects Specialist – Marketing is included as a permanent position in the organization chart.
- An enhanced function for **metrics, tracking and reporting** is added within the Division to support tourism development and other functions, together with a greater level of emphasis on database management. This work includes:
 - Documenting and improving business processes;
 - Determining/defining requirements for potential technology-based application customizations;
 - Ensuring applications system availability and performance (IDSS);
 - Ensuring database integrity and security; and,

- Developing reports and dashboards for users and managers to track KPIs. (Whether this function is addressed within a new or existing position is to be determined.)

Organizational Structure Supporting Tourism Functions



(Note: Only a portion of the T&C Division is shown on the organizational charts.)

Funding Model

Creation of the HTP and the DMP are critical steps to increasing the resources for developing tourism in Hamilton.

Using STR¹ produced room data and reported occupancy for 2013, it is estimated that a 3% DMP on ALL rooms would generate approximately \$990,000 per annum. Assuming that in the initial phase of the implementation of a DMP only a select group of properties will participate, a conservative start-up estimate of the funding has been set at \$400,000. Given the priority emphasis on meetings, conventions and sport tourism, it is proposed that the initial allocation of funds is 75% to these priority markets and 25% to the leisure sector. Here again, with the leisure allocation, the Strategy's emphasis on product development would indicate that a proportion of these funds should be invested in product and visitor experience development.

With the proposed 75% allocation to the development of M&C and sport tourism, a proportion of this should be assigned to a Tourism Business Development Fund, with the remaining funds to be assigned to the sales and marketing activities related to these sectors.

DMP partners will receive preferential rates and service delivery in cooperative city-wide initiatives, with other partners paying a differential (e.g. marketing fees or commission rates on bookings received).

Industry growth will result in incremental increases to DMP funds and these dollars will be used to supplement existing City of Hamilton tourism incentive funding.

¹ STR provides hotel research with regular and custom reports covering North America and the Caribbean. STR provides a single source of hotel data covering daily and monthly performance data, forecasts, annual profitability, pipeline and census information. <http://www.strglobal.com/about/str-companies/en-gb>

Strategic Functions and Activities

The following charts present the City’s actions, deliverables and partners to achieve the Tourism Strategy’s three strategy priorities:

1. Leadership
2. Marketing and Communications
3. Destination Development

A number of key partners are identified in the charts. The abbreviations for these partners are listed below.

KEY FOR PARTNERS	
HTP	Hamilton Tourism Partnership
RTO 3	Regional Tourism Organization
TAC	Tourism Advisory Committee
SIG	Strategic Implementation Group
TP	Transportation Planning, Public Works Department
PW	Public Works Department
P&ED	Planning and Economic Development Department
REC	Recreation
HSR	Hamilton Street Railway
HWT	Hamilton Waterfront Trust
HCA	Hamilton Conservation Authority

Strategic Priority #1 – Leadership

Leadership, monitoring and reporting

Developing a sustainable and collaborative leadership structure

Successful implementation of the Tourism Strategy will require strong leadership from both the City and the local tourism industry. The T&C Division retains the DMO function. The Tourism Section has a critical role to play in facilitating the collaboration between the public and private sectors necessary to develop tourism successfully. The Tourism Section also has the lead role for overseeing the implementation of the Tourism Strategy and Action Plan.

The Tourism Manager will take the lead in working with industry partners to develop a sustainable and collaborative leadership structure. This will include working toward a new funding model based on the implementation of the DMP.

Developing a sustainable and collaborative leadership structure					
STRATEGY	ACTIONS	DELIVERABLES	T&D LEAD	T&D CRITICAL SUPPORT	PARTNERS
Align Tourism Section resources to the Tourism Strategy.	<ul style="list-style-type: none"> Restructure the Tourism Section to further the objectives of the Tourism Strategy. 	Establishment of Sales Unit Establishment of Visitor Experience Unit	Director's Office		
Develop a Hamilton Tourism Partnership (HTP), focusing on tourism business development for the city, particularly in the M&C, sport and events sectors.	<ul style="list-style-type: none"> Facilitate the development of the HTP. Develop a Memoranda of Understanding between the City of Hamilton and industry partners, that defines the mandate of the Partnership in growing M&C, sport and events tourism; the management of the DMP; and the roles of all participants. Facilitate the development of a DMP with the HTP and broader hotel sector. Identify and assess options for establishing a Tourism Business Development Fund with investment from the DMP. The Fund would provide incentives to attract conventions, meetings and sport events. 	Establishment of HTP HTP MOU Establishment of DMP Establishment of Tourism Business Development Fund	Tourism Section	Director's Office	Tourism Industry RTO 3
Establish a Strategy Implementation Group (SIG) to advise on the implementation of the Tourism Strategy and the long-term development of tourism.	<ul style="list-style-type: none"> Develop Terms of Reference for the SIG in consultation with other City Departments, HTP and RTO 3. Recruit members and a high profile chairperson. 	SIG Terms of Reference Establishment of SIG	Tourism Section	Director's Office	Tourism Industry RTO 3 Other City Departments

Developing a sustainable and collaborative leadership structure

STRATEGY	ACTIONS	DELIVERABLES	T&D LEAD	T&D CRITICAL SUPPORT	PARTNERS
Develop a more integrated approach to working with RTO 3 in providing sustainable and collaborative leadership and strategic alignment, particularly in relation to enhancing awareness and image of Hamilton.	<ul style="list-style-type: none"> Collaborate and align strategy where possible 	Joint initiatives and aligned strategy	Tourism Section		RTO 3
Strengthen the opportunities for networking and communicating with the industry.	<ul style="list-style-type: none"> Explore joint funding opportunities (e.g. other levels of government) where possible. In partnership with the HTP, design and implement tourism leadership and management development activity within public and private sectors (e.g. workshops on tourism measurement). Identify networking and communication activities that will fully engage the wider tourism industry in business development for the city and implementation of the longer term Strategy (e.g. regular meetings for tourism operators, e-newsletters, and an industry-facing portion of the website). 	<p>Funding applications</p> <p>Leadership and management development activities</p> <p>Networking, capacity building and communication activities</p>	Tourism Section	Marketing Unit	<p>HTP</p> <p>TAC</p> <p>RTO 3</p> <p>Educational institutions</p>

Strategic Priority #1 – Leadership

Leadership, monitoring and reporting

Monitoring and reporting

A key requirement for successful implementation of the Strategy will be the addition of capacity for tourism research and ongoing monitoring, analysis and reporting of the information. This function will enable measurement of the impact of the tourism industry and the regional economy, as well as evaluation of T&C Division’s tourism related activities against strategic and operational objectives (developed, in part, with input from the HTP and the SIG). Preliminary performance measurement indicators to measure the implementation of the Strategy are listed on pages 43-44 and should be refined with input from the HTP and SIG. The Tourism Section will have to encourage industry participation in data gathering, and address barriers, such as proprietary information. It may be appropriate to report on these indicators as part of the City of Hamilton’s Cultural Report Card (which is currently under development).

Monitoring and reporting					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Promote the importance of tracking and develop mechanisms for the sharing of data to measure the performance of the Hamilton tourism industry.	<ul style="list-style-type: none"> • Add metrics and reporting capacity in the T&C Division. • Establish processes and data requirements to gather and measure monthly information on hotel occupancy, RevPAR and ADR, and track results over time and against competitor destinations. • Gather relevant performance data for other sectors, particularly attractions and public transport on a monthly basis. • Develop tracking system and gather relevant performance data on all city-wide events-related business (M&C, sports and major hosted events). 	Development of Tourism Performance Indicators Systems in place for regular and accurate data collection	Marketing Unit	Tourism Section	HTP P&ED Department RTO 3 Tourism Industry

Monitoring and reporting

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<ul style="list-style-type: none"> Identify additional performance indicators available through web analytics and collate the information on a weekly basis. Develop/apply tourism economic impact model on an annual basis, to provide volume and value information on a regular basis. Develop a 'scorecard' of KPIs for internal & external audiences on a regular basis. Evaluate the currently used IDSS (Internet Destination Sales System) and modify to maximize data collection and reporting. 	<p>Economic Impact of tourism</p> <p>Tourism KPI scorecard</p> <p>Maximize potential of IDSS</p>			
<p>Demonstrate the performance of the Hamilton tourism industry.</p>	<ul style="list-style-type: none"> Encourage partner participation data gathering to ensure availability of accurate monthly information on hotel occupancy, RevPAR and ADR, and track results over time and against competitor destinations. Produce a regular (at least quarterly) tourism performance scorecard. Produce annual report on performance of tourism in Hamilton (including economic impact), and on the progress of implementation of the Strategy for City Council and the Hamilton tourism industry. 	<p>Reports to Council and the Hamilton tourism industry</p>	<p>Tourism Section</p>	<p>Marketing Unit</p>	<p>HTP</p> <p>SIG</p> <p>TAC</p>

Strategic Priority #2 - Marketing and Communications

Targeting Priority Markets

General planning and marketing activities

The T&C Division has a key role to play in building a positive image of Hamilton for all its priority tourism markets and one that will reflect Hamilton's positioning as a *distinctive destination recognized for creativity, authentic experiences and people, and outstanding hosting capability*.

An integrated approach to marketing and communications involves the establishment of clear communication objectives, an understanding of target audiences, strategic messaging through an appropriate and cost-effective mix of marketing channels, and measurement of results. Limited funding for marketing activity is a significant constraint and necessitates a heightened collaboration with RTO 3 on leisure marketing initiatives; development of an effective marketing and communications strategy, that would include a public relations component designed to have a positive influence on the perceptions of all markets and the local community; building of a strong web-based presence for Hamilton; and utilization of social media and other third party distribution channels to build destination awareness and enhance the image of the Hamilton in the marketplace.

In all areas of leisure marketing and visitor information fulfilment there is a need to move increasingly toward digital channels for information distribution and to reduce the emphasis on printed fulfilment material. The following tactics reflect this strategic shift and the importance of becoming targeted in the messaging.

With the emphasis increasingly on the use of digital channels to distribute information, it will be vital to develop a Content Management Plan (i.e. bringing together content from multiple sources and distributing it through multiple channels) that supports the marketing objectives and is based on an understanding of the target markets, and the range of media platforms and devices across which the content will be distributed. The Plan also needs content required to address negative images relating to Hamilton as a tourism destination.

It is recommended that additional dollars be invested to enable a more comprehensive approach to marketing in the medium and long term. This may be sourced from the destination marketing program (DMP) and/or additional City of Hamilton investment.

General planning and marketing activities					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Develop an integrated approach to marketing.	<ul style="list-style-type: none"> Develop an integrated marketing and communications plan, focused on delivering the marketing elements of this Strategy. Consult with the Tourism Section and the HTP in the development of the plan. 	Annual marketing and communications plan – to include a public relations component	Marketing Unit	Sales Unit Visitor Experience Unit	RTO 3 HTP
	<ul style="list-style-type: none"> Develop a Content Management Plan for all markets. 	Content Management Plan	Marketing Unit	Visitor Experience Unit Sales Unit	
Enhance the image and awareness of Hamilton as an attractive destination for business and leisure travel.	<p>There is a need to achieve high impact at low cost, which can be accomplished best through online and other types of non-internet media coverage (travel, lifestyle, business), and through stimulation of user generated content by residents and visitors:</p> <ul style="list-style-type: none"> Generate positive media editorial coverage. Identify the media that are most likely to influence the target markets and the key writers / bloggers / journalists concerned. Build a relationship with these contacts through newsletters; 	<p>Enhanced reputation index from online content analysis</p> <p>Increased positive awareness from tracking survey(s)</p>	Marketing Unit	Sales Unit Visitor Experience Unit	RTO 3

General planning and marketing activities

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p>supply of ideas for feature articles together with photography; and organization of regular, theme-oriented familiarization trips.</p> <ul style="list-style-type: none"> Engage actively with social media to maximize positive coverage. Ensure that social media activity supports and supplements all online and all other types of visitor information. Maximize search engine capability by loading maximum amount of high quality destination content onto 'user generated content' sites e.g. TripAdvisor. Develop content that profiles success stories and highlights Hamilton's outstanding hosting capability for the M&C and the sport tourism sectors. This task will be undertaken in collaboration with the Sales Unit. Develop quality information and content about the city for distribution through multiple online and all other types of non-internet marketing channels for the M&C market sector. This task will be undertaken in collaboration with the Sales Unit. 	<p>Enhanced online and all other types of M&C focused material</p> <p>M&C content on Tourism Hamilton website</p> <p>Up-to-date sales kit</p>			Sales Unit

General planning and marketing activities					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Adopt new technologies in the in the delivery of tourism services and in the enhancement of the visitor experience.	Develop an Information, Communication & Technology (ICT) Plan. The Plan should take partners into consideration where relevant – e.g. the use of IDSS by partners in M&C sales.	ICT Plan	Cultural Planning Unit	Marketing Unit Sales Unit Visitor Experience Unit	Corporate Services Tourism partners

Strategic Priority #2 - Marketing and Communications

Targeting Priority Markets

The leisure market

Hamilton’s core leisure market lies largely within the Greater Toronto Area. Currently the demand is primarily for day visits, with ‘visiting friends and relatives’ (VFR) being a key motivating factor in generating demand (see Tourism Strategy for further details). The Strategy has identified the importance of building Hamilton’s appeal as a destination through product and visitor experience development, with a particular emphasis on strengthening the city’s recognition for its arts, culture and entertainment. While the leisure market remains a potential growth market, in the shorter-term the city’s ability to drive overnight stays and increase the value of tourism lie in the M&C and the sport tourism markets. Given this prioritization of markets, a pragmatic approach is needed with respect to the leisure market – one that is based on strategic segmentation, an enhanced use of digital marketing and close collaboration with RTO 3 (given its mandate to concentrate on growing the leisure market).

Using the Ontario Tourism Marketing Partnership Corporation (OTMPC) market segmentation research, the three key segments for Hamilton are “Connected Explorers”, “Youthful Socializers” and “Knowledge Seekers”. Targeting these segments within the near-in markets and shaping the online and offline message accordingly will be a key element of the leisure marketing activity. The ongoing communications to Hamilton residents regarding civic heritage sites and community events will continue to raise local awareness and stimulate VFR demand, and will complement the leisure marketing strategy.

The leisure market					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Move toward increasing the use of digital channels for information distribution to the leisure market.	<ul style="list-style-type: none"> Conduct an audit and create a content inventory of existing leisure market content. Review accuracy and the extent to which it supports the new positioning of Hamilton. Work with RTO 3 and the Hamilton Tourism Partnership to develop systems and protocols for acquiring, managing and distributing content. Develop the Leisure Market portion of the Content Management Plan. 	<p>Content inventory completed – system in place for maintenance</p> <p>Partner protocols in place</p> <p>Content Management Plan in place</p>	Marketing Unit	Visitor Experience Unit	RTO 3 HTP
Develop a much stronger and more compelling online presence for the leisure market.	<ul style="list-style-type: none"> Work closely with RTO 3 and give the organization the lead in marketing to the overnight leisure market, and work in partnership to align marketing objectives. Develop a comprehensive understanding among stakeholders of Hamilton’s ‘ideal leisure guests’ using OTMPC segmentation research on ‘Connected Explorers’, ‘Knowledge Seekers’, and ‘Youthful Socializers’. Consider the use of PRIZM_{C2} for specific campaigns to allow for a more targeted approach to reaching an audience – (this will involve working with Envirionics Analytics and will be dependent on availability of funds). 	<p>Program of visitor segmentation workshops</p> <p>Internal understanding of priority target markets</p>	Marketing Unit	Visitor Experience Unit	RTO 3 Tourism industry James Street North businesses

The leisure market

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<ul style="list-style-type: none"> • Redevelop the Tourism Hamilton website and consider incorporating elements of User Experience Design (UXD) for the Tourism Hamilton website (which may include, but is not limited to, Responsive Web Design). • Evaluate the Visit Hamilton App (using best practices and industry trends) to determine if further development related to user experience enhancements, metrics and operating system upgrades would yield sufficient return on investment to warrant continued use of the App as a marketing tool. • Develop and implement a tactical plan for social media targeted to priority leisure segments. • Using data from the Advance Booking Calendar, develop a comprehensive consumer-facing calendar that will stimulate interest in events and will service trip-planning needs. • Refresh the T&C Division image library with images that are relevant to the targeted leisure segments. • Develop and implement targeted e-mail campaigns informed by visitor data gathered by the Visitor Experience Unit. 	<p>New consumer facing web design</p> <p>Tourism Hamilton App Evaluation</p> <p>Social media tactical plan in place</p> <p>Comprehensive consumer-facing calendar of events</p> <p>Updated image library</p>			

The leisure market

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<ul style="list-style-type: none"> • Develop collateral for the James Street Corridor experience pilot. Work with RTO 3 to raise market awareness of the corridor and its associated events. This work will require working closely with the Visitor Experience Unit. <ul style="list-style-type: none"> ○ Development of online and all other types of non-internet collateral. ○ Promotion through RTO 3 marketing and through social media – linked to promotion of heritage attractions. ○ Packaging of experiences with accommodators, food and beverage providers etc. 	New James Street Corridor collateral			
Fulfil visitor information requirements	<ul style="list-style-type: none"> • Assess visitor information needs related to all new product and experience development and produce the necessary online and print-based collateral. The new website and its mobile site will play a key role in this area of work. The Visitor Experience Unit has an advisory role to shape the message. • In developing the Visitor Guide, move away from alphabetical listings and the promotion of ‘products’ to a style that is based on the marketing of experiences and the ‘story of Hamilton’. 	<p>New collateral based on product development requirements</p> <p>Experience based Visitor Guide</p>	Marketing Unit	Visitor Experience Unit	

Strategic Priority #2 – Marketing and Communications

Targeting Priority Markets

Meetings & Conventions / Sport Tourism

The establishment of a the M&C and Sport Tourism Sales Unit as a defined business unit working within the T&C Division will strengthen the focus on development of the meetings, conventions and sport tourism markets. A collaborative approach to tourism development will be necessary to create the HTP and for the Partnership to set direction for DMP funding. This approach, and the essential City-HTP relationship, will ensure that the activities of the M&C and Sport Tourism Sales Unit remain aligned with the strategic priorities of these sectors and that there is a unified approach to development and growth.

Meetings and conventions					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Strengthen Hamilton’s position in M&C based tourism business.	<ul style="list-style-type: none"> Develop a comprehensive M&C sales plan. Provide content, market intelligence and key messages to the Marketing Unit to support M&C marketing and promotions activities. 	Comprehensive M&C sales plan completed	Sales Unit		HTP
	<ul style="list-style-type: none"> Develop and maintain an Advance Booking Calendar. This calendar will be used to track potential and actual scheduling of events, festivals, M&C business and activities for a forward-looking period of at least three years. 	Advance Booking Calendar in operation	Sales Unit	Marketing Unit A, E&G	HTP
	<ul style="list-style-type: none"> Identify the best prospects associated with smaller national association meetings and Ontario-based associations to meet annual targets. Focus on city-wide bids 	Agreed annual targets with HTP	Sales Unit		HTP Industry partners

Meetings and conventions					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p>that require capacity consistent with the city's core hotel rooms.</p> <ul style="list-style-type: none"> Work collaboratively to prepare bids for city-wide M&C business. 				
Strengthen Hamilton's position in M&C based tourism business.	<ul style="list-style-type: none"> Develop a Hamilton Ambassador Program, with a focus on collaboration with leading members of national and international associations, particularly associates of McMaster University, Mohawk College and other local education institutions. 	Hamilton Ambassador Program in place	Sales Unit	Visitor Experience Unit	
	<ul style="list-style-type: none"> Develop and maintain a program of hosting familiarization tours and site inspections for qualified meeting and event planners. 	Agreed targets regarding familiarization tours	Sales Unit		HTP Industry Partners
	<ul style="list-style-type: none"> Develop and maintain Sales Kits with current images that portray the city and its attractions and venues in an effective manner, and include a cost-analysis sheet. 	Updated Sales Kit	Sales Unit	Marketing Unit	HTP
Build awareness of Hamilton as an M&C destination	<ul style="list-style-type: none"> Continue to strengthen market presence through participation in activities associated with industry associations such as Meeting Professionals Internationals (MPI) and Canadian Society of Association Executives (CSAE). 		Sales Unit	Marketing Unit	

Meetings and conventions

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Provide incentives to attract M&C and hosted events tourism business.	<ul style="list-style-type: none"> Establish a new public-private Tourism Business Development Fund to provide M&C incentives. This fund is, in part, resourced through DMP. The HTP will take the lead in this and will ensure a clear strategy for the use of these funds as part of a more comprehensive M&C sales and marketing plan. Seek additional funds from the City to complement the funds raised by industry. (see earlier note on DMP) 	Tourism Business Development Fund in place	Sales Unit		HTP
Maintain a longer-term perspective on investment requirements in M&C infrastructure.	<p>In the context of the planning of Hamilton as an M&C destination, plan for the development of new convention facilities.</p> <ul style="list-style-type: none"> Develop a full resort hotel with modern meeting facilities for up to 300 delegates in the Waterfront Piers 5-8 area. Consider the merits of earmarking the top of Jackson Square as a potential site for redevelopment as a city core convention centre. Tourism Manager to ensure that the P&ED Department considers M&C related planning issues on a regular basis. 	Annual update on progress			P&ED Department

Sport tourism

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Strengthen Hamilton's position in sport tourism.	<ul style="list-style-type: none"> Update the 2005 <i>Sport Tourism Action Plan</i>. 	Updated Sport Tourism Action Plan in place	Sales Unit		
	<ul style="list-style-type: none"> Develop and maintain an Advance Booking Calendar. This calendar will be used to track potential and actual scheduling of sports related tournaments and activities for a forward-looking period of at least three years. Develop a comprehensive inventory of all sport facilities. Assess the capacity of these facilities and use the Advance Booking Calendar to identify availability. 	Advance Booking Calendar Inventory of sport facilities	Sales Unit	Marketing Unit	HTP
	<ul style="list-style-type: none"> Focus on larger events attracting spectators and competitors rather than more localized and regional community tournaments. <ul style="list-style-type: none"> Target 2 or 3 major events per year. Review tournament opportunities in new and emerging recreational sports. Develop a partnership-based approach to initiating and pursuing bids. 	Agreed annual targets with HTP – contracted rooms; economic value etc.	Sales Unit		

Sport tourism

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Strengthen Hamilton's position in sport tourism.	<ul style="list-style-type: none"> Develop and maintain Sales Kits with current images that portray the city and its attractions and venues in an effective manner, and include a cost-analysis sheet. 	Updated Sales Kit	Sales Unit	Marketing Unit	HTP
	<ul style="list-style-type: none"> Develop a Hamilton Ambassador Program, with a focus on collaboration with leading members of provincial, national and international sport associations 	Hamilton Ambassador Program	Sales Unit		HTP Sport Tourism Sector
Provide incentives to attract sports tourism business.	<ul style="list-style-type: none"> Establish a new public-private Tourism Business Development Fund to provide sport tourism incentives. 	Tourism Business Development Fund in place	Sales Unit		HTP
Maintain a longer-term perspective on investment requirements in sport infrastructure.	<ul style="list-style-type: none"> Use regular discussions with partners ensure that there are periodic reviews of infrastructural requirements 		Sales Unit		HTP Pan Am Games Host Committee REC Division

Strategic Priority #3 - Destination Development

Offering outstanding services and experiences

Visitor services

Visitor services play a key role in creating a welcoming destination. If Hamilton is to build on its *outstanding hosting capability* the city will need to excel in the area of visitor services. The underlying aim is to connect visitors and residents to Hamilton experiences. This will benefit both the visitor and the tourism business community and will assist in extending the length of stay, increasing the level of expenditure, spreading the distribution of benefits and encouraging repeat visitation.

To excel in the provision of visitor services and to create return on investment, there is a need to focus on:

- Offering accurate and relevant information where and when it is needed. This will require use of multiple distribution channels;
- Providing quality front-counter service;
- Using visitor services to maximize the sale of tourism products direct to consumers and through third party channels, and to increase levels of participation in ticketed experiences;
- Supporting successful M&C and Sport Tourism Sales Unit initiatives through relevant after-sales services for meeting and event planners; and,
- Using visitor services to assist local residents and businesses become more proficient and knowledgeable as hosts and ambassadors for the city.

The Visitor Centre, located in the downtown core, should play an integral role in in-destination marketing and connecting visitors and residents to experiences within Hamilton. At the same time the Visitor Centre has the potential to play a stronger role as a destination experience in its own right and as a tourism business support centre. Its location on James Street North provides a unique opportunity to act as the central showcase and information hub for the 'James Street Corridor' experience and related visitor programs and services.

Given the vision's emphasis on Hamilton's outstanding hosting capability and the way in which the travel counsellors have an opportunity to personify the city's welcome, there is a need for a visitor-centric approach in all training.

Visitor services					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Utilize the Visitor Centre to enhance the visitors' experience.	<ul style="list-style-type: none"> • Ensure that staff and Lady Hamilton volunteers have first-hand knowledge of the city's visitor experience and an understanding of the traveller preferences of the key leisure segments. • Use face-to-face encounters to collect visitor data, including permission to follow-up for periodic visitor satisfaction studies. • Explore the feasibility of expanding the role of the Visitor Centre as a booking agency for city-wide tours and as a ticketing outlet for a range of attractions and events. • Use the Visitor Centre as a central depot where literature on attractions and events can be collected by business operators. 	<p>Comprehensive training program for front-line staff and volunteers in the Visitor Centre</p> <p>New and enhanced digital visitor servicing options in place</p> <p>Enhanced methods of data collection</p> <p>Specific targets established for expanding the role and function of the Visitor Centre</p>	Visitor Experience Unit	Marketing Unit	Lady Hamilton volunteers
	<ul style="list-style-type: none"> • Use the Visitor Centre as a base for media during key events and press conferences. 		Marketing Unit	Visitor Experience Unit	
Develop and maintain product and consumer databases.	<ul style="list-style-type: none"> • Research and invest in new digital visitor servicing options. Use such options to collect visitor data – particularly postal codes, and to acquire e-mail addresses for 'permission-based' marketing to 	Central Customer Database	Marketing Unit	Visitor Experience Unit	

Visitor services					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	inspire repeat visits. This data needs to be collated into a central customer database.				
	<ul style="list-style-type: none"> Develop and maintain a data base of leisure product and experiences. 	Leisure product and experiences database	Visitor Experience Unit		
Enhance the visitor experience	<p>Work with the Pan Am Games Committee and relevant partners to develop systems and services that will ensure a high quality of experience for visitors to major events.</p> <p>Use the 2015 events (JUNOS and the Pan Am Games) to develop systems and services to ensure a high quality of experience for visitors to such events and a high level of benefit to Hamilton:</p> <ul style="list-style-type: none"> Establish ways of leveraging the city's arts, culture and entertainment. Develop a visitor services plan for large sport and arts/cultural events. Leverage events to encourage longer stays and repeat visitation. Develop a series of 'toolkits' for event organizers. 	<p>Visitor Services Plan for large sport and arts/cultural events</p> <p>Event tool kits (marketing, sustainability, measurement of economic impact etc.)</p>	Visitor Experience Unit	<p>A, E&G Section</p> <p>Sales Unit</p>	<p>Pan Am Host Committee</p> <p>JUNO Host Committee</p>

Strategic Priority #3 – Destination Development

Offering outstanding services and experiences

Creating a great destination – product and visitor experience development

The Tourism Strategy and the planning process highlighted changing consumer values and a growing demand for memorable and interactive experiences characterized by authenticity and creativity. In assessing Hamilton as a destination, it is clear that the city has an array of nature-based sites and attractions, heritage attractions, distinctive landscapes associated with the Niagara Escarpment, and a Waterfront that is undergoing redevelopment – all of which contribute to the destination experience **but are not significant demand generators**. However, the arts, culture and entertainment as a product cluster, represents an opportunity to truly differentiate Hamilton as a destination in Southern Ontario. The Strategy demonstrates that focusing on this cluster and developing innovative visitor experiences will not only strengthen the positioning of Hamilton as a *distinctive destination recognized for creativity*, but will also enable the development of linkages with other existing product and will elevate the significance of many of these sites and attractions. With this focus and the integration of tourism and culture into one division, the Tourism & Culture Division is well positioned to play a key role in product and experience development. Inspired by the success of the *Dubline* initiative in Dublin, Ireland, the lake to escarpment James Street corridor is suggested as a pilot to implement a multi-faceted visitor experience. As a first step, a concept plan will be required to ensure the coordinated development, management and marketing of the Corridor Concept and the integration of a variety of current initiatives. This plan will provide a comprehensive overview of the proposed visitor experience and will become the tool for guiding the development of the various elements of the James Street Corridor initiative. The interpretive plan component will identify the key themes that will capture the essence of James Street and will bring to life the Hamilton stories inherent in this street. Developing this plan will involve consultation with other City Departments, local historical experts, James Street businesses and other stakeholders.

Developing quality tourism products and visitor experience will not only strengthen Hamilton as a leisure destination, but it will also increase its appeal to the markets associated with meetings and conventions and sport events. As such, this area of activity is critical to increasing the competitiveness of Hamilton and to building a stronger visitor economy. With the T&C Division's new holistic approach to managing tourism, it will take a lead in encouraging product and visitor experience development. While a number of initiatives, particularly those related to cultural and heritage product development can be led by T&C Division staff, "creating a great destination" requires collaboration and will involve a range of stakeholders in implementing the strategies that are outlined in the Tourism Strategy. It is anticipated that the Tourism Section maintains an overview of all related initiatives, and facilitates the implementation of projects as and when it is appropriate.

James Street corridor project

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
<p>Pilot the James Street Corridor as a multi-faceted based tourism experience</p>	<p>Develop the Concept Plan for the James Street Corridor pilot project.</p> <ul style="list-style-type: none"> • Concept Plan is to include an interpretive plan, potential for animation and related new visitor experiences. 	<p>Corridor Pilot Concept Plan</p> <p>Identification of key themes for James Street</p> <p>Interpretive Plan</p>	<p>Visitor Experience Unit</p>	<p>Cultural Planning Unit</p> <p>Heritage Resource Management Section</p> <p>Marketing Unit</p> <p>HRM Section</p>	<p>P&ED Department</p> <p>BIAs</p> <p>James Street North businesses</p> <p>HSR</p> <p>Hamilton Waterfront Trust</p>
<p>Revitalize and expand the role of the Visitor Centre as the central showcase of the Corridor and information hub.</p>	<ul style="list-style-type: none"> • In developing the Visitor Centre as a central showcase of the James Street Corridor experience, undertake the following: <ul style="list-style-type: none"> ○ Work with heritage and culture staff to develop an interpretive component to the Visitor Centre. ○ Explore the potential for further animating the space (building on the success of the initiative related to the Art Crawl) and for using it to provide additional retail space for local artisans. ○ As new theme-based tours develop within the city, use the Visitor Centre as a starting point or staging area for the tours. 	<p>Enhanced, multi-purpose Visitor Centre, positioned as a the hub of the James Street Corridor experience</p>	<p>Visitor Experience Unit</p>	<p>HRM Section</p>	<p>The arts sector</p> <p>Art Crawl participating businesses</p>

James Street corridor project

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<ul style="list-style-type: none"> ○ Work with attractions (theatres, galleries etc.) to strategically use space to promote events through displays (cost to be borne by venues). ○ Distribute information (hard and soft copies) through multiple outlets. 				
Create new experiences and animate the area	<ul style="list-style-type: none"> ● Maintain regular discussions with external partners that play a role in animating the James Street Corridor and the Waterfront (BIAs, Art Crawl participants, the James Street North businesses, Super Crawl Productions, Hamilton-LIUNA mobility hub stakeholders, Hamilton Waterfront Trust) ● Develop interpretive themes and stories. ● Develop the Hamilton-LIUNA mobility hub and associated plaza area – related programming, interpretation etc. ● Develop new walking product – e.g. architectural tours. ● Work with RTO 3 and related partners to mentor and assist businesses with the development of innovative and interactive visitor experiences along the Corridor that will allow the visitor to ‘delve deeper’ or learn new skills from locals related to the key themes. This activity can be undertaken on a cost-recovery basis. 	<p>Semi-annual discussions with collective partners</p> <p>The establishment of a self-sustaining visitor experience development program and related performance indicators</p>			<p>Metrolinx TP / PW Department</p> <p>BIAs</p> <p>HWT</p> <p>Art Crawl Productions</p> <p>Wider creative community</p>

James Street corridor project

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p>James Street Corridor visitor experience (see the Tourism Strategy for details).</p> <ul style="list-style-type: none"> ○ The assessment of signage, street furniture and general aesthetics. ○ The feasibility of moving forward with specific infrastructural projects (Waterfront Resort Hotel, the incline railway and a restaurant on the Escarpment). This is a three to five-year initiative and will involve developing a tourism investment attraction strategy (to be led by the Planning and Economic Development Department). 	Tourism Investment Attraction Strategy			

The Waterfront

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Support the implementation of the <i>Hamilton West Harbour Waterfront Recreation Master Plan</i> and the <i>Setting Sail Secondary Plan for West Harbour</i>	<ul style="list-style-type: none"> • In collaboration with the HTP and others, complete a feasibility analysis for the development of a full resort hotel with leisure and meeting facilities within the Pier 8 development (see also under M&C). 	<p>Feasibility analysis for the hotel completed</p> <p>Outcomes identified in the Waterfront plans implemented</p>	Visitor Experience Unit	Sales Unit	<p>TP / PW Department</p> <p>HWT (lead for overall capital project)</p>

Leveraging the strengths of the region

STRATEGY	ACTION	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p>enhancement of the visitor experience.</p> <ul style="list-style-type: none"> Review all related opportunities for product development identified in the various niche sectors, and pursue the development of new visitor experiences through business mentorship and capacity building, the introduction of best practices etc. Clearly identify the roles of each partner in this business and industry development program. 				
	<p>Trails:</p> <ul style="list-style-type: none"> Continue with the implementation of the <i>Hamilton Recreational Trails Master Plan</i> and monitor progress. Undertake a comprehensive signage audit, and identify and address signage priorities. Work together to improve all aspects of trail usage, including trail-heads, signage, parking, linkages and connectivity, safety and interpretation. Develop online database-driven resource tools to assist with trip planning and review related databases. Establish a process for developing and updating online database-driven tools that can assist trail users with trip planning. 	<p>Online database process in place</p>	<p>Visitor Experience Unit</p>		<p>RTO 3</p> <p>Royal Botanical Gardens</p> <p>HCA</p>

Leveraging the strengths of the region

STRATEGY	ACTION	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p>Cycling:</p> <ul style="list-style-type: none"> • Continue to implement <i>Shifting Gears</i>, Hamilton’s Cycling Master Plan and review progress on its implementation. • Work with entrepreneurs to identify opportunities to pair cycling with other visitor interests, and use cycling to grow participation in niche areas such as agri-tourism and heritage tourism. • Work with businesses to make them increasingly bike-friendly. 		Visitor Experience Unit		TP / PW Department HCA Mountain bike clubs
	<p>Mountain biking:</p> <ul style="list-style-type: none"> • Develop an addendum or update the <i>Shifting Gears</i> Master Plan to include mountain biking. • Determine local and regional interest levels in building a stronger commitment to mountain biking, and explore opportunities for developing a mountain bike skills park and a series of dedicated trails at different skill levels. • Encourage TP/PW Department to move forward with exploring opportunities to develop mountain biking opportunities. 		Visitor Experience Unit		TP / PW Department Cycling community

Leveraging the strengths of the region

STRATEGY	ACTION	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<p><i>The agricultural sector:</i></p> <ul style="list-style-type: none"> • Work with the agri-tourism and culinary sectors to identify the strengths and weaknesses of these sectors from a tourism perspective, and develop tactics to address opportunities. • Review best practices elsewhere and explore potential opportunities such as developing experiences linked with the farmers' markets. 		Visitor Experience Unit		P&ED Department Ontario Culinary Tourism Alliance Hamilton Farmers Markets

Festivals and events

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
Increase the emphasis on attracting, facilitating and/or developing events that attract visitors and benefit the wider economy.	<ul style="list-style-type: none"> • Establish a comprehensive consumer-facing events calendar 	Comprehensive consumer-facing events calendar in place.	Marketing Unit	Visitor Experience Unit A, E&G	
	<ul style="list-style-type: none"> • Work with relevant partners to attract or develop events that are designed to appeal to visitors from outside of Hamilton with the likelihood of generating overnight stays. (These events are distinct from local resident-focused events). 	A minimum of two new annual niche sector leisure events established by 2016.	Sales Unit	A, E&G	

Festivals and events

STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL SUPPORT	PARTNERS
	<ul style="list-style-type: none"> Explore opportunities to attract or develop potential events that will reinforce Hamilton’s market position in niche areas – e.g. agri-tourism and the culinary sectors. The focus is on building recognition for Hamilton as a destination for these niche products, so audience size is likely to be less of a priority. 				
	<ul style="list-style-type: none"> Develop an event hosting plan template for major hosted events and provide support to event organizers in completing and using the hosting plan. Provide methodology to event organizers to assess economic impacts of festivals and events. 	<p>Hosting plan template in place</p> <p>Economic Impact resource</p>	AEG		
	<ul style="list-style-type: none"> Collect and report data on the economic impact of each visitor-focused event and festival. Monitor all events and produce an annual report that collates data relating to all types of city events designed to generate overnight stays. 	Annual overview of events and festivals in terms of economic, social and cultural impact	Marketing Unit	A, E&G	

Enabling growth					
STRATEGY	ACTIONS	DELIVERABLES	T&C LEAD	T&C CRITICAL PARTNER	PARTNERS
Increase collaboration across City Departments to further tourism objectives.	<ul style="list-style-type: none"> Establish mechanism for cross departmental City meetings to review progress in all relevant areas. <ul style="list-style-type: none"> At the quarterly cross-departmental City meetings provide progress information to support reporting to Council, tourism industry & the public Work with City departments to strengthen the use of new technologies in destination management and the delivery of visitor experiences. Undertake research on innovative practices and discuss with City departments and other relevant organizations. <p>Work with partners to:</p> <ul style="list-style-type: none"> Maintain a high quality, vibrant and welcoming destination – e.g. beautification and regeneration projects, ongoing protection and refurbishment of historic buildings, the cleanliness of the streetscape, and maintaining a sense of safety. 	<p>Annual reports to industry in corporate communications</p> <p>Input into the development of an ICT Plan</p>	Tourism Section	Marketing Unit	P&ED Department TP / PW Department BIAs HSR Metrolinx
	<ul style="list-style-type: none"> Improve access to Hamilton and connectivity within Hamilton. Continue to explore opportunities for convenient and safe overnight bus parking for tour groups. 				

Summary of required planning documents identified in the Action Plan

Marketing and Communications

- Annual Marketing and Communications Plan
- Social Media Strategy
- Content Management Plan
- Information, Communication and Technology Plan

Sales

- M&C Sales Plan
- Tourism Sales Plan
- Event Servicing Strategy (for M&C events)
- Sport Tourism Action Plan (update)

Visitor Experience

- Visitor services plan for large sports and arts/cultural events
- Hosting plan template for events

Destination Development

- James Street Corridor Concept Plan (to include interpretive plan)
- Tourism Investment Attraction Strategy (capital)

Performance measurement indicators

Tourism Industry

Goals identified in Tourism Strategy	Performance measure	Mechanism
<ol style="list-style-type: none"> 1. Increase the appeal of Hamilton; 2. Enhance Hamilton’s image as a destination; 3. Attract new visitors; 4. Inspire visitors to stay longer and spend more; 5. Deliver authentic experiences; and, 6. Excel in the provision of hospitality. 	3% increase in overnight visitation per annum	<ul style="list-style-type: none"> • Partner supplied data

City of Hamilton

Functions identified in Action Plan	Performance measure	Mechanism	Link to Industry Goals
1. To enhance the image and awareness of Hamilton as an attractive destination for business, sport and leisure travel.	Consumer attitude index	<ul style="list-style-type: none"> • Commission questions on awareness of and attitude towards Hamilton on national consumer and business surveys 	<ul style="list-style-type: none"> • Increase the appeal of Hamilton • Enhance its image as a destination
	Business attitude index		
	Social media analysis	<ul style="list-style-type: none"> • Use of special software to analyse social media discussions about Hamilton – volume, subjects, sentiment, etc. 	
2. To work with partners in securing and hosting substantial conventions	Number of bids submitted and bids won (provides success ratio)	<ul style="list-style-type: none"> • Follow up contact with conference organisers to whom bids were submitted, to ascertain outcome, 	<ul style="list-style-type: none"> • Attract new visitors

Functions identified in Action Plan	Performance measure	Mechanism	Link to Industry Goals
and events.	\$ Value of bids won (delegate days x average spend per day)	including numbers of delegates, and (after the event) degree of satisfaction	
	Satisfaction index	<ul style="list-style-type: none"> Daily spending figures from national or provincial surveys 	
3. To stimulate and facilitate development of Hamilton as an overnight leisure destination and promote it to 'best prospect' target markets.	Annual monitor of changes in tourism related supply and experiences	<ul style="list-style-type: none"> Data base of 'supply' and 'experiences' to be maintained by Visitor Experience Unit 	<ul style="list-style-type: none"> Attract new visitors
	Impact/ROI analysis of main campaigns undertaken	<ul style="list-style-type: none"> Application of special surveys to measure campaign impact, in terms of numbers and spending of visitors who would not otherwise have visited Hamilton 	
	Tracking of tourism business attitudes	<ul style="list-style-type: none"> Twice yearly survey of tourism businesses in Hamilton, to monitor changes in the volume and type of business and sources of new business 	
4. To provide visitor services that will enable visitors to maximize their in-destination experience.	Visitor quality of experience survey	<ul style="list-style-type: none"> Initial survey of visitors in destination regarding use of VC and information sources generally; follow up survey by e-mail to ascertain satisfaction/quality of experience 	<ul style="list-style-type: none"> Excel in the provision of hospitality Inspire visitors to stay longer and spend more
5. To assist with developing quality tourism products and visitor experiences, whether as partners or facilitators.	'Annual monitor of changes in tourism related supply' and 'tracking of tourism business attitudes', as above	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Excel in the provision of hospitality

Functions identified in Action Plan	Performance measure	Mechanism	Link to Industry Goals
6. To provide credible leadership and foster a collaborative approach to growing tourism.	'Tracking of tourism business attitudes', as above	<ul style="list-style-type: none"> • Twice yearly surveys of tourism businesses 	<ul style="list-style-type: none"> • Vision
7. To monitor destination performance and ensure that the benefits of tourism are more widely understood by the wider community.	Community awareness attitude indices	<ul style="list-style-type: none"> • Annual survey of local tax payers – if Council already surveys the community on a regular basis, questions relating to community awareness of tourism benefits can be added 	<ul style="list-style-type: none"> • Vision

Timeline

Strategic Priority #1 Leadership	Short (1 year)	Medium (2 to 3 years)	Long (4 to 5 years)
Restructure the Tourism Section			
Develop a Hamilton Tourism Partnership (HTP)			
Facilitate the development of a DMP			
Establish a Tourism Business Development Fund			
Establish a Strategy Implementation Group (SIG)			
Develop a more integrated approach to working with RTO 3			
Strengthen the opportunities for networking and communicating with the industry			
Add metrics and reporting capacity in the T&C Division			
Develop tracking system and gather relevant performance data on all city-wide events-related business			
Develop KPIs			
Evaluate the currently used IDSS			
Tourism performance scorecard			
Annual report on performance of tourism			

Strategic Priority #2 Marketing and Communications	Short (1 year)	Medium (2 to 3 years)	Long (4 to 5 years)
Develop an Content Management Plan for all markets			
Adopt new technologies			
Develop an Information, Communication & Technology (ICT) Plan.			
Move toward increasing digital channels			
Audit and create a content inventory of existing leisure market content			
Develop a much stronger and more compelling online presence for the leisure market			
Redevelop the Tourism Hamilton website			
Evaluate the Visit Hamilton App			
Develop and implement a tactical plan for social media targeted to priority leisure segments.			
Develop a comprehensive consumer-facing calendar			

Strategic Priority #2 Marketing and Communications	Short (1 year)	Medium (2 to 3 years)	Long (4 to 5 years)
Refresh the T&C Division image library			
Targeted e-mail campaigns			
Assess visitor information needs related to all new product and experience development, and produce the necessary online and print-based collateral			
Develop the Visitor Guide			
Develop comprehensive M&C Sales Plan			
Advance Booking Calendar			
Hamilton Ambassador Program			
Host familiarization tours			
Develop and maintain Sales Kits			
Update the 2005 <i>Sport Tourism Action Plan</i>			
Inventory of all sport facilities			

Strategic Priority #3 Destination Development	Short (1 year)	Medium (2 to 3 years)	Long (4 to 5 years)
Comprehensive training program for front-line staff and volunteers in the Visitor Centre			
Expand the role of the Visitor Centre			
Research and invest in new digital visitor servicing options			
Central Customer Database			
Visitor Services Plan for large sport and arts/cultural events			
Event tool kits			
Develop the Concept Plan for the James Street Corridor pilot project.			
Strategies for niche sector development			
Cross-Departmental City meetings			