TO: Mayor and Members               WARD(S) AFFECTED: CITY WIDE
                  General Issues Committee

COMMITTEE DATE: July 4, 2011

SUBJECT/REPORT NO:
   Tourism Hamilton 2010 Annual Report (PED11128) (City Wide)

SUBMITTED BY:
   Tim McCabe
   General Manager
   Planning and Economic Development Department

PREPARED BY:
   David Adames  905-546-4132

SIGNATURE:

RECOMMENDATION:


EXECUTIVE SUMMARY

Tourism Hamilton is the destination management organization for the City of Hamilton. As part of its service agreement with the City of Hamilton, Tourism Hamilton Inc. provides an Annual Report and Audited Financial Statements to Council. The Board of Directors is pleased to present Committee and Council with an overview of key accomplishments from 2010.

Tourism is an integral industry in Hamilton, producing $132 million in economic impact annually and employing 2,300 residents in the local hospitality sector. As the City of Hamilton’s destination management organization, Tourism Hamilton helps drive the
industry's significant economic impact. The organization also deepens our civic pride as we promote the city and host visitors from across Ontario, Canada and around the world.

In 2010 Tourism Hamilton leveraged funds from local and provincial stakeholders for a total of $685,743 plus $176,000 value-in-kind from local tourism partner. Tourism Hamilton also secured 58 new and repeat meetings, conventions and sport events worth more than $20 million in future economic impact while supporting approximately 175 meetings, conventions and sport events with an additional economic impact of $47 million. We also launched an ambitious new online interactive strategy, executed a successful summer marketing campaign, project-managed Hamilton's participation in 2015 Pan Am and Para Pan Am Games and relocated our downtown tourist information centre to Jackson Square to increase accessibility and provide better service to visitors.

Tourism Hamilton held its 2010 Annual General Meeting on May 24, 2011 during which the Board of Directors was confirmed and the 2010 Audited Financial Statements approved. The Audited Financial Statements are provided as Appendix “A” to Report PED11128.

Tourism Hamilton's current Executive Committee comprises:

President: Stephen Goulding
First Vice-President: Alice Willems
Second Vice-President: Heather Beale
Treasurer: Joseph Sardo
Secretary: Patricia MacDonald

The following report provides an overview of the accomplishments from 2010 for Tourism Hamilton.

**Key Accomplishments for Tourism Hamilton in 2010 included:**

- Implementation of the 2010 Marketing Plan, with the following milestone activities:
  - Launched new interactive strategy: new web platform; social media and creation of micro-sites
  - Secured 13 bids for future meetings and conventions
  - Secured two future sport events
  - Executed summer leisure campaign involving 33 tourism partners
  - Re-located downtown tourist information centre to provide better service to visitors
  - Staged 12th Annual Tourism Awards
- Project managed the City’s involvement in the 2015 Pan Am and Para Pan Am Games
- Created Tourism Hamilton’s 2011-2014 Strategic Plan, summarized in Appendix “B” to Report PED11128
Acted as the accountable organization and member of the Task Force to establish the Hamilton-Halton-Brant Regional Tourism Association

Dashboard on Tourism in Hamilton in 2010:
Hotel Occupancy: 54.7% (55.3% in 2009)
Hotel Room Revenue: $28.2M ($29.9M in 2009)
Web unique visitors: 181,383 (179,966 in 2009)
Convention and Sport bids submitted and won: 36 submitted and 17 won (48 and 26 in 2009)
Hotel Room nights from convention and sport events: 41,170 (30,727 in 2009)

Calculating the City’s return on Investment in Tourism Hamilton:
The City contributed $1,406,932 to Tourism Hamilton in 2010. In return, the City received:
- $685,743 in leveraged funding from tourism partners and Province and an additional $176,000 in value-in-kind contributions from tourism partners
- 13 confirmed future meetings and conventions with:
  - economic impact of $13.1M
  - 22,820 hotel room nights
- 2 confirmed future sport events with:
  - economic impact of $5.44M
  - 3,180 hotel room nights
- 41 repeat future sport events with:
  - economic impact of $13.1M
  - 9,472 hotel room nights
- New Tourism Hamilton website and three new micro-sites to better serve tourism businesses and visitors to Hamilton
- New downtown tourist information centre
- Support to 75 meetings and conventions worth $15.5M in economic impact
- Support of 96 sport events worth $32M in economic impact
- 37 site inspections facilitated for convention and sport event organizers
- 21 convention grants and 35 sport event grants were administered respectively
- Seven travel media stories generated worth $276,964 in public relations value
- Six trade shows in conventions, sport and travel media relations to represent tourism businesses
Sold out Tourism Awards event that hosted 600 tourism professionals and recognized 100 nominees

20,857 visitors to Tourist Information Centres were assisted with information and referrals

6,426 visitor email inquiries fulfilled

2,564 visitor phone calls fulfilled

Summer leisure marketing campaign with 33 local tourism partners participating, with 100% reporting high satisfaction with the campaign

Representation on establishing new regional tourism organization and participation in fall marketing campaign and regional War of 1812 Bicentennial Commemoration initiative at no cost.

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Financial: The Audited Financial Statements for Tourism Hamilton Incorporated are attached as Appendix “A”. The 2010 Budget allocation from the City to Tourism Hamilton was $1,456,476 and $1,406,932 was expended, providing a surplus of City funds of approximately $50,000.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND (Chronology of events)

City Council approved establishing Tourism Hamilton in the Fall of 2001, and the not-for-profit organization was incorporated on June 26, 2002. Tourism Hamilton is governed by a 14 member Board of Directors, including seven representatives from the private sector and three representatives from the public sector. City Council is represented by Mayor Bratina and Councillors Russ Powers and Robert Pasuta.

The vision for Tourism Hamilton Inc. is the organization will be a leading destination management organization in Canada, supporting the development of a vibrant and growing tourism industry in Hamilton. Tourism Hamilton’s mission is to be an innovative destination management organization dedicated to significantly increasing new and return visitation to Hamilton.

The latest data on Hamilton’s tourism performance, as outlined in the “Statistics Canada Regional Tourism Profile, Census Division 25, Hamilton-Wentworth Regional Municipality” covers the year 2008. The methodology for calculating domestic visitation was changed by Statistics Canada beginning with the year 2006. Data for 2009 will be available later in 2011.
• Total person visits to Hamilton: 3,195,000
• Total spending (tourism receipts) by visitors in Hamilton: $223.9M

Results:
Implementing the 2010 Marketing Plan:
The plan outlines the objectives and tactics for Tourism Hamilton's marketing activities, including e-marketing, Meetings and Conventions, Sport Tourism, Leisure Market, Travel Trade and Visitor Services.

E-Marketing:
In 2010, Tourism Hamilton invested in a new web platform, merging its customer-relationship management (CRM) system and web site, while creating new social media functionality including blogging and video-logs. A number of micro-sites were also created within the tourismhamilton.com page. They include a War of 1812 Bicentennial site (1812.tourismhamilton.com), a Canadian Country Music site (ccma.tourismhamilton.com) and a local music site (www.livemusichamilton.com). The interactive investment provided enhanced service to all markets, increasing value added services for customers. It also set the stage for effective future marketing and storytelling online and through social media.

Meeting and Conventions:
The objective for this market was to continue to raise the profile of Hamilton as a meeting destination, the "place to meet" in Southern Ontario, with a focus on the domestic market. Tourism Hamilton worked with partners to promote the ease of organizing a conference in Hamilton. Key sales efforts were directed at provincial and national association executives and meeting planners. Tourism Hamilton continued to identify and work with Hamiltonians who are actively involved with their respective associations, to encourage them to bring their convention to the city. The promotional plan focused on multi-property meetings and conventions to grow the number of city-wide conventions and room nights generated from meetings and conventions.

These efforts resulted in:
- 165 qualified sales leads for tourism partners
- 2 city-wide conventions
- 73 meetings (the 75 combined meetings and conventions provided):
  - 21,310 hotel room nights
  - 35,687 delegates
  - Economic impact of $15.5M
- 21 convention grants totalling $17,176 were administered to conventions
- 34 site visits were hosted for prospective convention clients
- 13 bids won (for future business)
- 14 lost bid opportunities
- Attended and facilitated participation in 4 tradeshows

**Sport Tourism:**

Hamilton is a city with a passion for sport and has a rich tradition of hosting successful sport events. Hamilton is home to North America’s oldest professional football team, the Hamilton Tiger-Cats; North America’s oldest road race, the Around the Bay; inaugural host of the Commonwealth Games in 1930; and biannual host of the longest running international multi-sport event in North America, the CANUSA Games, to name a few.

The city has been in the business of sport tourism for many years but in 2005, Tourism Hamilton made this $2 billion per year industry a strategic priority by adopting a Sport Tourism Action Plan and putting in place dedicated staff resources for Sport Tourism. According to the Action Plan, “Sport events create media attention, contribute to economic development, sport development and participation, raise civic profile, engage the community, help enhance infrastructure, and foster civic pride.”

Sport Tourism remains a strategic priority at Tourism Hamilton. Sport Tourism has created awareness, built relationships and succeeded in attracting new sport events for the City of Hamilton. In 2010, staff continued the “Bring it On” campaign launched in June 2009, which saw the completion of the Sport Tourism lure.

These efforts resulted in:

- 96 sales leads to tourism partners
- 96 sporting events and provided:
  - 19,860 hotel room nights
  - 63,122 participants
  - Economic impact of $32M
- 35 sport event grants totalling $27,500 were administered to sport events
- Attended 2 tradeshows
- 3 site visits
- 5 lost bid opportunities
- Confirmed 2 new sport events (future)
- Confirmed 41 repeat sport events

**Vision:** To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

**Values:** Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
Leisure Market:
Tourism Hamilton's leisure marketing efforts focus on the consumer but support the other markets given the importance of a general destination sell when pursuing a meeting, conference, or sport event. In 2010, the organization drove overnight and same day sales from consumers through effective media relations, compelling marketing campaigns, enhanced online presence, reinforced branding, and attractive packaging to tour operators.

To provide cost-effective Hamilton product information to mass consumers, Tourism Hamilton's media relations program generated unpaid, relevant editorial coverage in key domestic and US print and broadcast media outlets as well as trade publications. To reach the broad leisure consumer, Tourism Hamilton focused on consumers from the drive market (within 300 km radius)

These efforts resulted in:
A website and e-marketing plan that:
- Registered 181,302 (+0.6% over 2009)
- Observed 859,212 page views (18% over 2009)
- Increased to 12,017 e-newsletter registrants

A 6-month multi-media spring/summer campaign targeting families that:
- generated revenues of $103,225 from 33 partners and $58,200 from the Ontario Tourism Marketing Partnership Corporation
- generated 16,600,000 impressions through television broadcast, online and print media
- drew 4,210 new subscribers to Tourism Hamilton's E-newsletter through contesting
- delivered results to participants - 81% of those surveyed saw increased sales activity at their sites as a result of campaign participation

Tourism Hamilton's media relations program focused on solicitation and media enquiry fulfillment. Activities included:
- 41 media leads generated
- 22 stories pitched and media requests fulfilled
- 7 stories published
- $276,964 public relations value of stories generated
Numbers of Travel Stories Generated in 2010 and Associated Public Relations Value

<table>
<thead>
<tr>
<th>Account</th>
<th>Article</th>
<th>Circulation</th>
<th>Audience</th>
<th>Equivalent Advertising Cost</th>
<th>Estimated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courier Magazine</td>
<td>&quot;Ontario smaller cities offer big fun&quot;</td>
<td>6,000</td>
<td>North America</td>
<td>$3,700</td>
<td>$14,800</td>
</tr>
<tr>
<td>Golf and Spa</td>
<td>&quot;Hamilton en Ontario&quot; (Mexico)</td>
<td>20,000</td>
<td>International</td>
<td>$6,191</td>
<td>$24,764</td>
</tr>
<tr>
<td>Buffalo Magazine</td>
<td>&quot;Ontario's Stylish Jewels&quot;</td>
<td>200,000</td>
<td>U.S.</td>
<td>$8,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>Silver and Gold</td>
<td>&quot;Living in the city of waterfalls&quot;</td>
<td>50,000</td>
<td>Ontario</td>
<td>$5,100</td>
<td>$20,400</td>
</tr>
<tr>
<td>Toronto Sun</td>
<td>&quot;Don't knock Hamilton until you try it&quot;</td>
<td>138,000</td>
<td>Ontario</td>
<td>$11,000</td>
<td>$44,000</td>
</tr>
<tr>
<td>The National Post</td>
<td>&quot;The Ontario Savannah&quot;</td>
<td>156,523</td>
<td>Canada/National</td>
<td>$14,000</td>
<td>$56,000</td>
</tr>
<tr>
<td>City TV (Cityline)</td>
<td>Ottawa Street Dorm Room Makeover</td>
<td></td>
<td>Ontario</td>
<td>$21,250</td>
<td>$85,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$276,964</strong></td>
</tr>
</tbody>
</table>

Visitor Services:

Tourism Hamilton's visitor services includes two tourist information centres, liaison with the Lady Hamilton Club and assistance with servicing conventions and sport events.

The following outlines the break-down of overall assistance provided by visitor services in 2010:

a) **In-Person:**

- Staff and volunteers helped 20,857 visitors at the Tourist Information Centres, representing a 15% decrease over the previous year
- The volunteer Lady Hamilton Club contributed 1,181 hours working at the Tourist Information Centres and assisting delegates at conventions and sport events.

b) **Website/Email/Telephone**

Emails: 6,426  
Telephone: 2,564

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.  
Values: Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
c) Other Statistics

- 35,635 Experience Hamilton visitor guides distributed at Tourist Information Centres
- 21,035 Tourism Hamilton flat maps were distributed
- 179 tourism industry partners are represented in the Tourist Information Centres
- 64,305 tourism partner brochures were distributed which were qualified by staff:
  - 34 James Street South TIC: 13,978 (closed August 2010)
  - Jackson Square TIC: 26,339 (opened August 2010)
  - Municipal Service Centres: 14,188
  - Airport TIC: 8,988 (January 1-October 31)

Tourism Awards:

Over 600 representatives of the local tourism industry attended the 12th Tourism Awards of Excellence, hosted at Carmen’s Banquet Centre.

The 12th Tourism Hamilton Awards of Excellence attendance exceeded anticipated numbers at 510, expenses for the Awards were $27,325 Ticket Revenue, $17,476, Sponsorships and Value in Kind, $128,297 which included $66,022 in compensated media efforts.

Additional Activities for Tourism Hamilton in 2010:

Strategic Plan: The Tourism Board drafted a new four-year strategic plan for the years 2011-14. In addition, the Board concluded the last strategic plan for the period 2008-2010. Key activities for the last plan included work on the feasibility study for a tourist information gateway at Fifty Road and QEW; representation for Hamilton in the regional War of 1812 Bicentennial Commemoration; representation for Hamilton in establishing the new regional tourism organization (for Hamilton, Halton and Brant); and project managing the City’s involvement in the 2015 Pan Am Games.

2003 - 2010 Performance Measurements and Tourism Impacts

Please review next page for a detailed layout of measurements and impacts.
<table>
<thead>
<tr>
<th>Service Measurement</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourist Information Centre Visits</td>
<td>17,996</td>
<td>14,669</td>
<td>14,203</td>
<td>35,788*</td>
<td>65,833</td>
<td>31,821</td>
<td>24,661</td>
<td>20,857</td>
</tr>
<tr>
<td>Web Unique Visitors</td>
<td>87,522</td>
<td>121,926</td>
<td>111,653</td>
<td>135,193</td>
<td>153,617</td>
<td>148,595</td>
<td>179,966</td>
<td>181,383</td>
</tr>
<tr>
<td>Phone Inquiries</td>
<td>7,364</td>
<td>5,101</td>
<td>4,987</td>
<td>5,923</td>
<td>5,271</td>
<td>4,475</td>
<td>2,402</td>
<td>2,564</td>
</tr>
<tr>
<td>Leads Generated for Travel Trade</td>
<td>155 tour operators; plus 1,926 mail-outs</td>
<td>280 tour operators; plus 75 group leaders; 1591 mail-outs</td>
<td>353 plus mail-outs; 75 group leaders plus 500 tour operator/group leader mail outs</td>
<td>260 tour operators; plus 360 travel agents; 75 group leaders plus 500 tour operator/group leader mail outs</td>
<td>125 tour operators; plus 500 tour operator/group leader mail outs</td>
<td>215 tour operators; plus 500 tour operator/group leader mail outs</td>
<td>50 tour operators</td>
<td>N/A</td>
</tr>
<tr>
<td>Leads and Inquiries Serviced for Travel Media</td>
<td>38</td>
<td>46</td>
<td>111</td>
<td>78</td>
<td>84</td>
<td>71</td>
<td>82</td>
<td>45</td>
</tr>
<tr>
<td>Leads Generated for Conventions and Sport Events</td>
<td>53</td>
<td>181</td>
<td>192</td>
<td>185</td>
<td>219/44</td>
<td>254/77</td>
<td>292/202</td>
<td>165/96</td>
</tr>
<tr>
<td>Convention and Sport Bids Lodged and Won</td>
<td>29/11</td>
<td>39/28</td>
<td>27/16</td>
<td>30/19</td>
<td>30/14</td>
<td>21/10</td>
<td>48/26</td>
<td>36/15</td>
</tr>
<tr>
<td>Room Nights Generated</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>16,059 Conventions</td>
<td>14,668 Sports</td>
<td>21,310 Conventions</td>
</tr>
<tr>
<td>Value of Room Nights</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>$788,000 Convention $525,000 Sports</td>
<td>$676,000 Convention $381,990-Sports</td>
<td>TBD - Conventions $862,500 - Sports</td>
</tr>
<tr>
<td>Conventions and Sport Events Serviced</td>
<td>157</td>
<td>89/44</td>
<td>100/41</td>
<td>74/55</td>
<td>69/56</td>
<td>47/87</td>
<td>71/106</td>
<td>75/96</td>
</tr>
<tr>
<td>Convention/Sport Grants Administered</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>51</td>
<td>16/43</td>
<td>14/43</td>
<td>22/50</td>
<td>21/35</td>
</tr>
<tr>
<td>Business Lost Conventions and Sport</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>5/2</td>
<td>14/13</td>
<td>14/5</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Vision:** To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

**Values:** Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
POLICY IMPLICATIONS

N/A

RELEVANT CONSULTATION

Tourism Hamilton Board of Directors
Corporate Services – Finance Division

ANALYSIS / RATIONALE FOR RECOMMENDATION
(include Performance Measurement/Benchmarking Data, if applicable)

N/A

ALTERNATIVES FOR CONSIDERATION:
(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

N/A

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)


Skilled, Innovative & Respectful Organization
• More innovation, greater teamwork, better client focus

Financial Sustainability
• Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Intergovernmental Relationships
• Influence federal and provincial policy development to benefit Hamilton
• Acquire greater share of Provincial and Federal grants (including those that meet specific needs)
• Maintain effective relationships with other public agencies

Growing Our Economy
• A visitor and convention destination

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Values: Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
Healthy Community

- An engaged Citizenry

APPENDICES / SCHEDULES

Report PED11128 contains the following appendices:

Appendix “A” – Tourism Hamilton’s 2010 Audited Financial Statements
Appendix “B” - Tourism Hamilton’s 2011-2014 Strategic Plan

DA: mah
(Attachments 2)
Financial Statements

Tourism Hamilton Inc.

December 31, 2010
Tourism Hamilton Inc.

Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent auditor's report</td>
<td>1-2</td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Operations</td>
<td>4</td>
</tr>
<tr>
<td>Notes to the Financial Statements</td>
<td>5-9</td>
</tr>
</tbody>
</table>
Independent auditor’s report

To the Directors of Tourism Hamilton Inc.

We have audited the accompanying financial statements of Tourism Hamilton Inc., which comprise the statement of financial position as at December 31, 2010, and the statement of operations for the year then ended, and a summary of significant accounting policies and other explanatory information. These financial statements have been prepared by management based on the financial reporting provisions of the operating agreement between Tourism Hamilton Inc. and the City of Hamilton.

Management’s responsibility for the financial statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of the operating agreement between Tourism Hamilton Inc. and the City of Hamilton, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of Tourism Hamilton Inc. as at December 31, 2010, and the results of its operations for the year then ended in accordance with the financial reporting provisions of the operating agreement between Tourism Hamilton Inc. and the City of Hamilton.

Basis of accounting and restriction on use
Without modifying our opinion, we draw attention to note 2 to the financial statement, which describes the basis of accounting. The financial statements are prepared to assist Tourism Hamilton Inc. to comply with the reporting provisions of the operating agreement referred to above. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Directors of Tourism Hamilton Inc and the City of Hamilton and should not be used by parties other than the Directors of Tourism Hamilton Inc. or the City of Hamilton.

Emphasis of matter
Without modifying our report we draw attention to the budget figures which are provided for comparative purposes only. They have not been subject to audit procedures. Accordingly, we do not express an opinion on the budget figures.

Hamilton, Canada
May 24, 2011

Chartered Accountants
Licensed Public Accountants
Tourism Hamilton Inc.
Statement of Financial Position
Year Ended December 31

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$62,151</td>
<td>$79,465</td>
</tr>
<tr>
<td>Due from City of Hamilton (Note 5)</td>
<td>$763,558</td>
<td>$585,656</td>
</tr>
<tr>
<td></td>
<td>$825,709</td>
<td>$665,120</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accruals</td>
<td>94,660</td>
<td>68,003</td>
</tr>
<tr>
<td>Deferred revenues (Note 6)</td>
<td>300,989</td>
<td>256,019</td>
</tr>
<tr>
<td>Employee future benefits (Note 7)</td>
<td>97,922</td>
<td>123,320</td>
</tr>
<tr>
<td></td>
<td>$493,571</td>
<td>$447,342</td>
</tr>
<tr>
<td><strong>Accumulated surplus (Note 12)</strong></td>
<td>$332,138</td>
<td>$217,778</td>
</tr>
</tbody>
</table>

On behalf of the Board

__________________________  ____________________________
Director                    Director

See accompanying notes to the financial statements.
Tourism Hamilton Inc.
Statement of Operations
Year Ended December 31

<table>
<thead>
<tr>
<th></th>
<th>Budget 2010 (Unaudited)</th>
<th>Actual 2010</th>
<th>Actual 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnership contributions</td>
<td>$ 278,000</td>
<td>$ 238,179</td>
<td>$ 419,732</td>
</tr>
<tr>
<td>Tourism Awards &amp; Summit</td>
<td>38,000</td>
<td>50,670</td>
<td>49,932</td>
</tr>
<tr>
<td>Provincial grants</td>
<td>31,750</td>
<td>393,619</td>
<td>195,465</td>
</tr>
<tr>
<td>Interest earned on reserve</td>
<td>-</td>
<td>6,094</td>
<td>9,692</td>
</tr>
<tr>
<td>Sponsorship in-kind (Note 3)</td>
<td>-</td>
<td>176,341</td>
<td>138,488</td>
</tr>
<tr>
<td>City of Hamilton contribution (Note 4)</td>
<td>1,606,476</td>
<td>1,399,608</td>
<td>1,590,047</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>1,954,226</td>
<td>2,264,511</td>
<td>2,409,356</td>
</tr>
</tbody>
</table>

| **Expenditures**       |                          |             |             |
| Employee related costs | 980,884                  | 796,054     | 1,077,528   |
| Material and supplies  | 123,850                  | 115,073     | 125,066     |
| Buildings and grounds  | 90,322                   | 79,770      | 77,041      |
| Program costs          | 736,064                  | 949,539     | 1,230,923   |
| Program costs in-kind (Note 3) | -                      | 176,341     | 138,488     |
| Visitor centre set-up costs | -                      | 15,315      | -           |
| Administrative costs    | 24,106                   | 23,834      | 20,454      |
| **Total expenditures** | 1,954,226                | 2,155,926   | 2,669,498   |

Net revenue (expenditures over revenues) - 108,685 (266,142)
Interest earned in reserves - 5,775 13,865
Annual surplus (deficit) - 114,360 (252,477)
Accumulated surplus, beginning of year - 217,778 470,255
Accumulated surplus, end of year $ - 392,138 $ 217,778

See accompanying notes to the financial statements.
Tourism Hamilton Inc.
Notes to the Financial Statements
December 31, 2010

1. Nature of operations

Tourism Hamilton Inc. ("the Organization") is a not-for-profit organization, incorporated on June 26, 2002 by the City of Hamilton. It was incorporated without share capital under the Ontario Corporations Act to conduct, promote and develop tourism in the City of Hamilton ("the City") and to act as a Tourism Board to the City. Its operations commenced January 1, 2002, prior to incorporation.

2. Summary of significant accounting policies

These financial statements have been prepared by the Organization's management and have been reviewed and approved by the Board of Directors. The Board of Directors is responsible for ensuring that management fulfills its financial reporting responsibilities.

Basis of accounting

The Organization follows accounting principles appropriate for a municipal organization, as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants except that it does not present the reserve funds which are set aside by Council for use by Tourism Hamilton Inc. on the statement of financial position and statement of operations. This basis of accounting is considered appropriate as the Organization's financial information is included with the consolidated financial statements of the City for the Members of Council, Inhabitants and Ratepayers. These financial statements reflect the operating arrangement between the City and Tourism Hamilton Inc.

The financial statements presented herewith are required only for the Organization's Board of Directors. As these financial statements have not been prepared for general purposes, some users may require further information.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenues in the year in which the related expenses are made. Unrestricted contributions are recognized as revenues when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Expenditure recognition

Expenditures are recognized in the period goods and services are acquired and a liability is incurred or transfers are due.
Tourism Hamilton Inc.

Notes to the Financial Statements
December 31, 2010

2. Summary of significant accounting policies (continued)

Use of estimates

The preparation of the financial statements in conformity with generally accepted accounting for municipal governments and generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of revenues and expenditures during the reporting period. Actual results may vary from the current estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known.

Financial Instruments

The Organization's financial instruments consist of accounts receivable, accounts payable and accrued liabilities and amounts due from the City of Hamilton. Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant interest, or credit risks arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

3. Sponsorship in-kind

Donated services, which would otherwise be paid for by the Organization are recorded at fair value when provided. The value of the donations in-kind, as determined by the donors, amounted to $176,341 in 2010 (2009 - $138,488) and has been included in sponsorship in-kind and program costs in-kind for the year.

4. City of Hamilton contribution

The Organization, pursuant to an agreement with the City, receives funding from the City in the form of an appropriation from the City's tourism budget. The funding is at the City's sole discretion and is used for the Organization's operating and capital purposes. In the current year, $1,399,608 (2009 - $1,590,047) was received from the City.

5. Due from the City of Hamilton

Tourism Hamilton Inc.'s expenditures and revenues are paid and received through the City's bank accounts. Accounts payable, accrued liabilities, deferred revenue and accounts receivable relating to the Organization are recorded in the City's statement of financial position. At year end, the amount due from the City is $763,558 (2009 - $585,655).
Tourism Hamilton Inc.
Notes to the Financial Statements
December 31, 2010

6. Commitments and deferred revenues

The Ontario Ministry of Tourism and Culture has entered into a funding agreement with Tourism Hamilton Inc. The maximum grant of $292,000 (2009 - $250,000) was received during fiscal 2010 and the Organization transferred funds in the amount of $nil (2009 - $297,060) from the Destination Marketing Reserve to fund program costs. Included in deferred revenue is an amount of $55 (2009 - $34,503) representing funding received during the year in excess of expenditures made with respect to the project.

7. Employee benefits and other obligations

The Organization provides certain employee benefits that require funding in future periods. An estimate of these liabilities for employees who are under the direct employment of Tourism Hamilton Inc. and a portion of liabilities for City employees, part of whose time is allocated to the Organization, have been recorded as liabilities.

The City of Hamilton, through which these benefits will be paid, has established reserves to provide for some of these liabilities. These financial statements include only the Organization's estimated obligation as a liability and as an amount due to be recovered in the future from the City. The amounts are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacation pay liabilities</td>
<td>$2,873</td>
<td>$5,010</td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>25,398</td>
<td>29,231</td>
</tr>
<tr>
<td>Long term disability</td>
<td>13,205</td>
<td>16,888</td>
</tr>
<tr>
<td>Workplace Safety and Insurance</td>
<td>56,446</td>
<td>72,191</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$97,922</strong></td>
<td><strong>$123,320</strong></td>
</tr>
</tbody>
</table>

(a) Liability for accrued vacation

The City is liable for vacation days earned by its employees as at December 31, 2010 but not taken until a later date.

(b) Liability for retirement benefits

The City provides certain health, dental and life insurance benefits between the time an employee retires under the Ontario Municipal Employees Retirement System (OMERS) or the normal retirement age and up to the age of 65 years. The Organization's estimated liability as at December 31, 2010 was determined by an apportionment of the City's incremental liability since December 31, 2001. The apportionment was based on the percentage that the Organization's wages and salaries comprise those of the City as a whole.

(c) Liability for long term disability

The City provides benefits in the event of total disability for a certain employee group. The Organization's estimated liability as at December 31, 2010 was determined by an apportionment of the City's incremental liability. The apportionment was based on the percentage that the Organization's wages and salaries comprise those of the City as a whole.
Tourism Hamilton Inc.
Notes to the Financial Statements
December 31, 2010

7. Employee benefits and other obligations (continued)

(d) Liability for workplace safety and insurance

The City is liable for compensation related to workplace injuries as stipulated by the Workplace Safety and Insurance Board ("WSIB") Act. The unfunded liability, managed by the City, was determined by the WSIB to be $48,477,771 (2009 - $44,368,674). Tourism Hamilton Inc.'s estimated liability as at December 31, 2010 was determined by an apportionment of the City's incremental liability. The apportionment was based on the percentage that the Organization's wages and salaries comprise those of the City as a whole.

8. Reserve funds

The City holds two reserves for Tourism Hamilton Inc. to be used for specific purposes totaling $441,489 (2009 - $317,169). The Convention/Sports Events Reserve and the interest earned thereon have not been included in the Organization's Statement of Financial Position nor have their operations been included in the Statement of Operations.

The Destination Marketing Reserve has been included in the financial statements as the Organization has ultimate control over the reserve.

The following reserves have been set aside by Council on behalf of the Organization.

a) Convention/Sports Events Reserve

This reserve and the interest earned thereon are used primarily to attract events to the City.

The continuity of this reserve is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$ 99,391</td>
<td>$ 95,430</td>
</tr>
<tr>
<td>Interest earned during the year</td>
<td>2,636</td>
<td>3,529</td>
</tr>
<tr>
<td>Funds transferred in</td>
<td>7,324</td>
<td>570</td>
</tr>
<tr>
<td>Funds transferred to fund events</td>
<td>(138)</td>
<td>(138)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$109,351</td>
<td>$ 99,391</td>
</tr>
</tbody>
</table>

b) Destination Marketing Reserve

This reserve and the interest earned thereon are used primarily to launch marketing campaigns on behalf of tourism businesses in Hamilton. The reserve is financed by a destination marketing fee charged on all rooms and collected by accommodation properties.
Tourism Hamilton Inc.
Notes to the Financial Statements
December 31, 2010

8. Reserve funds (continued)

The continuity of this reserve is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$217,778</td>
<td>$470,255</td>
</tr>
<tr>
<td>Interest earned during the year</td>
<td>5,775</td>
<td>13,665</td>
</tr>
<tr>
<td>Funds transferred in</td>
<td>108,585</td>
<td>30,918</td>
</tr>
<tr>
<td>Funds transferred to program costs</td>
<td></td>
<td>(297,060)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$332,138</td>
<td>$217,778</td>
</tr>
</tbody>
</table>

9. Statement of cash flows

A separate statement of cash flows is not presented because information about operating activities is readily apparent from the other financial statements.

10. Budget figures

The budget figures reflected in the Statement of Operations were approved on April 9, 2010 as part of the City of Hamilton's budget.

11. Income taxes

Section 150(1)(a) of the Income Tax Act requires all corporations to file an annual corporation income tax return even though non-profit corporations are exempt from tax under Section 149(1)(l) of the Income Tax Act.

12. Accumulated surplus

Accumulated surplus consists of:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve funds:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Destination marketing reserve</td>
<td>$332,138</td>
<td>$217,778</td>
</tr>
</tbody>
</table>
Strategic Plan 2011-2014

Table of Contents

Introduction and Background
The City of Hamilton: Shareholder
The Tourism industry and Tourism Hamilton’s Role
Tourism Hamilton Memberships and Affiliations
Vision and Mission
Focus Areas and Goals for 2011-2014
Introduction and Background

Hamilton City Council approved the establishment of Tourism Hamilton in the fall of 2001. Tourism Hamilton was formed “to act as the primary, full service visitor, tourism and convention information and marketing agency for Hamilton”. The initial Board of Directors was recruited and began meeting in January, 2002. Tourism Hamilton was incorporated as a not-for-profit organization on June 26, 2002, with the City of Hamilton as it shareholder. The organization has had two strategic plans (2003-2007 and 2008-2010). In addition, Tourism Hamilton has implemented an annual marketing plan from 2003 onwards.

Today, Tourism Hamilton has a 14 member Board of Directors comprising three members of Hamilton City Council, ten representatives of Hamilton’s tourism industry and one ex-officio, non-voting member. The Board’s role is to approve the strategic plan, annual marketing plan, assess effectiveness of programs and services and generally oversee Tourism Hamilton. The staff team for Tourism Hamilton comprises nine full time and three part-time staff. The Lady Hamilton volunteer club works closely with Tourism Hamilton to support conventions, sport events and visitor services.

Tourism Hamilton works with and for Hamilton based tourism businesses and organizations. It represents the interests of these businesses and organizations with the national, provincial and regional marketing organizations, the Canadian Tourism Commission, Ontario Tourism and regional tourism organization three respectively. Tourism Hamilton also works with other tourism related organizations ranging from the Ontario Ministry of Tourism and Culture to provincial associations including the Tourism Industry Association of Ontario, Attractions Ontario, Festivals and Events Ontario, Ontario Culinary Tourism Alliance, Direction Ontario, to name but a few. Tourism Hamilton’s memberships and affiliations are included in this plan.

The Picture of Tourism in Hamilton

In 2008 (latest data available from Statistics Canada, International Travel Survey), tourism in Hamilton resulted in:
- 3.2 million visitors to Hamilton
- 2,400 Hamiltonians working in tourism
- $224 million in tourism receipts from visitors

What’s changed since the last strategic plan (2008-2010) was created for Tourism Hamilton?

Although there have been many developments that have affected the tourism industry, there is one key development that has shaped or impacted the consideration of this strategic plan. The Ontario Tourism Competitiveness study and the implementation of its recommendations such as the establishment of new tourism regions for the province and the “regularization” of destination marketing fees will impact the way that Tourism Hamilton represents Hamilton tourism stakeholders. These changes have been taken into consideration in the plan.
Within Hamilton, there have been many positive developments over the past three years that create opportunities for future growth in tourism. These developments have included (in no particular order):

- Continued development of Hamilton's two waterfronts – the West Harbour and Confederation Park
- Growth of Hamilton's trail systems
- Renewed appreciation of Hamilton's geography – escarpment, waterfalls, natural areas, Greenbelt, and agricultural areas
- Renovation and development of commercial accommodation (hotels and bed and breakfast establishments)
- Growth of Hamilton's arts sector
- New sports facilities
- Public investment in the downtown to improve the public realm
- Growth of festivals and events
- Eight years of experience for Tourism Hamilton – working with, and representing, stakeholders and implementing and evaluating annual marketing plans

At the same time, there are challenges that also need to be considered that may impact tourism growth in the coming years. These challenges include (in no particular order):

- Development of new convention centres across Canada, but particularly in Niagara Falls, Ottawa and Windsor
- Hamilton’s image as a tourist destination
- Hotel investment
- Increased competition for sport tourism business

**The City of Hamilton: The Shareholder**

The City of Hamilton approved the formation of Tourism Hamilton in the fall of 2001. Three members of Hamilton City Council are part of the governance structure for Tourism Hamilton including the Mayor and two City Councillors. The City provides an annual funding allocation, staff and services including human resources and finance to Tourism Hamilton.

Since the establishment of Tourism Hamilton, the City has also created a new strategic plan that includes tourism under the focus area of growing the economy (visitor and convention destination), with specific deliverables for Tourism Hamilton including:

- increasing the number of visitors to Hamilton by 2% per year and
- increasing the number of conventions and sport events by three per year

In the business plan for the Planning and Economic Development Department, there are also deliverables for Tourism Hamilton including

- creation of a hotel investment plan
- development of a new sport tourism action plan
- creation of a visitor services plan

The City of Hamilton also established Tourism Hamilton to work with Hamilton's tourism industry to leverage its annual investment in tourism marketing funds with investments from tourism stakeholders. Over the course of the past eight years, there has been growth in leveraged funds, both cash and value-in-kind (VIK) contributions from local and provincial stakeholders.
Tourism Hamilton will continue to leverage the City's investment with an overall goal of lessening dependence on the City contribution by continuing to grow the value proposition of services it provides to tourism stakeholders.

<table>
<thead>
<tr>
<th>Source</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Hamilton (Actual)</td>
<td>$1,474,003</td>
<td>$1,375,273</td>
<td>$1,426,768</td>
<td>$1,406,932</td>
</tr>
<tr>
<td>City of Hamilton (Budget)</td>
<td>$1,458,320</td>
<td>$1,517,214</td>
<td>$1,554,933</td>
<td>$1,456,476</td>
</tr>
<tr>
<td>Tourism Partners - DMF</td>
<td>$353,134</td>
<td>$360,083</td>
<td>$339,580</td>
<td>$87,112</td>
</tr>
<tr>
<td>Tourism Partners</td>
<td>$50,539</td>
<td>$64,681</td>
<td>$139,637</td>
<td>$207,831</td>
</tr>
<tr>
<td>Province</td>
<td>$262,233</td>
<td>$26,241</td>
<td>$58,000</td>
<td>$48,800</td>
</tr>
<tr>
<td>Province - DMF Transition</td>
<td></td>
<td></td>
<td></td>
<td>$292,000</td>
</tr>
<tr>
<td>Province - other</td>
<td>$125,000</td>
<td></td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td>Other</td>
<td>$1,400</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Tourism Industry and Tourism Hamilton's Role

Tourism Hamilton is Hamilton's destination management organization and its primary focus is to work with, and represent, Hamilton based tourism businesses and organizations in order that they may grow their tourism receipts. To help, Tourism Hamilton brokers and assesses information and opportunities with travel influencers (meeting planners, sports organizations, travel media, tour operators) as well as the CTC, Ontario Tourism, RTO and other tourism associations. Tourism Hamilton also provides a conduit to visitors to the city through visitor services functions.

Tourism Hamilton promotes Hamilton for meetings and conventions, sport events, leisure visitors and provides visitor services such as a tourist information centres and services. Tourism Hamilton also provides support for tourism stakeholders that are applying for grants or considering development plans.

Specifically, Tourism Hamilton provides the following services for local tourism stakeholders:

- Destination branding and marketing (meetings and conventions, sport events and leisure tourism)
- Travel media relations
- Promotions through www.tourismhamilton.com
- Listing on www.tourismhamilton.com
- Brochure distribution through tourist information centres
- Sales leads and inclusion in bid documents for conventions and sport events
- Access to annual convention and sport event lists
- Access to monthly convention and sport alerts
- Recognition through annual Tourism Awards
- Access to coop marketing initiatives
- Access to trade shows and sales missions
- Advise and support for grant programs
- Access to workshops
- Access to tourism sign programs
- Advocacy for tourism related issues
- Representation to provincial and national tourism organizations including RTO 3, Ontario Tourism, Ontario Ministry of Tourism and Culture, TIAO, provincial associations, Canadian Tourism Commission and TIAC

Tourism Structure in Ontario

Departments:
- Marketing Role
- U.S. & Other Countries:
- Tourism Ontario
- Domestic:
- RTO - #3 London, Halton, Hamilton
- Region Local:
- DMOs/Chamber/Local Tourism Organizations
- Tourism Infrastructure, Services
Tourism Hamilton Memberships and Affiliations

• American Bus Association
• Attractions Ontario
• Bi-National Tourism Alliance
• Canadian Sport Tourism Alliance
• Canadian Society of Association Executives
• Canadian Tourism Commission
• Destination Marketing Association of Canada
• Destination Marketing Association International
• Economic Development Council of Ontario
• Festivals and Events Ontario
• Flamborough Chamber of Commerce
• Hamilton Chamber of Commerce
• Canadian Society of Professional Event Planners
• Meeting Planners International
• Mohawk College Travel and Tourism Program, Recreation Leadership Program and Continuing Education
• National Tour Association
• Ontario Ministry of Tourism
• Ontario Motorcoach Association
• Ontario Tourism Marketing Partnership Corporation
• Society of American Travel Writers
• Stoney Creek Chamber of Commerce
• Tourism Toronto
• Travel Gay Canada
• Travel Industry Association of Canada
• Tourism Industry Association of Ontario
• Travel Media Association of Canada
**Vision and Mission**

**Vision:**

Tourism Hamilton Inc. will be a leading Destination Management Organization in Canada, supporting the development of a vibrant and growing tourism industry in Hamilton.

**Mission:**

Tourism Hamilton Inc. is an innovative Destination Management Organization dedicated to significantly increasing new and return tourist visitation to Hamilton.

**Four Pillars of Success for 2011-2014**

The four pillars follow the Ontario Tourism Competitiveness Study. Tourism Hamilton’s strategic plan has been developed with the following assumptions:

- Tourism Hamilton’s principal focus is marketing and that the vast majority of the staff team’s time is allocated to delivering the annual marketing plan
- Regional Tourism Organization #3 will be in place and resourced throughout the duration of this strategic plan

**Pillar: Work Collaboratively** to build industry capacity and deliver economic growth

**Goals:**

- Ensure role clarity for Tourism Hamilton and that Hamilton’s tourism stakeholders needs are being met at various levels of the tourism industry
- Establish targets together with tourism stakeholders
- Tourism Hamilton to facilitate product development and marketing programs with local tourism industry on a cost-share basis that leverages private and public investment
- Grow private sector contributions to Tourism Hamilton with a target of decreasing the City of Hamilton’s cash contribution to Tourism Hamilton

**Actions:**

- Tourism Hamilton to represent tourism stakeholders interests with City of Hamilton, RTO 3, Ontario Tourism, Ontario Ministry of Tourism and Culture, Tourism Industry Association of Ontario, provincial tourism associations and Canadian Tourism Commission
- Tourism Hamilton to play a leadership role in the formation and implementation of RTO 3
- Each year, Tourism Hamilton will consult with tourism stakeholders on the marketing plan and any tourism developments to foster alignment of, and support for, targets
Pillar: **Set standards** for success to become more competitive

**Goals:**

- Tourism Hamilton to be a leader in tourism locally, provincially and nationally
- Create a higher profile for Hamilton’s tourism industry, locally and provincially
- Promote the importance of tourism locally
- Support local tourism workforce development
- Advocate for service and quality standards

**Actions:**

- Tourism Hamilton will achieve accreditation through Destination Marketing Association International (DMAI)
- Participate in Tourism Week annually
- Implement a local tourism awareness public relations campaign
- Leverage annual Tourism Awards program
- Facilitate partner networking opportunities
- Work with TIAO, TIAC, RTO 3, MPs, MPPs and City Council to promote tourism
- Work with the RTO and the Ontario Tourism Education Council (OTEC) to provide workshops and training opportunities for tourism stakeholders
- Work with the RTO and TIAO to advocate for and support the development of provincial service and quality standards

Pillar: **Invest in product development and innovation** to attract and retain investment

**Goals:**

- Identify tourism product strengths to leverage those for incremental tourism growth
- Work with tourism stakeholders to identify investment opportunities
- Advocate for investments in transportation infrastructure

**Actions:**

- Implement recommendations from Hamilton’s premier-ranked destination framework, including developing a tourism strategy for Hamilton
- Facilitate a “demand generator” workshop to identify best growth potential tourism products for Hamilton
- Continue to invest in digital strategy
- Develop an accommodation investment plan
- Work with the RTO and the Investment Development Office, Ontario Ministry of Tourism and Culture to include Hamilton’s tourism investment opportunities
- Work with local attractions and festivals and events to create more “trip demand generation”
- Work with the City and Province on encouraging inter-regional transit; new airlines to Hamilton International Airport and local transport infrastructure (ex. Rapid transit; cycling infrastructure; and trails)
Pillar: **Partner and Visitor Growth** - Reach out to align public and private sector goals and create innovative consumer-focused marketing strategies that will increase tourism receipts

**Goals:**
- Leverage digital opportunities
- Increase content generation (tell more of Hamilton’s story)
- Focus marketing initiatives on needs of tourism stakeholders
- Represent tourism stakeholders marketing needs with the RTO and Ontario Tourism
- Leverage demand generators to grow tourism receipts

**Actions:**
- Develop annual marketing plan in collaboration with tourism stakeholders
- Continue to develop and leverage e-marketing and on-line booking capabilities
- Market strategically – focus on unique products and core markets
- Work with tourism stakeholders to identify stories
- Work with tourism stakeholders to develop leisure tourism packages
- Develop a long-term local tourism promotion program
- Develop visitor services plan
- Improve way-finding – both signage and on-line capacity
- Develop new sport tourism action plan