

2014

City of Timmins Draft Tourism Master Plan

PKF

Hospitality & Tourism
Business Advisors



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Overview of the Master Plan

Purpose of this Master Plan

In 2011, the Council for the City of Timmins adopted the Timmins 2020 Community Strategic Action Plan. The Action Plan called for the development of a Long Term Tourism Strategy as a means to attract visitors to Timmins by building capacity to host and grow sporting events, conferences and trade shows and developing and marketing recreation, adventure, and culture tourism packages and experiences. This recommendation forms the basis for which this Tourism Master Plan was developed.

The primary purpose of this Plan is: ***to ensure continuity of commitment to the tourism industry in Timmins, and to foster future tourism development and promotion.*** As such, the Tourism Master Plan for the City of Timmins provides a comprehensive and sustainable multi-year framework of short (1-2 years), medium (3-5 years) and longer-term (6+ years) in order to grow tourism in Timmins.

The Phase I Situational Report, produced as a precursor to this Tourism Master Plan, functions as a Backgrounder on the City's current tourism environment and its opportunities for growth and served to inform the recommendations/directions of the Master Plan.

The Vision

The Tourism Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of the stated goals, objectives and corresponding actions outlined herein.

The long-term vision for tourism in Timmins is as follows:

A vibrant City with sustainable tourism products and experiences that provide a lasting legacy for tourists and quality of life for residents; in

recognition of the fact that tourism is an engine of growth for Timmins' overall economy.

Structure of the Report

This Master Plan consists of the following sections:

Section 1: Introduction: This section provides a detailed outline of the Master Plan development process and the key components of the Plan.

Section 2: Fundamentals of the Tourism Master Plan: Describes the Vision and Mission which forms the guiding light for the plan and outlines the Strategic Goals and Objectives required to realize the Vision.

Section 3: Goal 1: Foster and Ensure Alignment of Municipal Planning for Tourism, Culture and Recreation: Describes the roles and responsibilities of Tourism Timmins, as the lead organization responsible for marketing and developing tourism for the City of Timmins and implementing the Master Plan.

Section 4: Goal 2: Enhance and Develop Tourism Products & Experiences: Outlines recommendations to facilitate the development of sport tourism opportunities; target meetings and conferences; enhance and develop recreational motorsports and outdoor adventure products; and enhance and develop festivals, events, attractions, arts and culture opportunities.

Section 5: Goal 3: Develop a Marketing Strategy Focused on Increasing Overnight Tourist Visits: This section provides marketing strategies designed to increase overnight tourism visits to Timmins and associated spending.

Section 6: Goal 4: Secure Sustainable Sources of Funding and Foster Strategic Industry Partnerships: Recommends a base annual operating

budget for Tourism Timmins, together with opportunities for local private sector funding and provincial and federal partnership funding support.

Section 7: Foster Community Awareness of Tourism and Pride of Place:

Outlines strategies to foster community and government awareness and acceptance of tourism (inclusive of cultural and recreation/sport tourism) as a significant sector of the City's economy and improve the entire tourism experience for residents and visitors alike.

Section 8: Performance Measurements: Recommends performance measures and tracking methods designed to ensure that the initiatives proposed in the Tourism Master plan are working to increase overnight tourist visits and spending in Timmins, while being relatively easy to collect and track through available resources.

Section 9: Implementation Plan: This section sets the direction, identifies the actions, roles and responsibilities associated with each recommendation of this Plan.

Introduction

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1. Introduction

1.1 Study Background

Sierra Planning and Management in association with PKF Consulting Inc. was retained by the City of Timmins to complete an integrated Culture, Tourism and Recreation Master Plan (CTRMP). The CTRMP is to be a comprehensive municipal planning document that will be supportive of the objective of the *Timmins 2020 Strategic Plan*, identifying long-term strategic actions for the enhancement of community well-being and helping to position Timmins as a key place to live, work, play and invest.

Timmins 2020 recommended major strategic directions which are focused on the five main pillars of: Communication, Community Pride, Strategic Investment, Diversification and Social and Cultural Amenities, with a priority given to the development of an integrated Culture, Tourism and Recreation Plan. Specifically, as it relates to tourism, the 2020 Strategic Plan calls for: The **development of a Long-Term Tourism Strategy**, with the following goals and activities:

- Engage and build the capacity of local sports organizations to host and grow various regional and provincial events.
- Consult with local organizations to determine how best to expand the size and number of conferences and trade shows.
- Build capacity, facilitate marketing and expand package offerings for quality tourism experiences with local recreation and adventure operators.

- Support the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone events and multi-cultural festivals.
- Develop a database of Timmins-specific photographs for use by community agencies in their promotional materials.

1.2 The Process and Purpose of Building the Tourism Master Plan

The subject Tourism Master Plan is built on our strategic assessment of the potential, role and capacity of the City of Timmins to support the long-term development of the City's tourism sector, building on the work completed for the Timmins 2020 Strategic Plan. As a vital element of the three-pillar approach to the CTRMP, the Tourism Master Plan provides a multi-year framework for business, local government, not-for-profit, and other organizations to analyze tourism resources and concerns and to encourage tourism development and promotion.

The Tourism Master Plan was collaboratively developed with City staff, representatives of local tourism and cultural organizations, the business community and other local and regional stakeholders. A series of community engagement forums were developed progressively throughout the tourism planning process. The key components of the consultation process included: face-to-face and telephone interviews, public outreach (event surveys) at the Summer Concert Series and the Great Canadian Kayak Challenge & Festival, an online survey geared towards tourism operators and residents of Timmins, and several public forums. Over 500 tourist operators, stakeholders and residents turned out to forums, provided feedback and logged-on to complete the project online surveys. Their input was integral to the development of this Plan as well as to the development of a Tourism Asset Database for

the City, which will function as a community resource, as well as an economic and tourism development tool.

In developing the Plan, our team has outlined strategic directions, goals and recommendations for tourism development and capital investment; identified “best bet” markets for existing tourism product; identified opportunities for partnerships with Culture and Recreation; recommended revenue streams to support tourism product development and capital investment, infrastructure and marketing investments; and an awareness strategy to demonstrate how the community already benefits from and can continue to benefit from new tourism economic opportunities. This document also provides an implementation plan showing tasks, timelines and resources required to ensure the successful enacting of Master Plan recommendations.

Although not always well-recognized, tourism has played an important role in Timmins economy over the years. Visitors may be coming for business purposes, or to visit friends and family, but the spending they generate supports a range of business and jobs in the City. Timmins is recognized for the strength of its natural environment, the good quality of its hotel accommodations, and the strength of several festivals & events, but with the closure of the Shania Twain Centre and Gold Mine Tour, there are limited attractions in the City. Furthermore, there are many opportunities for new tourism products and experiences in Timmins, but with no unifying champion of tourism, and limited sources of funding, it has been difficult to capitalize on these prospects for growth. In response to this situation, and in order to effectively position Timmins tourism industry for future growth, it was recognized that Timmins needs a Tourism Master Plan.

Thus, the primary purpose of this Plan is: ***to ensure continuity of commitment to the tourism industry in Timmins, and to foster future tourism development and promotion.***

1.3 Key Components of the Plan

Timmins Tourism Master Plan is based on five key components:

1. A Vision and Mission Statement
2. A set of goals;
3. A set of objectives underlying each goal;
4. A series of suggested strategies to meet each objective; and
5. An Implementation Plan

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Fundamentals of the Tourism Master Plan



2. Fundamentals of the Tourism Master Plan

2.1 The Vision

The vision represents the guiding light of the planning process and Strategic Plan. The vision gives Timmins' tourism industry a shared model to move towards over the next 5 to 10 years.

A vibrant City with sustainable tourism products and experiences that provide a lasting legacy for tourists and quality of life for residents; in recognition of the fact that tourism is an engine of growth for Timmins' overall economy.

2.2 Mission Statement

To increase overnight tourist visits and spending in Timmins, by enhancing the total year-round Timmins tourism experience through product development, marketing, investment and partnerships.

2.3 Strategic Goals and Objectives

The goals represent the primary outcomes the industry will need to achieve in order to realize the vision. The Phase I research and analysis and stakeholder input has led to the identification of a number of recurring themes around which specific goals have been set.

The following is a list of strategic goals that have formed the foundation for this Tourism Master Plan, and the primary objectives required for meeting each of these goals.

Goal 1: Foster and Ensure Alignment of Municipal Planning for Tourism, Culture and Recreation

Objectives:

- Develop and implement an innovative and effective organization structure for tourism, which is fully aligned with culture and recreation at the Municipal level.
- Ensure industry, government and the community embraces organizational change.

Goal 2: Enhance and Develop Tourism Products & Experiences

Objectives:

- Enhance the range of products, experiences and services currently offered in the City of Timmins, building on its strengths to attract key market segments.
- Support the development of new tourism products and experiences that will provide Timmins with a viable competitive advantage.
- Facilitate the development of Sport Tourism opportunities.
- Target Meetings and Conference opportunities.
- Enhance and develop Recreational Motorsports and Outdoor Adventure Tourism Opportunities.
- Enhance and develop Festivals, Events, Attractions, Arts & Culture opportunities.

Goal 3: Develop a Marketing Strategy Focused on Increasing Overnight Tourist Visits

Objectives:

- Foster community pride through tourism promotion, social media channel marketing and community branding.
- Build awareness of Timmins as a Tourist Destination of Choice in key market segments.

- Develop goals and performance metrics for tracking success (i.e. increasing overnight tourist visits).
- Align with existing marketing plans for Northern Ontario.

Goal 4: Secure Sustainable Sources of Funding and Industry Partnerships

Objectives:

- Develop a stable, ongoing base of funding for Tourism Timmins.
- Seek additional new sources of funding for tourism.
- Foster industry partnerships and resource synergies (financial and human) to build a sustainable tourism sector for Timmins.

Goal 5: Foster Community Awareness of Tourism and Pride of Place

Objectives:

- Enhance resident awareness of tourism as an economic driver and important source of local employment, via the development of community knowledge and information-sharing tools.
- Build strong industry, government and community support for the tourism sector in Timmins.
- Improve the entire tourism experience for residents and visitors (improved service standards).

“ A vibrant City with sustainable tourism products and experiences that provide a lasting legacy for tourists and quality of life for residents; in recognition of the fact that tourism is an engine of growth for Timmins’ overall economy. ”

- The Long-term Vision

Mission Statement: To increase overnight tourist visits and spending in Timmins, by enhancing the total year-round Timmins tourism experience through product development, marketing, investment and partnerships.





“ To position the City of Timmins as a Sport Tourism destination at the regional and provincial level by leveraging the City’s existing asset base. ”

- Goal 2: Enhance and Develop Tourism Products & Experiences

“ Timmins is in a prime position to enhance marketing aspects to traditional segments of tourism demand, and capture new geographic markets coming via both road and air, due to its positioning as a “gateway” city in Northern Ontario. ”

- Goal 3: Develop a Marketing Strategy Focused on Increasing Overnight Tourist Visits



A man in a green shirt and dark shorts is fishing from a rocky ledge at the base of a waterfall. The water is cascading over dark rocks, creating white foam and spray. The man is holding a fishing rod and is positioned on the right side of the frame, looking towards the waterfall. The background is a solid blue color with a large white number 3 on the right side.

Goal 1: Foster And Ensure Alignment Of Municipal Planning

3

3. Goal 1: Foster and Ensure Alignment of Municipal Planning for Tourism, Culture and Recreation

3.1 Objectives

The World Tourism Organization defines tourists as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes."¹ This includes cultural tourism and recreational (sport) tourism, as a means for visitors to enhance their travel experiences with visitation.

The City of Timmins has already demonstrated recognition regarding the value of tourism as an economic generator, by establishing Tourism Timmins as the entity responsible for tourism marketing, promotion, and event coordination, which reports to the City's CAO.

One of the key elements of the Timmins 2020 Community Plan is to ensure that cultural development and social development are strategically framed within Council's priorities in the long-term. As a means for culture and recreation to be effectively incorporated within the Municipal structure, with adequate staffing to monitor and administer the Culture Master Plan and Recreation Master Plan initiatives, culture and recreation need to be aligned with the existing Tourism structure.

The Council of the City of Timmins will need to undertake a comprehensive municipal organizational review. The present structure and mandate of responsibilities within the Community and Development Services Department is expansive and will need to change. Municipal reorganization will need to be done in light of

recommendations of the Tourism Master Plan, as the actions present clear implications for necessary additions/changes to individual and/or departmental portfolios. Interdepartmental partnership requirements will likewise affect existing roles and functions.

The primary objectives of meeting the goal of developing integrated municipal planning for tourism, culture and recreation are to:

- Develop and implement an innovative and effective organization structure for tourism, which is fully aligned with culture and recreation at the Municipal level.
- Ensure industry, government and the community embraces organizational change.

3.2 Situational Analysis

For the past 8 to 10 years, the City's tourism mandate has largely been shared between the City of Timmins (Tourism Timmins) and the Chamber of Commerce. In addition to operating the City's two major attractions - the Shania Twain Centre and Gold Mine Tour - for 11.5 years, Tourism Timmins has been responsible for the City's tourism marketing and promotion and event co-ordination, including developing and operating the Summer Concert Series and Great Canadian Kayak Challenge Festival. The City's 2012 tourism budget was approximately \$220,000, bringing the City's total tourism budget to \$565,000, inclusive of the Shania Twain Centre and Gold Mine Tour operations. In 2013, the City's tourism budget was reduced to \$327,000 with the closure of these two attractions.

Historically, the City of Timmins (through Tourism Timmins) had concentrated its efforts on external marketing of tourism, with the objective of attracting tourists to Timmins, while the Chamber of Commerce provided the internal visitor services including operating the

¹ UNWTO technical manual: Collection of Tourism Expenditure Statistics". World Tourism Organization. 1995. p. 10. Retrieved 26 March 2009

Visitor Information Centre, hosting a Community Events calendar and co-ordinating Industrial Tours from their Chamber office location adjacent to McIntyre Arena. In December 2012, the Chamber of Commerce Board of Directors passed a resolution to remove itself from providing tourism services. Tourism Timmins has since relocated to the Chamber of Commerce office, and has agreed to expand its mandate to include the former services provided by the Chamber of Commerce.

Up until 2000, tourism was part of the Timmins Economic Development Corporation's (TEDC) mandate. TEDC now plays a support role to the tourism sector, while continuing to act as the lead for attractions investment. TEDC is working collectively with the Chamber of Commerce, tourism retailers and suppliers, and Tourism Timmins to position Timmins as a regional hub by providing amenities that the region is looking for. TEDC also works with non-profit organizations to access capital and prepare Business Plans,

Several accommodation operators in Timmins recently formed a group called Hospitality Organizations Strengthening Tourism (HOST) in June 2013. Working with Tourism Timmins, the organization provides a networking vehicle to address industry issues, work on joint marketing initiatives, and attract sporting events and meeting/conference business.

Timmins offers a number of community-based organizations that play supportive roles within the tourism sector by coordinating local festivals and events, sport activities, managing arts, culture and heritage programs. Examples include community Minor Hockey Associations and other sports organizations, Rotary Club, Lion's Club, Timmins Athletics Coalition, Kiwanis Club, and Richelieu Club.

3.3 Strategies for Growth

Short-Term Goal:

- Enhance Departmental Structure at Tourism Timmins to provide a coordinated, collaborative and responsible approach to tourism in Timmins.

1. **Realign Departmental Structure for Tourism Timmins within the City's Community and Development Services Department**

The City to provide resources and support the reestablishment of Tourism Timmins as a division of the Community and Development Services Department, reporting to the Department's Director (Mark Jensen), as opposed to the CAO's Office.

The reestablishment of Tourism Timmins within the City's Community and Development Services Department will facilitate the maintenance of existing staffed support for tourism, and provide the ability to better coordinate projects that are aligned with cultural and recreation mandates.

As detailed in the Integrated CTR Master Plan, it has been recommended that a Coordinator of Culture be integrated into the Museum Division under the Community and Development Services Department. Tourism Timmins staff will need to liaise with the Parks and Recreation Division regarding programming and sport tourism events, and the Coordinator of Culture regarding festivals and other cultural events, to ensure all tourism-related events are consolidated into one centralized event calendar on the Tourism Timmins website. (See recommendations for organization in the Cultural Master Plan and Recreation Master Plan).

Roles and responsibilities of Tourism Timmins to be enhanced to include management of Timmins Convention Bureau & Visitor Welcome Centre and Industrial Tours (formerly undertaken by Chamber of Commerce).

2. Refine Tourism Timmins Management Role

Under the revised organizational structure, the Tourism Timmins Manager to take responsibility for **marketing and developing Tourism for the City of Timmins and implementing the subject Tourism Master Plan**. This mandate will also include responsibility for Timmins Convention Bureau & Visitor Welcome Centre and Industrial Tours (formerly operated by Chamber of Commerce).

3. Refine Roles and Responsibilities of Tourism Timmins Staff Members

Part of the goal of the Tourism Master Plan is to assist in outlining roles and responsibilities relating to tourism in Timmins, so as to consolidate efforts and eliminate crossover of duties. The City needs to expand the Job Descriptions of the Two New Positions at Tourism Timmins as follows:

- I. The recently appointed **Coordinator Meetings Conventions Conferences and Sports Tourism** at Tourism Timmins to also **liaise with the Recreation Division regarding Sport Tourism events**.

Current job description includes:

- Establish networks and working relationship with private & public sector organizations, community groups, and other stakeholders including Timmins Athletics Coalition, TMHA, Mushkegowuk First Nation, Little NHL, Parks & Rec Timmins, Porter Airlines, etc.;
- Contributes to the Division's action plans designed to increase tourism, with an emphasis on meetings, conferences,

conventions and sports tourism and recommends budgets and other resources required to meet objectives specified in strategic marketing plans;

- Prepares or assists stakeholders with the preparation of bid packages;
- Initiates FAM tours with meeting planners and decision makers to increase business from this sector;
- Develops strategies that target incremental business for sector;
- Attends conventions, tradeshow and marketplaces to promote Timmins as an ideal location and willing host for meetings, conferences, conventions and sports tourism;
- Contributes to the development of publicity and marketing strategies and develops marketing materials to enhance Tourism Timmins brand;
- Participates on the Timmins Athletics Coalition and the Timmins Accommodation Association (HOST);
- Provides support for developing action plans for meetings, conventions, conferences and sport tourism in cooperation with Manager Tourism Timmins;
- Responds to enquiries from members of the business community concerning meetings, conventions conferences and sport tourism;
- External & internal liaison with the sales and marketing stakeholders and clients on a regular and ongoing basis (sales calls, convention and meeting planners);
- Represents Timmins at various community, regional, national and international task force meetings, committee and council meetings as required;
- Position responsibilities interchangeable with Coordinator of Festival Events and Special Project; and
- Performs other duties as assigned by the Tourism Manager.

- II. The recently appointed **Coordinator Festival, Events and Special Projects** at Tourism Timmins to **liaise with Coordinator of Culture regarding festivals and cultural events, and assist in promoting cultural tourism.**

Current job description includes:

- Establishes networks and working relationships with private & public sector organizations, community groups and other stakeholders to develop new product or enhance existing festivals;
 - Contributes to the Division's action plans designed to increase tourism, with an emphasis on festival & events and recommends budgets and other resources needed to meet objectives specified in strategic marketing plans;
 - Develops sales strategies that target corporate sponsors and government partners;
 - Attends conventions, tradeshow and marketplaces to promote Timmins as a destination and to gather intelligence in support of new business and suppliers;
 - Contributes to the development of publicity and marketing strategies and develops marketing materials to enhance the Tourism Timmins brand;
 - Participates on the Steering Committee for the Great Canadian Kayak Challenge & Festival;
 - Assists with the planning and implementation of the Annual Summer Concert Series;
 - Prepares summaries, reports, presentations and briefing notes for the Tourism Manager;
 - Responds to enquiries from actual/potential clients;
 - Maintains the Tourism Timmins Website and ensure that all local tourism events are posted on relevant "Calendars of Events" within the community and the province;
 - Maintains Tourism Partnerships;
 - Assists with implementation and launch of a potential destination marketing levy;
 - Provides information for all 1-800 line enquires, and email requests;
 - Tracks visitor information (where people are coming from, how they are hearing about the region, etc.);
 - Assists with the development of budgets and government applications;
 - Assists with the development & implementation of Communication Plans;
 - Develops & implements a research strategy for festival & events targeting attendees;
 - Performs off-site promotion of the Timmins area;
 - Position responsibilities interchangeable with Coordinator of Meetings, Conventions Conferences and Sports Tourism; and
 - Performs other related duties as assigned by the Tourism Manager.
- 4. Ensure Regular Maintenance and Updates to Tourism Asset Inventory, and GIS Mapping Links on Website**
Tourism Timmins to ensure the regular updating of the tourism resource/asset database and related GIS mapping in partnership with the City's Planning Department.
- 5. Addition of Summer Students**
Tourism Timmins to hire Summer Students to assist in the provision of Visitor Information Services at the Timmins Convention Bureau & Visitor Welcome Centre, as well as developing events and special projects, and coordinate Industrial Tours. Funding for these positions could possibly be provided through the Summer Employment Program (SEP). Other potential student programs include: NOHFC and Service Canada.

Long-Term Goal:

- Align the City's Tourism Division with Culture and Recreation.

6. Establishment of a Tourism and Recreation Division

The development of a new Multi-use Community Centre will offer a range of new prospects for the City of Timmins, including effective municipal re-engagement in and management of new and expanded recreation programming related to operating the facility. The new venue will offer the City a competitive advantage for tournament hosting and will further expand prospects for the growth and development of sport tourism.

Long-term, this Master Plan recognizes the value of marrying both the recreation and tourism portfolios at the managerial level (i.e. Manager of Recreation and Tourism) in order to effectively achieve the full benefits of operating this new facility. Facility development will prompt the need to appoint a Coordinator of Recreation Programming within the organizational framework of the Recreation and Tourism Division. The establishment of this Division will need to be done in a manner which protects the distinctiveness of the tourism mandate and function. Ongoing collaboration between staff for recreation facility management/programming and tourism coordinators (for Festivals and Events as well as Sport Tourism and Marketing) will be required.

Recognizing the links in priorities for culture, recreation and tourism, as a long-term proposition – particularly as the cultural sector in Timmins gains strength over time and dependent on the successful implementation of the Culture Master Plan – the City should consider the development a Culture, Tourism and Recreation Division within the City's Community and Development Services Department in order to fully maximize the benefits of integrated planning.

Ultimately, the Corporation of the City of Timmins will need to address long-term municipal reorganization in a manner that best suits its needs while meeting the intent of the Plan recommendations.



4

Goal 2: Enhance and Develop
Tourism Products & Experiences

4. Goal 2: Enhance and Develop Tourism Products & Experiences

4.1 Product Development Goals

Tourism product development goals for the City of Timmins are two-fold:

- Enhance the range of products, experiences and services currently offered in the City of Timmins, building on its strengths to attract key market segments.
- Support the development of new tourism products and experiences that will provide Timmins with a viable competitive advantage.

4.2 Product Development Objectives

The four primary objectives to meet the goal of enhancing and developing tourism products and experiences are:

1. Facilitate the Development of Sport Tourism Opportunities
2. Target Meetings & Conference Opportunities
3. Enhance and Develop Recreational Motorsports and Outdoor Adventure Tourism Opportunities
4. Enhance and Develop Festivals, Events, Attractions, Arts & Culture Opportunities

4.3 Facilitate the Development of Sport Tourism Opportunities

4.3.1 Trends, Opportunities and Challenges

According to the Canadian Sport Tourism Alliance, Sport Tourism is defined as:

- Tourists that travel more than 80 km and/or stay overnight for the purpose of sport – they would not have traveled to a location had it not been for a specific sporting event.

The sport tourism marketplace in Canada is estimated at over 200,000 sport events², with many Canadians participating in sport in one way or another – either directly as a participant, or indirectly as a coach, official, volunteer or spectator.

Recreational facility development and programming/service provisions that support sport tourism are increasingly part of municipal recreation initiatives. Today, over 50 Ontario municipalities are active in sport tourism, including Timmins. Municipal sport and recreational facilities are being aggressively marketed, with booking instructions found on many municipal websites.

4.3.2 Situation Analysis

The City of Timmins typically hosts a number of recreational and sport events that if built upon has the potential to bolster sport tourism to the City. Table 4-1 provides a listing of 22 major sport tourism events hosted by the City in 2013, representing 45 event days.

² *Sport in Canada – Everybody's Business*, pg. 32

Approximately 2-in-every 3 of Timmins' sport tourism events are held during the winter months (November to March), and focus on hockey, cross country skiing, downhill skiing and basketball.

In addition to annual tournaments hosted by hockey and other sport organizations, the following key sporting events are held in Timmins:

- **The 5th annual Great Canadian Kayak Challenge & Festival** (2013) was a 2-day weekend event in August and attracted an estimated 15,000 spectators and 230 paddlers registered for all water based events, including clinics.

Table 4-1
Major Sport Tourism Events Held in Timmins, 2013

Sport Tourism Event	Month - 2013	# Event Days	Venue
1 Ontario Slalom Ski Championships	January	1	Kamiskotia Ski Resort
	March	1	
2 TMHA Winter Classic #1 Tournament (Atom & Bantam)	January	3	Sportsplex, Mountjoy and McIntyre Arenas
3 Porcupine Ski Runners Loppet (Ontario Cup Competition)	February	1	Xstrata Copper Chalet
4 Mushkegowuk Cup Hockey Tournament	February	3	All Arenas
5 TMHA Winter Classic #2 Tournament (PeeWee & Novice)	February	3	Sportsplex, Mountjoy and McIntyre Arenas
6 NOHA Tournament of Champions (THMA)	March	3	Sportsplex or McIntyre Arenas
7 Great Northern Mining Classic	March	3	Sportsplex or McIntyre Arenas
8 Northeast Region Ringette Championships	March	2	McIntyre, Whitney and Mountjoy Arenas
9 Various Basketball Tournaments	March	--	Highschools
10 TMSW Swim Meet	May	2	Archie Dillion Sportsplex
11 Canadian National Arm Wrestling Championship	June	3	McIntyre Arena
12 Irwin Minogue Memorial Good Sportmanship Dart Tournament	July	3	South Porcupine Legion
13 Heart of Gold Triathlon	July	1	
14 Timmins Golden Trails Half Marathon	August	1	Timmins Regional Athletic & Soccer Complex
15 Great Canadian Kayak Challenge	August	2	Mountjoy Historical Conservation Area
16 Golf Tournaments	Summer		Hollinger & Spring Needles Golf Courses
17 Classic Walleye Tournament	September	2	Mattagami Lake
18 Gold Rush Run	October	1	Archie Dillion Sportsplex
19 TDGHA Northern Loop	November	2	Sportsplex
20 SMHA Hockey Tournament	November	2	McIntyre and Whitney Arenas
21 TMHA Smiley Tournament	December	3	McIntyre, Sportsplex and Mountjoy
22 EST Alumni Tournament	December	3	Sportsplex
Total		45	

Source: PKF Consulting Inc.

- The **2013 Mushkegowuk Challenge Cup** attracted 48 teams from the 8 remote communities of Mushkegowuk Territory east and west of James Bay. The 3-day annual event held in February attracted an estimated 600 players and 2,500 spectators from the First Nation Cree communities in 2013, making this event a significant tourist draw for Timmins.
- **Porcupine Ski Runners and Snowshoe Club** have 30 km of trails and a new state-of-the-art \$1.7 million Xstrata Copper Chalet. The facility attracts tourists from across Northeastern Ontario including Sudbury, North Bay, Iroquois Falls, Smooth Rock and New Liskeard. During the 2013-14 season, the Porcupine Ski Runners hosted the Ontario Secondary School Races in February 2014 – a 2 day event, which is expected to draw 400 – 600 competitors from across Ontario. Since the Porter's arrival in Timmins, the Porcupine Ski Runners and Snowshoe Club has seen a number of visitors from the GTA take advantage of the trail network, with some purchasing memberships.
- Offering 21 runs for snowboarding, skiing, tubing, clinics and lessons, **Kamiskotia Snow Resort (KAM)** offers a competitive advantage in terms of its length of season and annual snowfall, making it an attractive host for the Ontario Slalom Ski Championship in January and March.
- **Hollinger Golf Club** is ranked among the best in Ontario and hosts approximately 40 events per year including tournaments and social events. **Spruce Needles Golf Club** also hosts tournaments and championships.
- The **Timmins Marlins Swim Club** hosts 2 major swim competitions annually, with the A Champs drawing an estimated 280 swimmers and 180 spectators from Northeast Ontario.

- **A National Arm Wrestling Championship** was held at the McIntyre Arena in early summer 2013 and attracted 200 competitors. The event was last held in Timmins in 1971.

In 2012, Timmins' 7 accommodation properties (661 rooms) generated approximately 160,000 room nights, of which the sport/leisure segment accounted for an estimated 21% of demand, representing 34,000 occupied room nights.

Tourism Timmins takes the lead role in organizing the Great Canadian Kayak Challenge & Festival, and a supportive role in organizing the Mushkegowuk Challenge Cup among others. While the majority of Timmins existing tournaments have historically been organized by the sport and recreation organizations, Tourism Timmins' role as a resource to these organizations is growing.

In terms of hockey tournaments, a current weakness is Timmins aging sports arena infrastructure, with limited capacity to harness increased sport tourism activity. From a competitive perspective, multi pad arenas provide desirable sites for tournaments and events, while the City of Timmins offers 5 indoor ice arenas, spread throughout the Municipality, all of which are single pad and dated. Tournaments have not been organized as well as they have been in the past, with some leakage to other areas where the cost of running such events is cheaper and newer sports venues are provided.

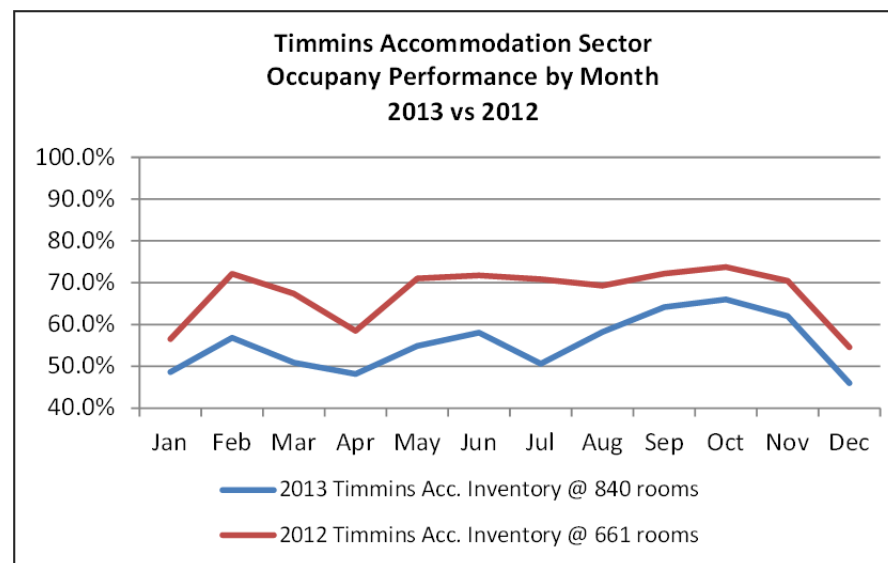
Based on stakeholder interviews, there has also been a lack of co-ordination between the various event organizers, resulting in 2 events being held on the same weekend (i.e. Swim Meet and Hockey Tournament).

In terms of outdoor product, there is a need for capital improvements at Kamiskotia Snow Resort, with limited access to capital. Conversely,

Porcupine Ski Club has invested in capital improvements, but requires assistance in organizing events and tournaments.

The City's hotel and hospitality infrastructure provides a key strength for developing sport tourism. Historically the City of Timmins has struggled with a lack of quality accommodation inventory, making it challenging for the City to host major sporting events. However, with 2 new hotels added in 2013 and a Best Western hotel opening in 2014, the City will increase its room inventory by an estimated 40% by 2014 to 950 rooms.

The following graph provides a monthly comparison of occupancy rates achieved by Timmins inventory of 7 hotel properties representing 661 rooms in 2012, versus the 9 properties offering 840 rooms in 2013. With the City's increased room inventory, the occupancy gap between 2012 and 2013 ranges from 8 to 20 percentage points. The growth and development of sport tourism opportunities for Timmins will help to narrow this gap in the accommodation sector, particularly during the winter months and over weekend periods.



4.3.3 Strategies for Growth

Short Term Goal:

- To position the City of Timmins as a Sport Tourism destination at the regional and provincial level by leveraging the City's existing asset base.

Positioning Timmins as a Sport Tourism Destination

1. Demonstrate Leadership

Tourism Timmins to take a **Proactive Leadership** role in attracting and hosting major tourism events for the City as one of its service priorities via a two-fold role:

- i. As the **Lead Agency** responsible the creation, promotion, delivery and performance tracking of the **Great Canadian Kayak Challenge & Festival**; and as the primary local contact for the **Mushkegowuk Challenge Cup**. As key tourism demand generators for Timmins, priority should be given to ensuring that these 2 events are successful and Timmins remains as the host community.
- ii. As a **Catalyst and Support Resource to local sport organizations** by:
 - Identifying and assessing sport tourism opportunities
 - Assisting with preparing Bid proposals
 - Assisting with seeking sponsorships
 - Coordinating welcome letters from the City of Timmins for programs, brochures and bid packages
 - Providing information packages with maps and local attraction / accommodation brochures
 - Maintaining network contacts

- Being a resource for coordination, expertise, contacts, information and planning support
- Providing event management templates, toolkits and other information to event organizers to achieve a successful event
- Implementing a Volunteer Recruitment Strategy and making this resource available to other event hosts
- Providing marketing support and event promotion
- Building and maintaining a contact database of volunteers
- Assisting with tracking event performance

Once the bid is won, the event should be handed over to the event organizing committee for organization, management and delivery, with as-needed support provided by Tourism Timmins.

2. Inventory Assets

Successful sport tourism bids require a full spectrum of indoor and outdoor recreation and hospitality infrastructure specific to each event. Building on the CTR Master Plan exercise, the City's Parks and Recreation Division to maintain the comprehensive facilities inventory and GIS mapping and regularly update as Timmins renovates and upgrades existing facilities and builds new venues. An up-to-date inventory is essential to formulate a short list of sport tourism opportunities for Timmins.

3. Build Capacity

Invest in education, training and overall capacity building to develop and grow Timmins sport tourism sector by:

- Working with local sport organizations to gain an understanding of provincial and regional hosting policies and hosting criteria;

- Developing professional skills to prepare business cases for and assessing the impact of hosting sport events, volunteer recruitment and retention, and event management; and
- Building on the success of each event and working with each of the sport and recreation organizations, to compile a database of trained and committed volunteers. This will be an excellent resource to aid with future bids.

4. Maintain Membership with Sport Tourism Organizations

Tourism Timmins to maintain a membership in Canadian Sports Tourism Alliance and Sport Alliance of Ontario to access sporting event RFP's, programs, services and resources related to sport and recreation event opportunities.

5. Research and Evaluation

Tourism Timmins and the sports organizations must be able to show Return on Investment (ROI) value, in order to successfully garner sponsorship support and marketing opportunities for private sector.

Utilizing standardized tools such as STEAM (Sport Tourism Economic Assessment Model) and TREIM (Tourism Regional Economic Impact Model) will enable organizers to estimate the economic impact of hosting sport tourism events on the community. Data collection and economic assessment of events will support the development of a business case for hosting future sporting events. Major sport tourism events that are successful in garnering municipal funding support should be required to conduct on-site research and evaluation of the event as a condition of funding support.

Determine Best Bid Opportunities

6. Establish Sport Tourism Roundtable

Timmins to give consideration to the establishment of a **Sport Tourism Round Table** with representation from local sports-related organizations and the Ministry Regional Advisor. The Sports Tourism Round Table would champion the sport tourism agenda and provide a central information source and a coordinating body to improve communication between sport groups, participants and strategic partners. (Please see *Section 6 - Goal 4: Secure Sustainable Sources of Funding and Foster Strategic Industry Partnerships* for a list of potential strategic partnerships for this Sport Tourism Round Table).

7. Assess Event Opportunities

Identify the key sports that the City has existing facilities appropriate for hosting, and, in conjunction with the Sport Tourism Round Table, identify a set of potential events. Establish a process for assessing how each event best suits the City's sport tourism objectives (i.e. through an agreed set of objectives with an agreed set of rating scales for each objective).

8. Focus on Strengths: Building and Sustaining Existing Sport Tourism Events

The priority should continue to be on sporting events held during the Winter months followed by the Spring and Fall periods, as it is difficult to source local volunteers during the summer months.

The following events are considered to be proven events for Timmins and should be priorities for support from Tourism Timmins in the short term:

- Hockey
- Ringette

- Snowmobiling/Snowcross
- Cross Country Skiing
- Downhill Skiing Slalom Races
- Kayaking
- Basketball
- Fishing
- Golf

The short term focus should be on sports where the infrastructure exists and that showcase Timmins strengths. Hockey is the #1 sport tourism activity for Timmins with the Timmins Minor Hockey Association hosting 5 tournaments over 4 weekends annually. The 2 tournaments held in January draw 30 teams each, while the November and December tournaments draw approximately 20 teams each. In addition, the annual 3 day Mushkegowuk Cup brings in 40 to 60 teams in February, representing 2,500 to 3,000 out of town visitors.

9. Explore New Sport Tourism Opportunities

Events with development potential for Timmins that should be investigated further include, but are not necessarily limited to:

- Adult Hockey
- Road Hockey
- Curling
- Broomball
- Volleyball
- Mixed Martial Arts
- Soccer
- Baseball
- Triathlons
- Invitational Track and Field
- iDance
- Basketball Camp – Northern College

10. Target Regional Markets for Indoor Events and Provincial Market for Outdoor Events

Given the location of Timmins, Northeastern Ontario and northwestern Quebec communities should be the focus for the majority of indoor sporting events, such as hockey and ringette. Also, focus on Northern Ontario regional tournaments which tend to circulate between the major cities of Thunder Bay, SSM, Sudbury, North Bay and Timmins on a 5 year rotation.

However, the market reach should be broaden to the provincial level for outdoor winter events such as cross country, snowcross and downhill skiing, given Timmins advantage in terms of its greatest asset – snow.

11. Explore Opportunities Related to Aboriginal and Francophone Sporting Events

Approximately 60% of Timmins is comprised of Aboriginal (20%) or Francophone (40%) residents, placing the community in a good cultural position to target these types of sporting events and draw from a strong local volunteer base.

As an example, it is our understanding that the Wakotaski Pimatisiwin, an Ontario Aboriginal-Metis Membership Driven Not for Profit Organization, based in South Porcupine, wishes to bring a high caliber **aboriginal-metis hockey tournament** to Timmins in the late 2014, early 2015 season. If successfully executed in its first year, this event could have the potential to benefit the city on an annual basis. Metis represents about 50% of the Aboriginal population in Timmins.

Additional opportunities include:

- Cree Hoops Basketball Tournament; and
- Francophone Games

12. Creation of Sport Event / Tournament Calendar

Support the creation of an annual sport event / tournament calendar in order to strategically promote Timmins as a potential host throughout the year, with the emphasis on filling gaps, avoiding duplication and conflicts and encouraging a well-rounded calendar of activities. This could be expanded and set up as a page on the Tourism Timmins sports tourism website, with cross-referencing to other community calendars undertaken to avoid duplication. (Please refer to *Section 5 – Goal #3: Develop a Marketing Strategy Focused on Increasing Overnight Visits* for further detail).

Longer Term Goal:

- To further develop the City of Timmins as a Sport Tourism destination at the regional and provincial level through the addition of **New Build Infrastructure Capacity**.

13. Explore Opportunities for New Hosting Venues in conjunction with the Parks and Recreation Department

As Timmins renovates/upgrades existing facilities and builds new venues, its capacity to host larger and new events will increase.

In order to operate a full scale hockey tournament, 3 rinks must be active at the same time. Under the current situation, sourcing volunteers to effectively man 3 “gates” across 3 geographically separate facilities and transporting players and spectators to multiple venues is difficult.

In order to position the City of Timmins to grow and sustain hockey tournaments in the long term, consideration should be given to the construction of a new arena facility. Working in conjunction with recommendations from the Recreation Master

Plan, the City is expected to develop a **New Multi-Use Community Centre** that incorporates Sport Tourism Activities.

14. Explore Opportunities to Assist with Infrastructure Improvements at Kamiskotia Ski Resort

In order to grow downhill ski competitions, capital investment will be required for infrastructure improvements at the Kamiskotia Ski Resort. Apart from a Municipal loan to assist in a TSSA required upgrade to all chair lifts in 2010, all capital improvements at the ski hill have been built through fundraising and earnings. According to the Kamiskotia Board, the most significant challenge for increasing skier visits to the Resort is the unreliability and age of both the snowmaking and grooming equipment. The combined cost of the two pieces of equipment is \$550,000.

Other opportunities for alternative revenue sources at the Resort include:

- Exploring synergies with the Timmins Snowmobile Club – i.e. introducing a fueling stop for the Northern Link (from Timmins to Smooth Rock Falls) and snowcross;
- Increasing the Chalet capacity from 200 people to reduce overcrowding and allow for rental opportunities and improve the existing HVAC system (estimated \$150,000 cost)
- Installing a Winder Zip Line network as an alternative activity
- Establishing TV screen advertising in the Chalet (est. \$1,000)
- Establishing Rental Chalets to create more of a full service destination at Kamiskotia

15. Consideration for Other Infrastructure Improvement Projects at Kamiskotia Ski Resort

We would further recommend that consideration be given to undertaking a Market and Financial Feasibility Study to investigate opportunities related to downhill skiing, snowboarding, snowshoe races, as well as expanding the season to include summer events such as mountain biking trails, use of the chalet to offer Outdoor Wilderness Training Centre, ziplining, etc.

4.4 Target Meetings and Conference Opportunities

4.4.1 Trends, Opportunities and Challenges

The meetings and conferences market is a multi-billion dollar industry in Canada. Thousands of delegates from within the country and from around the world take part in meetings, conventions, trade shows, and special events each year. Meetings and conferences bring obvious benefits to destinations, hotels, local attractions, airlines and other suppliers.

According to the most recent Statistics Canada data for 2011, visitors travelling to Ontario for the purpose of attending Meetings, Conventions & Conferences totalled 4.1 million, or 3% of total person visits in Ontario (138.8 million). Over half of these visitors originated from within Ontario (55%), while 28% derived from the US, 10% from other parts of Canada, and 7% from overseas.

According to Meeting Professionals International (MPI), the world-wide meetings and events industry is transitioning into an era of growth through strategic meetings, increased technology, and cooperation among industry peers. In accordance with technology trends, venues need to be able to meet delegate needs, no matter what type of events. One strategy has been to utilize social media tools to create more engaging meeting programs. Another consideration is a venue's ability to provide maximum internet bandwidth to accommodate delegate needs. Destinations in turn need to be able to accommodate these types of meeting strategies, which means higher bandwidth availability not only in the meeting facilities, but also in the accommodations.

Heading into 2014, meeting and conferences are expected to continue to remain critical drivers for Canadian organizations to effectively communicate internally and externally. At the same time, the average

number of attendees is expected to increase as companies try to maximize value and reduce average cost per attendee.

4.4.2 Situational Analysis

The Meeting & Conference industry is present in Timmins on a limited scale, with the larger conferences and tradeshow typically ranging from 200 to 1,000 people. Timmins hosted several major conferences in 2012 with over 1,000 people, and Tourism Timmins has targeted the meetings & conferences industry as a key focus for 2013 and beyond.

In terms of facilities, the City of Timmins offers over 76,000 sq.ft. of indoor event space, including arenas, auditoriums and hotel meeting rooms. The McIntyre Community Centre features the largest arena in the City with a total of over 15,000 sq. ft., in addition to a ballroom of 5,700 sq. ft., an auditorium of 2,500 sq. ft. and a meeting room with approximately 250 sq.ft. In 2013, The McIntyre Community Centre hosted a number of major city-wide events including the Canadian Mining Expo and the Timmins Home Show.

With respect to hotel meeting space, the Days Inn & Conference Centre offers the largest contiguous meeting room in Timmins with 5,800 sq. ft. in the Grand Ballroom as well as four additional conference rooms with a total of 7,400 sq. ft. Cedar Meadows Resort and Spa also offers 4,900 sq. ft. of event space, inclusive of a dedicated wedding chapel and extensive foodservice. There is limited meeting space offered at the newest accommodation properties in the market: Holiday Inn Express & Suites and Microtel Inn & Suites. The new 100-room Best Western, which is projected to open in Fall 2014, is also expected to offer meeting space in the range of 5,000 sq. ft. This property is currently under construction.

The Porcupine Dante Club has been established as a staple in the City for weddings and social events. The largest room at the Dante Club is

the Gold Corp Banquet Room with 5,000 sq. ft. accommodating over 300 guests.

As the only cultural centre with a mandate to service Timmins' Francophone community, Centre Culturel La Ronde has been a mainstay in the community with an extensive member base. In 2012, the 6 annual recurring events yielded up to 3,500 attendees. Additionally, the Centre hosts a diverse and changing bill of concerts each year (anywhere from 10-12 events each attracting from 30 to 850 patrons dependent on the scope of performances).

The City manages a range of recreational facilities (eg. community centres, halls, Hollinger Park) which have been utilized as event/multi-purpose space for cultural activities. However, consultation and the results of existing facility reviews (see accompanying Situational Report for Recreation) indicate a lack of appropriate and adequate public access space for cultural performances, events and activities; with many of the City's existing arenas, halls and meeting space representing an aging infrastructure. Community use of other public and private facilities exists as local arts and culture groups utilize schools, Colleges, museum facilities and other available spaces which are deemed more appropriate for performances and other cultural activity. Nonetheless, there is a demand for accessible, affordable and appropriate public access space to facilitate a range of cultural expression as evidenced throughout consultation for the Cultural Master Plan, as well as ongoing demands on existing library and museum facilities.

Table 4-2 provides a summary of indoor event facilities in the City of Timmins with their respective square footage, and the seating capacity of the largest room for every venue.

TABLE 4-2
CITY OF TIMMINS - EVENT VENUES & MEETING SPACE

Venue	Total Meeting Space Sq Ft.	Meeting Rooms	Seating Capacity of Largest Room
McIntyre Community Centre	24,160	4	1,050
Mountjoy Arena	9,000	1	600
Whitney Arena	9,000	2	600
LaRonde Cultural Centre	8,500	5	385
Days Inn & Conference Centre	7,420	5	385
Porcupine Dante Club	6,500	2	333
Cedar Meadows Resort and Spa	4,900	6	160
Travelodge Timmins	1,930	3	66
Archie Dillon Sportsplex	1,700	1	113
Holiday Inn Express Hotel & Suites	1,425	3	75
Microtel Inn & Suites	830	1	55
Timmins Inn & Suites	695	5	200
TOTAL EVENT VENUES	76,060	38	
New Best Western (opening Fall 2014)	5,000		

Source: PKF Consulting Inc. Research

In 2012, Timmins' 7 accommodation properties (661 rooms) generated approximately 160,000 room nights, of which the meetings and conference segment accounted for an estimated 11% of demand, representing close to 18,000 occupied room nights. First Nation related meetings are a primary source of overnight meeting/conference demand in the Timmins market.

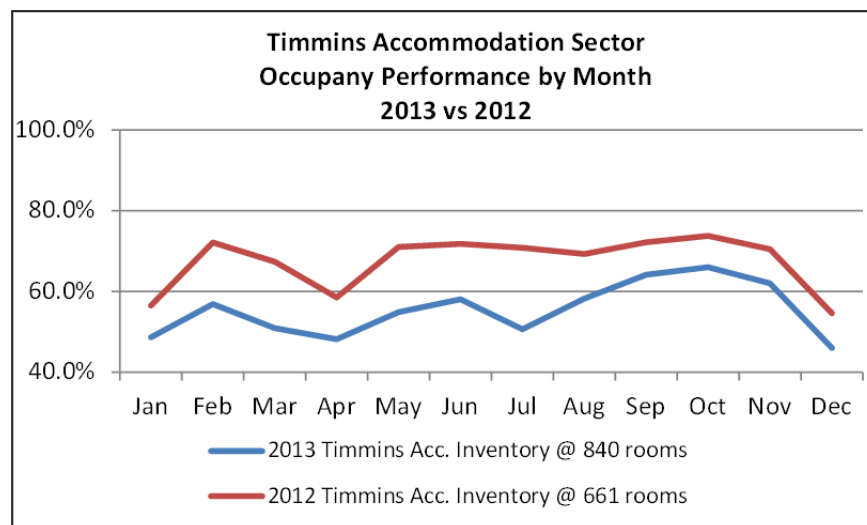
Major conferences and trade/consumer shows held in Timmins during 2013 include:

- 66th Annual Lion's Club Sportsman Show – April 27-28
- Timmins Construction Association Home Show – May 3-5
- Northern Mines Expo – May 29-30
- 2013 Northeastern Ontario Recreation Association (NEORA) Educational Forum and Trade Show – September 23-26

Timmins has previously lost larger conference business due to a lack of accommodations; however, the new 108-room Holiday Inn Express, 92-

room Microtel Inn & Suites, and 100-room Best Western Hotel provide a very beneficial addition for this sector.

The following graph provides a monthly comparison of occupancy rates achieved by Timmins inventory of 7 hotel properties representing 661 rooms in 2012, versus the 9 properties offering 840 rooms in 2013. With the City's increased room inventory, the occupancy gap between 2012 and 2013 ranges from 8 to 20 percentage points. The growth and development of meeting and conference opportunities for Timmins will help to narrow this gap in the accommodation sector, particularly during the mid-week period during the Spring and Fall months.



Delegates attending meetings and conferences in Timmins generally spend money on accommodations, foodservice, transportation and retail in the City. Many find themselves experiencing the City for the first time via a meeting or conference, which provides an ideal opportunity for the Timmins to create a strategy for showcasing other aspects of the tourism industry. Furthermore, meetings can be added onto other large events (i.e. Great Canadian Kayak Challenge).

4.4.3 Strategies for Growth

Short Term Goal:

- To position the City of Timmins as a Meeting & Conference destination at the regional and provincial level by leveraging the City's existing asset base and unique selling propositions.

Positioning Timmins as a Meeting & Conference Destination

1. Demonstrate Leadership

Tourism Timmins should take a **Proactive Leadership** role in attracting major Meetings & Conferences for the City in cooperation with its local tourism partners by:

- Identifying and assessing Meeting & Conference opportunities
- Assist with Bid proposals
- Seeking local guest speakers / experts
- Coordinating welcome letters from the City of Timmins for programs, brochures and bid packages
- Providing information packages with maps and local attraction / accommodation brochures
- Maintaining network contacts
- Being a resource for coordination, expertise, contacts, information and planning support
- Providing event management templates, toolkits and other information to event organizers to achieve a successful event
- Assisting to arrange ambassadors to welcome delegates
- Providing marketing support and event promotion
- Assisting with tracking event performance

Once the bid is won, the Meeting / Conference /Trade Show should be handed over to the event organizing committee for organization, management and delivery, with as-needed support provided by Tourism Timmins.

2. Inventory Assets

Complete an inventory of all meeting, conference and trade show space in the City of Timmins, including any unique, non-traditional meetings spaces such as the Timmins National Exhibition Centre for an opening reception or the McIntyre Arena for a trade show event.

Building on the CTR Master Plan exercise, the City's Parks and Recreation Division to maintain the comprehensive facilities inventory and GIS mapping and regularly update as Timmins renovates and upgrades existing facilities and builds new venues. An up-to-date inventory is essential to formulate a short list of Meeting & Conference opportunities for Timmins.

3. Promote Timmins as a Regional Meetings Destination for Northeastern Ontario

Target and grow regional government and arms-length association conferences and conventions in Timmins, including, but not limited to:

- Northeast Ontario Recreation Association
- Northeast Ontario Municipal Association
- Federation of Northern Ontario Municipalities
- Association Francaise des Municipalities de l'Ontario
- Association of Municipal Managers, Clerks and Treasures of Ontario
- NorthEast Ontario Tourism
- NOVA Awards
- Ontario Professional Planners Convention

Ensure Timmins is on the rotation for professional association meetings and conferences i.e. the Timmins and District chapters in a range of industries, i.e. construction, human resources, healthcare. As an example, Timmins hosted the Dental Association conference in 2010 and Timmins is home to the Timmins and District Hospital, which often supports rotating healthcare professionals (dentists, specialists, etc.) who belong to associations that hold annual conferences on rotation.

Work with the Meeting & Convention Advisory Board for Northeastern Ontario Tourism, Sudbury and North Bay to identify intra-regional bid opportunities.

Investigate potential opportunities with Colleges for meeting and conference business.

4. Introduce a Local Ambassador Club Program

Consider the establishment of a **Local Ambassador Program** made up of local associations and other stakeholders with an interest in the meeting/conference industry, in order to lure more meetings and conferences to Timmins. By targeting a select group of "ambassadors" from the City's academic, mining, forestry, space, environmental reclamation, aboriginal, health care, and other business sectors in order to use their connections and expertise to help promote Timmins as a meetings destination. With support provided by Tourism Timmins and its strategic partners, the local ambassadors will be encouraged to invite their own professional association, service club AGM, seminar, conference or meeting to be hosted in Timmins. Having a local champion / member is often one of the key requirements of successfully winning a bid. (Please see *Section 6 - Goal #4: Secure Sustainable Sources of Funding and*

Foster Strategic Industry Partnerships for a list of potential strategic partnerships for this Local Ambassador Club Program).

5. **Focus on Strengths: Enhance and Grow High-Yield Conferences that Drive Overnight Tourists to the City**

Tourism Timmins to identify the ideal sector, size and frequency of conferences that Timmins can best host, given existing meeting space and accommodations (90,000 square feet of meeting space and 950 guest rooms in 2014)

Build on Timmins strong reputation in the mining sector. Mining Expo (“The Big Event”) hosted 8,000 attendees and 450 exhibitors in 2012 and 2013. As a key tourism demand generator for Timmins, priority should be given to ensuring that this event is successful and Timmins remains as the host community.

The ConferenceMine website (www.infomine.com/conferences) is dedicated to promoting mining related conferences around the world and provides a good resource for potential bid opportunities. In addition, mining companies in Timmins should be approached and encouraged to host their AGM’s in Timmins.

Leverage the engineering and scientific communities with an interest in the space industry for potential Meeting & Conference business based on Timmins ideal location for stratospheric balloon experiments.

Outdoor enthusiasts also have a range of conferences and conventions, i.e. Professional Outdoor Media Association, Outdoor Industry Association, Outdoor Clubs & Associations Canada, etc.

As an example, Timmins has an opportunity to bid on the **Ontario Federation of Snowmobile Association AGM in 2016**, which attracts 400 to 600 delegates for 2 days during the 3rd weekend of September. The event was last held in Timmins in 2001, and utilized the curling rink at the McIntyre Arena, with a groomer trade show held on the outside grounds.

Highlight opportunities for networking and corporate retreat activities relevant to key target markets (i.e. guided kayak adventures, golf and ski passes), and offer incentives (i.e. special rates)

6. **Focus on Building and Sustaining Existing Trade and Consumer Shows with Pre and Post Events**

There are a number of annual shows that already drive overnight demand to Timmins, such as:

- Annual Lion’s Club Sportsman Show
- Timmins Construction Association Home Show
- Northern Mines Expo
- NEORA Educational Forum and Trade Show

In order to enhance overnight tourism, create activities surrounding annual events that are already established in the community, i.e. an organized fishing derby pre or post the Sportsman Show.

7. **Target Aboriginal Meetings Business**

There are a number of aboriginal organizations with representation in Timmins, i.e. Mushkegowuk Council, Wabun Tribal Council, Ojibway First Nation, Cree First Nation (Ojibway and Cree Cultural Centre); as well as entities like the Nishnawbe Aski Development Fund, which supports 89 First Nations in Ontario. Target these groups to learn how to enhance their

business. As an example, the **Great Moon Gathering** is an annual aboriginal community/educational/cultural conference which brings together educators from all of the 8 Omushkego Education Authorities.

8. **Build Corporate Sponsorship of Large Tourism Events through Incentives for Meetings Business**

Solicit past association and meeting clients and establish partnerships with City facilities.

Create packages with hotels that benefit from meeting and conference bookings, to offer free meeting space and/or coffee service for meetings/conferences hosted pre or post major events (i.e. Northern Mines Expo).

9. **Build Awareness of Timmins as a Meeting/Conference Destination**

Build awareness of Timmins facilities and accommodations amongst Meeting & Conference Professionals and encourage meeting/conference/convention organizers to include a concert, a trip, or an activity in their plans.

Long Term Goal:

- To further develop the City of Timmins as a Meeting & Conference destination at the regional and provincial level through capacity building:

10. **Continue to cultivate and grow the Local Ambassador Program**

Build the number of local operators participating in the program and track success (i.e. number of new meetings & conferences using local facilities).

11. **Maintain and grow reoccurring events; build on successful bids and where possible, explore converting successful events to multi-year contracts.**

Focus on retaining successful large conferences and other events (i.e. Mining Expo), and look for opportunities to expand these with other meeting opportunities (i.e. AGM's for local mining companies).

12. **Expand Meetings Infrastructure**

Within Timmins' downtown, there is a nucleus of meeting space available at the Days Inn, Holiday Inn Express and La Ronde Cultural Centre, representing 200 guest rooms and 17,300 square feet of meeting space.

Consideration to be given to adding meeting space to any new Recreation Facilities (i.e. New Multi-Use Community Centre) in order to better host larger meetings, conferences and trade shows.

The same consideration should be given to a repurposed cultural event venue, i.e. the McIntyre Arena, which follows the recommendations from the Recreation Master Plan and Culture Master Plan. This venue will provide opportunities for trade shows, meetings/conferences, and other festivals and events.

The City will need to ensure that space planning considerations are made at both prospective venues for providing additional opportunities to host large events and meetings/conferences and cultural gatherings (i.e. Mining Expo, Summer Concert Series).

4.5 Enhance and Develop Recreational Motorsports and Outdoor Adventure Tourism Opportunities

4.5.1 Trends, Opportunities and Challenges

Across all age groups there is a growing recreational interest in physical health and wellness, which is often connected to an interest in the great outdoors. Depending on age and skill level, this translates into a range of potential outdoor adventure opportunities from a tourism perspective.

On the one end, “adventure tourism” evolved as an international phenomenon taking thrill-seeking individuals to travel destinations through extreme sports or outdoor recreational activities. A condensed list of typical activities include: bungee jumping, whitewater kayaking and rafting, sea-kayaking, deep sea diving, surfing, heli-skiing, snowboarding, ice-climbing, mountain biking, hang gliding, parachuting and skydiving.

However, the definition of adventure tourism is broadening. In many cases it is widely accepted as including a great appreciation for the natural world, since many of its activities take place outdoors. As a result, it has evolved from serving a niche market, to becoming a popular alternative to the more conventional site-seeing tours or resort destinations.

Concepts like “ecotourism,” which is defined as responsible travel to natural environments, intended to support conservation efforts (e.g., observing wildlife), and “soft adventures” (e.g., driving tours, trails and walking tours, etc.), have become very attractive to both consumers and developers in Canada. Included in this list is the concept of winter camping, which is a growing trend in Ontario parks and campgrounds. An increased number of young families are booking winter adventures,

often at parks that feature skating, snow tubing and tobogganing. Winter roofed accommodations, including temporary yurts and cabins, are now being offered at seven Provincial parks in Ontario.

Having moved beyond backpacks and hostels to include recreational equipment and residential components, the outdoor adventure sector is now considered to be a trillion-dollar industry. Outdoor tourism, of which a large proportion is considered adventure tourism, makes up at least one-fifth of the global tourism industry. Furthermore, as demographics change, so do travel trends, and adventure tourism caters to both time-poor and cash-poor trends in the current environment. There are now more opportunities to purchase short-term adventure holidays that do not require large investments in skills and equipment.

With respect to the worldwide market, North Americans and Europeans have traditionally dominated the adventure travel market. In general, adventure travelers are more likely to be young, single and employed compared to all other U.S. adults. Many participants in outdoor recreation, be it extreme or otherwise, are also interested in the travel component. According to the most recent *Travel Activities and Motivations Survey (TAMS)* 2006 report for the Canadian Travel Market involved in Outdoor Activities while on trips, 62% of adult Canadians participated in outdoor activities, representing 83% of Canadian Pleasure Travelers.³ Those who participated in higher numbers of outdoor activities tend to be male, younger and better-educated, with higher household incomes. The TAMS report also indicates that those travelers who are more active in outdoor activities, are also more likely to have participated in culture and entertainment activities while on trips. Over the last two years, less than 1% (207,530) of adult Canadians participated in an extreme air sport while on an out-of-town, overnight trip of one or more nights, such as parachuting, hot air ballooning, and hang gliding.

³ Lang Research Inc. (February 2008), *TAMS 2006: Canadian Travel Market – Outdoor Activities While on Trips of One or More Nights – Overview Report*.

The popularity of adventure tourism coincides with the growth of several adventure recreation activities. White water rafting and snowboarding, for instance, have gained mainstream popularity in recent decades. Numerous businesses worldwide now offer outdoor adventure recreation services to the public.

Recreational motorsports (including: snowmobiling, ATVing, motorcycling, and boating) has been identified as a “best bet” activity based market for Northern Ontario. Significant investment has been placed on this market by both Tourism Northern Ontario (TNO) and OTMPC’s Northern Office. For example, development of the Go Ride Ontario website, which connects to the destination context via trail information, a tour planner, destination based videos, and resources categorized by Northern Ontario region, all of which connect to tourism organization web sites by region.

4.5.2 Situational Analysis

Timmins has several businesses geared towards recreational motorsports and outdoor recreation services, and the Municipality has invested in growing the outdoor adventure market.

There are a number of market-ready motorized touring experiences available in Timmins, including:

- **Timmins Snowmobile Club**, offers approximately 450 km of groomed trails in and around the City (District 14 of the OFSC), and sells an estimated 1,000 permits annually. In addition to the large network of trails, snowmobilers are permitted to ride their sleds within the City of Timmins with a number of the accommodation operators located on the trail system and providing secured areas for overnight sled storage. Timmins provides a good mid-destination point for

avid snowmobilers taking circular routes between Cochrane and Sudbury. The Gold Rush Tour is a very popular snowmobile route, which extends from Timmins to Iroquois Falls, Cochrane and Smooth Rock then circling back to Timmins.

- 5 qualified biker friendly motorcycle touring routes have been developed in Northeastern Ontario, through Northeastern Ontario Tourism & Tourism Northern Ontario. The “**Great Legends Circle Tour**” features the City of Timmins as a stop and stay location, including accommodations, restaurants and a visit to the Timmins Museum and National Exhibition Centre

The Municipality has also invested in a network of roads and trails to make these areas accessible to both residents and tourists. Timmins is also well-positioned as a base for all outdoor adventures, with the Mattagami River running through the City, and numerous lakes, rivers and vistas in the region. Typical water-based activities in Timmins include: fishing, kayaking, canoeing and boating.

There are also over 30 trails offered in the City of Timmins (including both Municipal trails and other recreation-based trails, i.e. for snowmobiling), with just under 50% of the trail systems (14) open on a year round basis. The longest year-round trail in the City is the Timmins Recreation Network Trail, which features 50 km of length and amenities such as picnic areas and designated rest areas. Combined, the City and the Mattagami Region Conservation Authority (MRCA) offer a total portfolio of 407 ha (1,006 acres) of parks and open space.

The largest trail in the city is operated by the Timmins Snowmobile Club which is only open during the winter months. This trail is 441 kilometers long and it promotes snowmobile activities offering facilities such as parking, washrooms, and designated resting areas for snowmobilers.

In addition to these “soft adventure” offerings, Timmins also has a number of outdoor adventure and recreation activities, including:

- **Wild Exodus** - Glamping adventure experience located on a lake in the SW quadrant of the City, which was developed as an overnight package for groups of 2 to 25 persons (2 days to 7 days) to attract the long haul market during the May to October period. The experience allows the guest the ability to experience the historical formation of Canada through kayaking, canoeing, fur trade routes, a Hudson’s Bay Company site, prospectors’ camps, a cruise on a pontoon boat, ATV tours, and integration with local culture while staying in luxury tents with meals and guide provided. While the product is market ready, the culture and adventure experience now needs marketing to support it.
- Additional adventure tourism outfitters offered in the vicinity include: **Howling Wolf Expeditions** (kayaking, rafting, canoeing, cross country skiing, snowshoeing and ice fishing); **North Bark Dog Tours** (dog sled tours); and **Timmins Adventure Tours** (kayak clinics, canoeing, and mountain bike tours). Horwood Lake Lodge is also contemplating adding zip line and rock climbing to its programming. The base of demand for these outfitters is largely local, with some visitors travelling on business or visiting friends and relatives. Operators cite that their largest challenge is finding assistance with promotion and marketing.
- Like many northern Ontario communities, Timmins offers a number of lodge outfitters in the surrounding region geared towards **fishing and hunting** enthusiasts, including opportunities for big game (bear and moose) and walleye,

northern pike trout, bass and sturgeon within the City’s 500+ lakes.

- Industry Canada has identified Timmins as one of 32 jurisdictions for the purpose of Geo Tours.

4.5.3 Strategies for Growth

Short Term Goals:

- To advance the City of Timmins as an Outdoor Adventure Destination by:
 - Focusing on motorized touring products and experiences; and
 - Positioning Timmins as a Service Centre and Gateway for Outdoor Adventure in Northeastern Ontario.

Focusing on Motorized Tourism Product and Experiences

1. Continue to Invest in Trail Systems for Motorized Tours

Tourism Timmins to create a **series of detailed maps** for existing trails for the website and print with access points and routes clearly defined for visitors.

Timmins Snowmobile Club, a volunteer organization, needs assistance with erecting and maintaining directional and sponsor signage on the trails and providing bridge infrastructure improvements within the City of Timmins.

2. Develop and Promote Motorcycling Touring Product

In concert with Northeastern Ontario Tourism and Tourism Northern Ontario, 5 qualified biker friendly motorcycle touring routes have been developed in Northeastern Ontario. The

“Great Legends Circle Tour” features the City of Timmins as a stop and stay location, including accommodations, restaurants and a visit to the Timmins Museum and National Exhibition Centre.

Tourism Timmins to work with its partners to terms of marketing and packaging the route with hotels.

Positioning Timmins as an Outdoor Adventure Destination

3. Continue to Invest in Trail Systems for other Outdoor Adventures

In addition to providing GPS trailhead co-ordinates and route descriptions of Timmins numerous biking and hiking trails in the Timmins Visitor Guide and website, create a **series of detailed maps** for the website and print with access points and routes clearly defined for visitors.

The Mattagami Region Conservation Authority (MRCA) recently released the first draft of the Timmins Trails Community Trail Network Master Plan. This Plan recommends a redevelopment of the community trails program in order to provide an interconnected open space city-wide resource, which will be inclusive of waterfronts, conservation areas and parks. Tourism Timmins to work with the City’s Infrastructure, Public Works and Community and Development Services, to develop a City-wide strategy to implement directional signage and wayfinding improvements for the City’s trails, informed by design guidelines established as part of the City’s Community Branding/Signage initiative.

4. Continue to Develop Outdoor Adventure Experiences

Create an outdoor product strategy to support existing operators and develop original new outdoor tourism experiences that help shape a compelling must visit destination.

Outdoor packages should be **experience-based market-ready packages with a price point.**

Work with Tourism Northern Ontario (TNO) to develop market-ready products for packaging. In early 2014, TNO released an RFP to develop 10 saleable packages within each of the 3 subregions in Northern Ontario.

OTMPC has recently launched the **Ontario Signature Experiences (OSE)** program to promote and market must-see travel experiences that will appeal to global target markets. The OSE program is designed to showcase the best and most unique tourism experiences in the province that will motivate more people to visit Ontario. The OSE is linked with the Canadian Signature Experiences Collection (CSE), which is managed through CTC. Wild Exodus is already included as a Signature Experience, and offers a good example of success for other outdoor adventure initiatives.

Ontario Parks is interested in working with local community partners to develop outdoor experiential offerings, whereby Ontario Parks will provide the programming (ie. Aboriginal traditions, back country paddling, etc) and community partners to provide services, attractions, accommodations, etc.

Tourism Timmins to monitor success of packages sold, in order to refine and limit the offerings to “best bet” packages.

5. Position Timmins as a gateway for outdoor wildlife adventures in Northeastern Ontario, including the Chapleau Crown Game Preserve and the Tidewaters of James Bay

Timmins is the closest community to the Chapleau Crown Game Preserve, which is considered one of the foremost outdoor wildlife adventures, and the world’s largest crown game

preserve at 2 million acres. With the enhanced interest in eco-tourism, many adventure travelers make the long journey north to see the abundant wildlife in their natural habitats in the James Bay frontier. The Tidewaters of James Bay, once a provincial park on five islands in the Moose River estuary between Moosonee and Moose Factory, occupies 980 hectares (2422 acres) of environmentally sensitive land and is open to the public for day use only.

There is an opportunity to create packages with fly-in outdoor fishing/hunting/wildlife expeditions, using Timmins as a place to stock up and have a good night's sleep before and after the expedition.

Four airlines provide passenger flights into the Timmins airport, there are 10 hotel properties, a range of restaurants, and a variety of businesses that sell outdoor recreation gear – these combined elements provide solid infrastructure to support wildlife viewing and hunting/fishing experiences in Northeastern Ontario.

6. Enhance promotion of Regional Fishing Opportunities

Timmins is one of few Ontario cities that offers fishing within its geographic boundaries, with 500 lakes/rivers in the municipality. This product could be promoted as an all-inclusive package geared to “first timers” as a means of introducing the sport.

Tourism Timmins to work with the lodges in the area to attract people there, and then try to attract these people into town. There is also an opportunity to capitalize on existing programs introduced by local operators. For instance, Cache Campground has introduced a Father and Son/Daughter Fishing Weekend.

Long Term Goal:

- To further develop the City of Timmins as an Outdoor Adventure Tourism Destination through the development of additional products and experiences including:

7. Continue to Develop / Refine Outdoor Adventure Packages

Packages to be tracked and monitored to determine which ones are most popular, and which ones can be eliminated. Ideally, Tourism Timmins to limit the package offering to “best bet” signature packages involving Timmins’ operators.

8. Hollinger Mine Redevelopment

With the demolition of the Shania Twain Centre, as part of its mining reclamation initiatives; Goldcorp has undertaken plans to rehabilitate and redevelop the Hollinger Mine pit and surrounding area into a public access leisure park. The proposed development is to feature a reinforced man-made lake in the place of the existing mine pit; complemented by surrounding trails, gazebos and an observation area/deck; story board and park seating features. The facility is expected to be an ideal complement to the nearby Hollinger and Dusty Baker Parks with trail connections linking between the two areas.

The facility is not only expected to be a prime leisure-time offering but has the potential to support multiple uses to accommodate scaled, outdoor cultural activity, while itself being a significant by-product of the community’s mining legacy.

4.6 Enhance and Develop Festivals, Events, Attractions, and Arts & Culture Tourism Opportunities

4.6.1 Trends, Opportunities and Challenges

In 2010, over one-in-five tourists who took overnight trips to Ontario participated in arts and culture activities. Historic sites are the most popular arts and culture activity, with about 10% of overnight tourists visiting these sites, while about 8% of overnight tourists visited museums/art galleries and attended arts performances.

Overall, overnight tourists to Ontario spent \$4.1 billion on arts & culture in 2010, accounting for 36% of all spending by this group. Tourists who identify as “arts and culture tourists” also tend to spend about double on their trips to Ontario than any other type of tourist.

Trends indicate that visitors to the broader Northeastern Ontario region display a higher rate of participation and spending on cultural activity than those in the Cochrane District (and likewise Timmins), with the greatest regional market draw being festivals, events and related attractors as well as historic sites. Considering this demand, Timmins has opportunity to diversify its existing base of offerings to leverage year-round visitation with arts, heritage and culture being an important builder of the City’s tourism product base.

4.6.2 Situational Analysis

There are various annual festivals and events that take place in Timmins and draw visitors from the surrounding areas. The largest events hosted in Timmins during the past year include:

- The 5th annual **Great Canadian Kayak Challenge & Festival**, which was held over a 2 day weekend in August and attracted an

estimated 15,000 spectators and 230 paddlers registered for all water based events, including clinics;

- The 10th annual **Timmins Rotary RibFest**, held over the last weekend in June, which attracts an estimated 3,500 attendees;
- The **Summer Concert Series**, which ran on Wednesday evenings from June 26 to August 29, 2013, featuring 24 bands, attracting an average of 1,000 persons per event;
- **St-Jean-Baptiste Day**, celebrating by Timmins large Francophone community at the Centre Culturel La Ronde;
- The 41st annual **Timmins Multi-Cultural Festival**, held on June 2, 2013 at the McIntyre Arena;
- The 13th annual **Northern College Traditional Pow Wow**, held on April 5 & 6, 2014; and
- The 3rd annual **Timmins Snowmobile Club Family Day Event**, held at the Kamiskotia Ski Resort on the family day weekend in February, which attracts an estimated 200-300 participants and spectators. J&B Cycle and Marine, a local Timmins business, offers free test drives of Yamaha snow machines to the public, and kids are offered free hot dogs and trail groomer rides.

With the recent closure of the City’s primary tourist attractions, the Shania Twain Centre and Gold Mine Tour, Timmins currently offers a limited number of man-made attractions including:

- **The Timmins Museum: National Exhibition Centre** provides heritage and cultural services to residents of Timmins. It exists to preserve, present and promote the history, arts and culture of Timmins, of Northeastern Ontario and of Canada. Services and

programming at the Museum include: exhibition programs, education programs, public programs and research programs. The NEC attracted an estimated 24,000 visitors in 2012.

- **Cedar Meadows Wildlife Park**, a 175-acre park, is situated alongside the Mattagami River, adjacent to Cedar Meadows Resort. Visitors are taken on a wagon ride into the forest where they can observe moose, elk, deer and bison in their natural habitat. Tours are available from June to September, and private tours can be booked year-round.
- **Timmins Murals** which are located throughout the City, reflecting the history of Timmins. The murals were painted by various local artists including Ed Spehar, Gary Bostrom and Paulette Brozowski and members of the Porcupine Art Club. Murals are available for viewing inside and outside the McIntyre Community Centre, Hollinger Park, the Northern Tel Building, the Maurice Londry Community Centre, the CM Shields Library, Golden Avenue Public School, the Timmins Public Library, the Victor M. Power Timmins Airport and Theriault Catholic High School.
- **Porcupine Miner's Memorial** pays tribute to all who worked and continue to work the mines of the Porcupine Camp. The monument is a statue of a miner, a mother and two children, including tablets bearing the names of 594 miners killed in mining accidents and commemorating those families left behind.

4.6.3 Strategies for Growth

Short Term Goals:

- To diversify and strengthen existing major festivals and events;

- To develop and extend festivals and events throughout the year;
- To diversify and expand tourism products and attractions to include culture and heritage opportunities; and
- To develop niche **cultural tourism** attractors through regional partnership development.

Strengthening Timmins as a Festival & Event Destination

1. Demonstrate Leadership

Tourism Timmins should take a **Proactive Leadership role** in creating, developing, facilitating and incubating a wide range of events that deliver year round economic contributions with a strong emphasis on shoulder demand periods, via a three-fold role:

- As the **Lead Agency** responsible for the creation, promotion, delivery and performance tracking of the **Summer Concert Series, Great Canadian Kayak Challenge, Industrial Tours and Geo-Tours;**
- As a **Catalyst for the development of a Winter Event;** and
- As a **marketing and support role** for other community tourism and cultural events.

2. Creation of Festivals and Events Calendar

Support the creation of an annual Festivals and Events calendar in order to strategically promote Timmins as a potential host throughout the year, with the emphasis on filling gaps, avoiding duplication and conflicts and encouraging a well-rounded

calendar of activities. This could be expanded and set up as a page on the Tourism Timmins tourism website, in coordination with the Cultural Division.

3. Diversify and Strengthen Existing Major Festivals and Events

Tourism Timmins should continue to develop, facilitate, promote and expand the **Summer Concert Series**. The Summer Concert should showcase various genres featuring local and provincial talent. To assist in sourcing and showcasing talent, Tourism Timmins should pursue discussions with **MusicOntario**.

Music Ontario is a division of the Canadian Independent Music Association. Its focus is on industry education, professional development, resources, information and support, with the goal of helping artists and industry in Ontario reach their professional, creative and personal goals.⁴

For francophone performances, Tourism Timmins should consider partnership opportunities with **Contact Ontario**.

Working with the Cultural Roundtable, identify and expand partnerships to enhance arts and cultural offerings at both the **Concert Series and Great Canadian Kayak Challenge**.

4. Development of a Signature Winter Event

Explore and facilitate partnerships with private and non-profit stakeholders to develop a signature winter event for Timmins – either through the development of new or linking of existing events. Tie established outdoor winter activities into a signature “winter” event, i.e. Family Day event, in partnership with snowmobile club, Kamiskotia Ski club, J&B Cycle could be

expanded to include Easter Seals Snowrama and newly established Timmins Motoboggin Club (vintage snowmobile club).

5. Development of Timmins Sports Heritage Hall of Fame

In coordination with a range of municipal, private and not-for-profit collaborators, this sports heritage museum will be hosted within the McIntyre Community Building and will function as a not-for-profit, volunteer-managed charitable entity. Utilizing existing room space within the complex, plaques, artifacts and other memorabilia are to be incorporated into mounted displays; allowing continued room use for community events and activities. Proposed initiatives include the induction of local citizens (individuals who have advanced sport in Timmins) into the Hall of Fame via public request/input. Fundraising initiatives to establish the facility are already underway. With the support of City Council, the Sports Heritage Hall of Fame is planned to be open to the public in 2014.

6. Development of Geo Tour

Tourism Timmins is developing a **Self-Guided Geo Tour** of the Porcupine Camp, in partnership with Natural Resources Canada. The tour allows visitors to discover Timmins mining heritage and geological features which led to the establishment of one of the greatest gold camps in the world. Building on the work of Cultural Resource Mapping, examine opportunities to integrate historic points of interest into new cultural heritage tours. This may include the development of themed routes for integration (eg. Mining heritage) into the Geo Tour product.

7. Update Industrial Tours to Showcase Best Practices in Environmental Reclamation and Link to Historic Points of Interest

Formerly operated by the Chamber of Commerce, Tourism Timmins to take over the co-ordination role for the provision of

⁴ <http://www.music-ontario.ca/contact>

Industrial Tours. New industrial tour programs should be developed to tell the success stories of mining reclamation sites, rather than focusing solely on the industrial mining processes. The opportunity also exists to enhance the Industrial Tour experience using Cultural Resource Mapping to link/integrate historic points of interest (ie. Miner's Memorial Park and mining exhibitory) as part of an expanded tour experience.

8. Showcase Local Mining, Aboriginal, and Francophone Heritage

Support the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone events and multi-cultural festivals. Examples of relevant events include:

- **National Aboriginal Day** – Annual Event held in Hollinger Park on June 2^{1st}, the summer solstice, organized by the Timmins Aboriginal Organizations Committee.
- **CreeFest** (hosted by various Mushkegowuk communities across Northern Ontario) is a 4-day event which celebrates Cree culture, showcases regional artists and hosts storytelling, bannock making, sweat lodges, Cree language preservation forums, Native drumming, square dancing, fiddle music and songwriting seminars. The event was held in Cochrane in 2008 and hosted by the Chapleau Cree First Nation in 2010. The Weenusk (Peewanuck) First Nation hosted the 2013 Creefest.
- Centre Culturel la Ronde offers a number of events based on francophone culture, for instance the **Carnaval du Centre Culturel La Ronde** is an annual festival of music and recreation, which occurs in mid-February.



5

Goal 3: Develop A Marketing Strategy Focused On Increasing Overnight Tourist Visits

5. Goal 3: Develop a Marketing Strategy Focused on Increasing Overnight Tourist Visits

5.1 Introduction

The overall strategic marketing goal for Timmins should be aligned with the Mission for the Tourism Master Plan – **to increase overnight tourism visits and spending**. The primary objectives of meeting the goal of developing a marketing strategy focused on increasing overnight tourist visits are:

1. Foster community pride through tourism promotion, social media channel marketing and community branding.
2. Build awareness of Timmins as a Tourist Destination of Choice in key market segments.
3. Develop goals and performance metrics for tracking success (i.e. increasing overnight tourist visits).
4. Align with existing marketing plans for Northern Ontario.

5.2 Evaluation of Historic Marketing Initiatives

Based on our Phase 1 situational assessment, there are a variety of factors that have made marketing Timmins as a Tourism destination a challenge.

For instance, in 2013 the City cut funding for Tourism Timmins. Until this year, tourism services (including marketing, product development, and visitor services) have been shared by Tourism Timmins and the Chamber of Commerce. However, the City has lost its two major tourist attractions, and there is limited communication between the operators and government representatives. Some venues and accommodations

have partnered with Tourism Timmins, while others have only sought business assistance through the Chamber, and the City as a whole has not worked together to market Timmins. Furthermore, there is a perceived lack of community pride in Timmins. A small contingent of locals believe that Timmins is not a tourist destination, and some residents feel threatened by tourism (i.e. municipal dollars spent on tourism are not spent on their needs). Residents need to see value in their community in order to drive tourism.

Over the 2012 to 2013 period, a great deal of effort was placed on marketing two major events (the Great Canadian Kayak Challenge and the Summer Concert Series) and outdoor adventure (glamping, snowmobiling, etc.), while other aspects of tourism received limited marketing support (i.e. meetings & conferences, culture).

Most efforts in reaching the Meeting & Conference and culture sectors have been more reactive, apart from some print media items (rack cards), and addition of a City of Timmins Conference Planner to the Tourism Timmins website. However this Conference Planner needs to be updated, as it still includes rate data for the Shania Twain Centre, and has highlighted questions on available data (i.e. what is the appropriate telephone number for the École secondaire catholique Thériault field?).

The following provides a summary of stakeholder responses to marketing tactics undergone by Tourism Timmins over the past two years:

- **Tourism Branding**
 - **Strength** – the community has a new brand based on the 2020 initiatives: “I’m In”; Tourism Timmins has adopted this catch phrase in advertising, along with “Timmins – The Great Outdoors and More!”

- **Challenge** – lack of recognition in both the community and Tourism Timmins branding initiatives on a regional and provincial scale.
- **Packaging & Promotion**
 - **Strength** - focus has been on growing 4 key product segments (Great Outdoors, City Tours, Sport Tourism, Meetings & Conferences) for marketing, advertising campaigns, and packaging with *select* partner operators; packages included in the Tourism Timmins Guide are focused on outdoor seasonal activities and accommodation.
 - **Challenge** – there are few options for window shopping and the products cannot be purchased online by consumers; no mention of Arts & Culture in any packages and promotions.
- **Tourism Timmins Website**
 - **Strength** – Website is new in 2013, features trip planning and package options.
 - **Challenge** – there is an overall lack of online booking resources for consumers; only select partners are featured, the directory is not all-inclusive; it is only available in English.
- **Social/Digital Media**
 - **Strength** - Tourism Timmins has accounts with Facebook, Twitter and Pinterest, and shares the City of Timmins youtube account.
 - **Challenge** – there are currently no mobile applications associated with the City of Timmins for consumer use.
- **Direct Media**
 - **Strength** - Summer Concert Series and Great Canadian Kayak Challenge are both featured on local TV and radio.
 - **Challenge** – many operators are excluded.
- **Print Media**
 - **Strength** - annual Tourism Timmins Guide is prepared in English and French (20,000 English and 2,000 French versions were prepared for 2013), Timmins Tourism Visitor Guide is distributed at all local hotels and the Timmins Airport and features 30 packages; in 2013, 15,000 rack cards were produced along key themes of: river cruise, ATV packages, snowmobiling, dog sledding, summer adventures, Great Canadian Kayak Challenges and the Summer Concert Series.
 - **Challenge** – Some Visitor Centres refused to take shipments of print materials (i.e. Tourism Timmins Guide); new Holiday Inn Express was not featured in the 2013 guide as part of a package offering.
- **Media Relations**
 - **Strength** – Tourism Timmins hosts 2-3 annual FAM tours and media events for focused on outdoor adventure; maintains a membership with Attractions Ontario, and National Exhibition Centre was featured in Attraction Ontario's Heritage Guide; *The Globe & Mail* provided free press for Timmins through its *InConference* publication targeting meeting planners. *Rapid Media*, *Untitled Films* and *Get Out There Magazine* all participated in the Great Canadian Kayak Challenge this year, filming events as part of OTMP's provincial advertising plan.
 - **Challenge** – events are not varied, all geared towards Outdoor Adventure/Events; ways to showcase the

history of local events (i.e. Great Canadian Kayak Festival).

- **Billboards**

- **Strength** - in 2013, Tourism Timmins received a FedNor Grant to purchase a 2-sided electronic sign for \$140,000 for the Great Canadian Kayak Festival & Challenge.
- **Challenge** – the new billboard needs to be used consistently, so that people know it is a marketing vehicle for the community.

- **Trade & Consumer Shows**

- **Strength** - representation at the Rendez Vous buyers event in 2013 (this is a key industry event).
- **Challenge** – representation has not always been consistent, and is highly dependent on funding.

- **Local Communications**

- **Strength** - *Timmins Daily Press*, *Timmins Times* and *Le Voyageur* provide good sources of information about events and festivals happening in the City of Timmins
- **Challenge** – tourism-related data is inconsistent and only select partners are featured via Tourism Timmins

Many local tourism operators in Timmins are involved in their own marketing initiatives. Survey research conducted for the purposes of this study indicated that digital media is used by the majority (90%) of respondents, which is not surprising as digital and social media are typically associated with lower costs and have the ability to reach a widespread audience. Less-used forms of marketing were TV Broadcast and Billboards. With regards to participation in partnerships as a tool for marketing, 90% of Timmins tourism operators surveyed stated that they did engage in some form of marketing partnership. Partnerships in the Timmins Chamber of Commerce website, participation in Timmins

Travel Guide and Tourism Timmins website, advertising at Timmins Airport and sponsorship of sports tourism events were cited as the most frequently utilized marketing partnerships by operators. It should be noted that very few respondents are currently taking advantage of Northern Ontario partnership opportunities (15%) or RTO 13A partnership opportunities (10%).

5.3 Trends, Opportunities, Challenges

Timmins is in a position of strength when it comes to regional marketing opportunities, as Tourism Northern Ontario and Northeastern Ontario Tourism, in association with the OTMPC's Northern Office, are actively pursuing marketing opportunities in this part of the province, and offer opportunities for both alignment of marketing initiatives and partnership funding.

Tourism Northern Ontario (TNO) continues to base its Business Plan on recommendations provided in the Marketing Strategy and Implementation Plan for 2012-2017, in conjunction with OTMPC's Northern Office. As a new organization, Northeastern Ontario Tourism (NeONT) released its first one-year Marketing Strategy in June 2013, a High-Level Marketing Plan for 2014/2015, and is currently completing a new 3-year Strategic Plan and Marketing Plan. These initiatives provide a wealth of information on regional research and marketing plans in determining marketing strategy guidelines for Timmins.

The *Northern Ontario Tourism Marketing Strategy 2012-2017* identifies a number of key changes to the marketing environment in Northern Ontario that have implications for any new tactics that may be considered in Timmins:

- Shifts in available financial resources for tourism marketing;

- Funding was provided to RTO13 by MTCS and OTMPC Northern Office, but OTMPC is phasing out its partnership agreement ;
- Overall drop in tourism activity in the region due to poor economic conditions, and far fewer American travellers with no guaranteed return;
- Low interest in visiting Northern Ontario for repeat visitors (especially southern Ontario);
- The Internet is now the #1 planning tool
 - Northern Ontario communities need to make it easier for consumers to access information and plan trips online
- Increased usage of social media and travel influences (e.g. reviews, blogs, etc.) which need to be consistently monitored;
- The importance of mobile devices and mobile-friendly online marketing;
- The tourism product landscape is consistent:
 - Positive – increase in access and lower travel costs for air carriers, product development (touring, Great Lakes cruising, investment in attractions, product packaging);
 - Negative – loss of attractions (Shania Twain Centre and Gold Mine Tour), aging infrastructure for fishing and hunting operations, lack of accommodations/facility infrastructure in some markets
- Online tactics show major gaps in pan-Northern online presence
 - The TNO web portal refers users to other websites for basic tourism information, but those sites vary in content, and there are few online booking capabilities;
- There is a requirement for more coordination – so all stakeholders are driving more business from key markets and “best bet” areas of opportunity.

One of the key messages in the TNO Strategy is the importance of having an online presence and digital marketing strategy in order to reach potential customers at any point along the path to purchase. The

Pew Research Center’s Project for Excellence in Journalism indicates that as of 2012, print advertising revenue was down 56% from 2006 levels.⁵ There is no sign of print media statistics improving, yet native advertising (i.e. sponsored content) in credible publications continues to grow, particularly from an online perspective at an estimated rate of 36% per year. It is now an “engagement” economy, and marketers need to be aware of technological advances and develop relevant strategies for growth.

From a consumer market perspective, TNO has been active in developing branding with an emphasis on specific interest groups closely aligned with the core “Ontario” offering and activities with a Northern Ontario emphasis (i.e. fishing, hunting, canoeing/kayaking, etc.). This focus was based on OTMPC’s branding activities. However, there are significant differences in the “best bet” market priorities for the RTO sub-regions (i.e. RTO 13A, B and C). As such, the sub-regions have been provided with funding to conduct their own marketing initiatives.

Based on TNO research, the “Best Opportunity Activity-Based Products” within Northeastern Ontario include:

- Georgian Bay Coastal Route
- Festivals & Events
- Fishing & Hunting
- Broad Outdoors (Nature & Adventure)
- Gateway Cities
- Touring – including recreational motorsports (ATV, motorcycle, boating) automobile, RV’s cruising and rail

The “Best Opportunity Geographic Markets” within NE Ontario include:

- Southern Ontario & GTA (including new Canadians)

⁵<http://stateofthemediamedia.org/2013/newspapers-stabilizing-but-still-threatened/newspapers-by-the-numbers/>

- Quebec
- Inter-regional markets (i.e. urban centres within the sub-region and adjacent sub-region)

It is the mandate of Northeastern Ontario Tourism (NeONT) to implement marketing initiatives focused on these specific “best bet” markets.

Although Timmins benefits from the many visitors already coming to the region for these activities, the City needs its own marketing strategy to differentiate from other “gateway” cities in Northeastern Ontario (i.e. North Bay and Sudbury), in order to achieve a long-term sustainable tourism industry for the City itself.

5.4 Strategies for Growth

Short-Term Goal:

- To position Timmins as a unique tourism destination in Northeastern Ontario, by achieving better penetration of the high-yield activity and geographic markets.

Timmins is in a prime position to enhance marketing aspects to traditional segments of tourism demand, and capture new geographic markets coming via both road and air, due to its positioning as a “gateway” city in Northern Ontario. Ideally, strategies need to be focused on targeting those market segments that match the product pillars identified for further enhancement and development.

Tourism Timmins needs to focus and concentrate its resources against target audiences and markets that offer the best

opportunities for growth of the overnight tourism market in Timmins, and the highest potential return on investment.

Research conducted by PKF in Phase 1 of this study, including both 2011 visitation analysis and stakeholder feedback, have narrowed down the following “Best Bet Products and Experience” pillars for Timmins, as identified in the previous sections:

- Organized Sport Tourism
- Meetings and Conferences
- Recreational Motorsports
- Outdoor Adventure (Nature)
- Festivals, Events, Attractions, Arts & Culture

Furthermore, PKF research has identified the following top markets for travel to Timmins (over 40km):

- Northern Ontario (Other Cochrane District, Sudbury CMA, Thunder Bay)
- Southern Ontario (Simcoe County, Hamilton CMA, York Region, Durham Region)
- Ottawa-Hull
- Northwestern Quebec

Cochrane District alone makes up approximately 80% of visitation to Timmins.

Positioning Timmins as a Unique Northeastern Ontario Tourism Destination

1. Identify the “Best Bet” Product-Market Match for Tourism Products and Experiences and Leverage Partnerships to align marketing tactics

The following table provides a list of “best bet” target markets for the 5 identified product pillars:

Product Pillar	Best Bet Target Markets/Audiences
Sport Tourism	Local Sport teams & associations (i.e. hockey; Other Northern Ontario teams & associations; Provincial Sports organizations; Athletes and spectators)
Meetings & Conferences	Local & Regional Business associations; Ontario association meeting planners; Regional independent meeting planners; Local stakeholders that serve on boards; prior meeting & conference delegates / trade show exhibitors
Recreational Motorsports	Southern Ontario & GTA; US motorcycle tourists (California, Texas, etc.); US near-border snowmobilers; Recreational motorsport enthusiasts (i.e. adult males and couples)
Outdoor Adventure	Southern Ontario & GTA; Quebec; outdoor adventure associations; Avid and Recreational Anglers/hunters (i.e. adult males, groups)
Festivals, Events, Attractions, Arts & Culture	Inter-Regional Markets; Southern Ontario & GTA; Quebec (Francophone culture);

Leverage NeONT partnership for targeting Product Pillar activities devoted to **leisure** markets

- Attend consumer shows with NeONT, such as: the Outdoor Shows in Toronto and Ottawa, Toronto and Montreal Motorcycle Show, Snowmobile/Powerboat Show in Toronto.
- Ensure dedicated NeONT Discovery Guides for Fishing/Hunting and Outdoor Adventure include local Timmins operators.

Develop a campaign to promote local event hosting facilities for **non-leisure** markets (i.e. Sport Tourism and Meetings & Conferences)

- Prepare unique campaigns, web presence and print materials focused on a) business travellers and b) athletes and teams.
- Enhance partnerships with local school boards to generate leads for sport tourism events.

2. Enhance Tourism Branding

Branding for the 2013 Timmins Tourism Guide and other promotional materials has been focused on two areas: “The great outdoors and more” and the tagline “You in?” In this way, Tourism Timmins has adopted the new community branding initiative, using a variation of the “I’m In” slogan.

Some stakeholders have commented on the fact that the “in” may be exclusive to external visitors, and does not fit with the tourism branding. Furthermore, the overriding theme of the “great outdoors” in some cases detracts from the messages. There is also low external awareness of these slogans in key target markets (i.e. other Northern Ontario communities), and much of the advertising is only available in English.

Tourism Timmins to develop new Tourism brand positioning and personality for Timmins – and a creative strategy to express it. Key selling features that make Timmins unique need to be enhanced, i.e.:

- Sport Tourism – feature key indoor (hockey, ringette) and outdoor events (ski, golf)
- Meetings & Conferences – focus on economic and community culture strengths (mining, aboriginal) paired with outdoor activities (i.e. golf, kayak, snowshoeing)

- Recreational Motorsports – feature snowmobiling, ATVing, motorcycling, etc.
- Outdoor Adventure – feature natural environment, urban lakes and rivers
- Festivals, Events, Attractions, Arts & Culture – continue to feature existing major events, and build awareness of culture (i.e. francophone & aboriginal)

3. Develop Photo / Video Library

Once the Product/Market match and branding focus has been confirmed, develop a photo/video library to use as a base for all digital marketing, packaging and promotion – focused on the 5 Product Pillars and associated target markets.

Host a workshop with a professional photographer to develop product “themes” and encourage local residents to participate in developing the database.

4. Enhance Tourism Timmins Website

Prepare separate web pages for each Product Pillar with product packaging opportunities, information on facilities and contact details, etc.

Implement Responsive Design technology (i.e. HTML 5) to ensure the website is compatible to all devices used to access it – be it desktop, laptop, tablet or smartphone - and gives users on all devices access to the same content.

- The website should be a gateway to visitors, making it easier for them to access information when planning their trip on the computer, or on the road with their mobile devices while experiencing Timmins.

Incorporate photography from the photo database that showcases Timmins diverse tourism offerings.

Using the Tourism and Cultural Inventory, incorporate a GIS mapping feature to locate attractions and destinations, and ensure this is updated and maintained through either Tourism Timmins staff or City IT management.

Consider giving industry partners the opportunity to log-on and provide updates or optimize information about their attraction or business, to ensure information is up-to-date for travelers.

Work with partners to develop itinerary-based "routes" focused on 5 Product Pillars.

Update the existing Conference Planner document (immediate priority).

Incorporate and consolidate tourism events on the new Tourism Timmins website into a **centralized event calendar**:

- Develop an inventory of Sport Tourism and recreation facilities for promotion on the website (use Recreation Master Plan inventory of facilities as the starting point).
- Develop an online Meeting & Event venue inventory with an interactive calendar that can be accessed by hotels to prevent double-booking.
- Integrate Festivals & Events on the centralized calendar.

Consider developing a bilingual website. Creating a French version of the Tourism Timmins website is a potentially useful addition, which has financial requirements on an ongoing basis that would need to be included in future budgets for Tourism Timmins, should having a bilingual service be approved.

5. Enhance Social Media Campaigns

Tourism Timmins to use its social marketing tools (i.e. Facebook, Twitter, Pinterest, YouTube, etc.) to engage with visitors and to

build its online presence and brand awareness in a more consistent manner. Social media is considered an “easy win”, with a wider reach and less capital outlay than attending consumer shows, magazine ad buys, etc.

The social media campaign should be based on the following key strategic priorities:

- Building tourism brand awareness
- Increasing website traffic
- Increasing engagement, customer, and brand communications to positively influence brand perceptions/travel/trip planning
- Improving Tourism Timmins’ overall web presence
- Leveraging social sharing tools to share content from tourismtimmins.com with individual tourism operators and vice versa

Create a weekly maintenance plan for all social media accounts, with a dedicated content provider (Tourism Timmins staff)

6. Reduce Print Quantities and use savings to Enhance Digital Media Campaign

Research indicates that print media is on the decline, with no sign of recovery. Tourism Timmins to continue to produce a Visitor Guide, but in reduced quantities.

Tourism Timmins to set aside budget to develop a digital media campaign, inclusive of an online magazine, to be published in multiple or dual digital formats, i.e. both an HTML version that looks like traditional web pages and Flash versions that appear more like traditional magazines with digital flipping of pages. Poll customers to determine which mobile apps they use most frequently, and insert Tourism Timmins branding, i.e. advertisements for the Great Canadian Kayak Challenge.

Consider developing a mobile app for Tourism Timmins, based on the 3 rules of functionality, specificity and interactivity.

Consider development of a game or contest via the Tourism Timmins website and/or mobile app aimed at repeat visitation from customers (i.e. scavenger hunt affiliated with the Geo-Tour).

7. Develop Partner-based Sales and Marketing Programs

In order to increase potential buy-in for packages and promotions through Tourism Timmins, the organization needs to encourage partnerships with industry members. Tourism Timmins to begin by building on existing marketing partnerships that are already benefitting tourism operators (i.e. links on Tourism Timmins website, advertising in Timmins Travel Guide and at the Timmins Airport, sponsorship at sports tourism events).

Tourism Timmins to consider a strategy to optimize visibility of local operators to maintain their engagement.

Ensure that industry operators have input into new advertising and direct mail campaigns. Other partner-based benefits could include:

- Participation in trade missions
- Participation in business workshops (i.e. social media)
- Discounted memberships in other organizations
- Periodic newsletters
- Business brochure/ad distribution

8. Enhance Performance Metrics and Tracking Tools

Continue to measure attraction and festival/event attendance and ticket sales; collect contact details from interested parties at consumer shows and marketplaces, etc.

Track which trade and consumer shows are attended by Tourism Timmins staff, and what Product Pillars are being represented (i.e. Snowmobile/ATV Show, Outdoor Show, ABA, FEONT); develop a strategy to determine which ones continue to be of value and which ones can be removed from the rotation.

Develop unique URLs for any print, television and radio campaigns to track the effectiveness of each campaign via the Tourism Timmins website.

Set a target for new website conversions, i.e. 75% **new** visitors for the new fiscal year.

Include a section on tourism performance indicators on the Tourism Timmins website, so that operators and visitors can see the value of increased tourism to Timmins.

9. **Develop New Packaging & Promotion based on Cultural Tourism**
Tourism Timmins to help develop a campaign to promote **cultural tourism** and local arts events/establishments, and develop associated packages and promotional materials. Staff to work with the Coordinator of Culture on relevant cultural tourism initiatives, as appropriate.

Longer-Term Goal

- To further develop the City of Timmins as a Unique Tourism Destination in Northern Ontario by refining marketing tactics aimed at specific Product Pillars.
10. **Develop a Sport Tourism Strategy to Target Regional Northern Ontario Travellers**
Develop a campaign to post website and campaign slogans on billboards for those travelling to Timmins by car and bus. Timmins benefits most significantly from visitors travelling from

other parts of Northern Ontario (including other parts of Cochrane District, Sudbury, Nipissing District, Algoma District).

11. **Develop a HOST program to attract the Meetings/Conference market, and build awareness campaign on importance of business tourism**

Host a corporate FAM Tour targeting 5-10 new meeting professionals – advertise this throughout the City as part of a larger tourism awareness building campaign.

Make use of electronic signboards when the community is hosting a major conference (including retail operators).

Highlight opportunities for networking and corporate retreat activities (i.e. guided kayak adventures, golf and ski passes), and offering incentives (i.e. special rates).

Grow current events and bid on more events to expand the business/meetings markets (i.e. Mining Expo).

Target new trade shows and events for consideration to attend on behalf of Timmins.

12. **Target Francophone interest in outdoor adventures in Timmins**

Explore opportunities for partnership assistance from NEONT to leverage their membership with Direction Ontario. Direction Ontario, which represents tourism for the francophone markets, is a good conduit for reaching the outdoor adventure and recreational motorsports markets in Quebec City, Montreal, New Brunswick and U.S. border states.



6

Goal 4: Secure Sustainable Sources
of Funding & Foster Strategic
Industry Partnerships

6. Goal 4: Secure Sustainable Sources of Funding and Foster Strategic Industry Partnerships

6.1 Objectives

Current municipal funding for tourism, culture and recreation needs to be enhanced, in order for the recommendations of this Tourism Master Plan to be implemented, and in order to secure a sustainable tourism industry for the City of Timmins – specifically as it relates to product and experience development, communications and marketing. Budget requirements for the implementation of the Master Plan will need to be carefully considered and approved by Council within the scope of other municipal priorities as well as regional, provincial and federal tourism funding opportunities that may become available over time.

The Integrated Master Plan outlines areas of budgetary efficiency, where the implementation of linked objectives is likely to result in greater access to funding opportunities and/or shared costs across projects. Consequently, budgets outlined within this Master Plan should be read in conjunction with those outlined in the Integrated Culture, Tourism and Recreation Master Plan.

The three primary objectives of meeting the goal of securing sustainable sources of funding are:

- Develop a stable, ongoing base of funding for Tourism Timmins.
- Seek additional new sources of funding for tourism.
- Foster industry partnerships and resource synergies (financial and human) to build a sustainable tourism industry for Timmins.

6.2 Situational Analysis

From a municipal standpoint, the City's 2013 dedicated operating budget for Tourism Timmins was approximately \$326,700, representing \$7.50 in per capita tourism spending.

Additional tourism-related funding for tourism within Timmins was provided by the Timmins Chamber of Commerce, in the form of Visitor Information Centre operation, and by the Timmins Economic Development Corporation, in the form of assisting local tourism-related organizations to access capital and prepare business plans. TEDC helped to secure \$800,000 in funding for the Porcupine Ski Runners Nordic Centre.

Other government sources of funding for tourism in Timmins include the CTC's support of WildExodus Adventures' glamping experience, as well as both FedNor and Celebrate Ontario's funding assistance for the Great Canadian Kayak Challenge. In 2013, the GCKF qualified for \$75,000 from Celebrate Ontario. OTMPC's Northern Office has also partnered with Tourism Timmins to promote tourism through Rendez-Vous Canada and FAM trips with Fairchild TV. Ontario Tourism Event Marketing Partnership Program (TEPPP) and Ontario Trillium Foundation (OTF) funding has also been sourced for tourism development in Timmins.

Tourism-related funding from both the public and private sectors has been allocated towards several local attractions. For instance, the Kamiskotia Snow Resort received both private and municipal funding to assist in upgrading all chair lifts in 2010, and is now raising funds to replace both the snowmaking and grooming equipment.

From a regional perspective, various partners have provided support for tourism in Timmins. Tourism Timmins pays a membership fee to Northeastern Ontario Tourism (NeONT), which is mandated by Tourism

Northern Ontario to market that region of Northern Ontario. This organization provides many opportunities for partnership with Tourism Timmins on various initiatives aligned with the Ontario Ministry of Tourism, Culture and Sport (i.e. product development, marketing, workforce development and investment attraction).

6.3 Strategies for Growth

Short-Term Goal

- Develop a Stable, Ongoing Base of Funding for Tourism Timmins, inclusive of Cultural Tourism.

1. Recalibrate the 2014 Operating Budget for Tourism Timmins

The greatest level of funding investment for tourism in Timmins will continue to be derived through the Municipality. The proposed 2014 operating budget for Tourism Timmins is \$460,000. Of the \$145,000 allocated to sales and marketing initiatives, Tourism Timmins needs to allocate \$35,000 specifically to product development.

Tourism Timmins Operating Budget - Proposed	
Payroll & Benefits	\$ 250,000
Office Lease	\$ 25,000
Tourism Marketing & Product Development	\$ 145,000
Office Admin & Memberships	\$ 40,000
Total Budget	\$ 460,000

The proposed 2014 budget is 35% greater than the municipal budget presented in 2013. An additional \$91,000 has been allocated to payroll and benefits to support 2 new positions.

On an ongoing basis, if Tourism Timmins budget is recalibrated as suggested and in the range of \$460,000 to \$500,000 per annum,

it will assist Tourism Timmins in accomplishing most of the short-term initiatives required to meet the goals of the Tourism Master Plan. However, additional funding will continue to be required via tourism sector support and corporate support.

2. Encourage Opportunities for Local / Private Sector Funding

New funding is required to enhance local tourism marketing and programming. Tourism Timmins to investigate funding mechanisms with local stakeholders in order to expand municipal funding options.

In the short-term, Tourism Timmins could approach stakeholders to invest in specific projects (i.e. advertising buys, sponsorship in local events, etc.)

3. Continue to Seek Provincial and Federal Funding Opportunities

The Great Canadian Kayak Challenge to continue to apply for funding from Celebrate Ontario.

Tourism Timmins to continue to seek out various key provincial funding vehicles to obtain additional funding support for festivals and events, sports tourism, arts, and cultural tourism. Tourism Timmins staff to work with the Coordinator of Culture on relevant cultural tourism initiatives, as appropriate.

For example, Tourism Timmins to consider the following funding opportunities:

Celebrate Ontario: Launched in December 2006 to boost tourism in the province by helping festivals and events across Ontario to enhance their products with new experiences, Celebrate Ontario has committed to and provided over \$22 million in funding over the March-April 2013/2014 year. Celebrate Ontario has one category for all festivals and events,

as well as specialized categories more specific to the type of event, such as:

- **Celebrate Ontario Blockbuster:** This category was launched in 2010 in order to encourage the attraction and hosting of one-time national and international events in Ontario that can draw sufficient visitors to Ontario's communities, and profile Ontario's destinations nationally and globally.
- **Celebrate Ontario International Amateur Sport Hosting:** The goal of this category is to further develop the sport capacity of the Province, foster a culture of sport and physical activity, provide economic benefits through increased levels of tourism and expenditures, and provide opportunities for Ontario athletes to participate in Ontario events. Eligible applicants include Ontario Municipalities or Ontario-based non-profit organizations endorsed by a recognized sport organization or the Ontario municipality where the event will be held.

Ontario Cultural Attraction Fund (OCAF): Established in 1999 to "assist Ontario's cultural and heritage organizations in capitalizing on the potential of exciting and innovative exhibitions and events", OCAF has invested a total of \$32 million towards over 450 initiatives.

Ontario Tourism Event Marketing Partnership Program (TEMPP): Ontario Tourism Partnership Support is given to festivals and events throughout Ontario that fulfill certain criteria, such as Ontario-based, public tourism events that are new, existing but targeting new markets, or existing but using new advertising media. The TEMPP provides up to \$170,000 of funding, based on a percentage of an event's tourism media buy.

Ontario Trillium Foundation (OTF): Distributing funding to charities and not-for-profits, the OTF grants funds on both a community and province-wide basis, allocated towards Arts and Culture, Environment, Sports and Recreation, and Human and Social Services. Approximately 1,500 grants are awarded each year, with an annual budget of over \$100 million.

Ontario Arts Council: The OAC offers 3 types of grants: project grants, operating grants, and programming grants. In 2012-13, OAC funded 1,793 individual artists and 1,076 organizations in 232 Ontario communities, for a total of \$52.1 million.

Summer Experience Program (SEP): The SEP provides funding for not-for-profit organizations, municipalities, Aboriginal organizations and First Nations to create meaningful summer employment opportunities for students within the ministries of Citizenship and Immigration and Tourism, Culture and Sport. Funding is given to successful applicants to cover student employment expenses, including minimum wage, 4% vacation/statutory holiday pay, and 6% employer cost.

4. Seek Partnership Opportunities with NeONT

Timmins is a key partner with Northeastern Ontario Tourism (NeONT) – the regional tourism organization tasked with growing partnerships and funding opportunities for tourism in Northeastern Ontario. NeONT has a budget of \$1.1 Million from Tourism Northern Ontario (RTO13) through the Ministry of Tourism, Culture and Sport, and is currently investing in a 3-Year Strategic Plan to identify opportunities for marketing, product development, workforce development and investment attraction.

NeONT also has the opportunity to obtain partnership funding from the Ministry to match with local public and private sector initiatives. Tourism Timmins to identify projects that meet NeONT objectives for partnership funding, and present these to the organization for potential funding assistance.

5. Establish Strategic Partnerships within Five Primary Product & Experience Development Pillars

Organized Sport Tourism

Tourism Timmins should establish strategic partnerships with other stakeholders with an interest in sport tourism including, but not necessarily limited to:

- Local Sports Organizations
- City of Timmins Council
- Timmins Community & Development Division – Parks and Recreation Division
- Timmins Economic Development Commission
- Timmins Athletic Coalition
- Timmins HOST accommodation partners
- First Nation communities and organizations
- Local School Boards
- College Boreal and Northern College
- Timmins Chamber of Commerce
- Downtown Timmins BIA
- Individual businesses

Partnership development will be required to facilitate the marketing, hosting and organizing of events/tournaments. By establishing strategic partnerships and changing the direction of thinking from an individual organization approach to a collaborative approach, capacity will be developed.

Consideration to be given to the establishment of a **Sport Tourism Round Table** with representation from the stakeholders listed above. The Sports Tourism Round Table would champion the sport tourism agenda and provide a central information source and a coordinating body to improve communication between sport groups, participants and strategic partners.

Meetings & Conferences

Tourism Timmins to establish strategic partnerships with other stakeholders with an interest in Meetings & Conferences including, but not necessarily limited to:

- Local Business Leaders
- First Nation Organizations
- Municipal and Regional Government
- Timmins Economic Development Commission
- Timmins HOST accommodation partners
- Porter and AirCanada
- Service Clubs
- Sports and Recreation Associations
- Local School Boards
- College Boreal and Northern College
- Timmins Chamber of Commerce
- Local Caterers

Partnership development will be required to facilitate the bid preparation, marketing, hosting and organizing of the meeting / conference.

Consideration to be given to the establishment of a **Local Ambassador Program** with representation from the stakeholders listed above. The goal of the Local Ambassador Club is to lure more meetings and conferences to Timmins. By targeting a select group of “ambassadors” from the City’s

academic, mining, forestry, space, environmental reclamation, aboriginal, health care, and other business sectors in order to use their connections and expertise to help promote Timmins as a meetings destination. With support provided by Tourism Timmins and its strategic partners, the local ambassadors will be encouraged to invite their own professional association, service club AGM, seminar, conference or meeting to be hosted in Timmins. Having a local champion / member is often one of the key requirements of successfully winning a bid.

Outdoor Adventure and Recreational Motorsports

Tourism Timmins must develop strong strategic partnerships and alliances with public and private sector organizations to deliver a seamless, high quality product to visitors. Strategic partnerships include:

- Natural Resources Canada
- Ontario Parks
- Timmins accommodation operators
- Timmins attractions
- Timiskaming Abitibi Trails Association
- Mattagami Region Conservation Authority
- Trails and recreation venues
- Timmins Snowmobile Club

Festivals, Events, Attractions, Arts & Cultural Tourism

Tourism Timmins to establish strategic partnerships under each of the following categories:

Festivals & Events: Pursue discussions with MusicOntario to showcase talent for the **Summer Concert Series**. Develop key strategic partnerships to establish the most appropriate criteria for selecting other events for further development or incubation (i.e. Ontario Arts Council, Sport Alliance of Ontario, etc.). Identify the characteristics and/or situations in which Local or

Regional festivals could transition from community-based events to ones with a national tourist draw.

Attractions: Facilitate partnerships with Northeastern Ontario Tourism municipal members to develop niche event attractions and regional tour packages for northeastern Ontario. For example: Travelling Regional Museum Exhibitions, partnerships with Science North, Sudbury theatre and other cultural/music tours.

Arts & Cultural Tourism: Develop strategic partnerships with local and regional cultural tourism related organizations, particularly those that showcase aboriginal and francophone heritage, such as: Centre Culturel la Ronde, Direction Ontario, Mushkegowuk Council and Cree First Nations communities in the local area.

Consider establishing a **Regional Cultural Tourism Development Exchange** with other Northeastern Ontario urban centres.

Long-Term Goal:

- To seek new sources of funding for Tourism Timmins through government grants and Industry partnerships, in order to ensure sustainable tourism industry in Timmins.

6. Explore an Event Incubation Strategy to grow new local events to drive tourism spending

Some jurisdictions have developed event incubation strategies in order to support the development and incubation of Regional and Local Events that may have the potential to transition to a Signature event. This type of strategy generally involves putting aside a dedicated fund towards developing 1-2 major events. Cultural tourism related events often have a very short planning

horizon (at most two years in advance) due to their organic nature.

7. Seek More Opportunities for Local / Private Sector Funding and Potential Development of a Destination Marketing Fee

In the longer term, Tourism Timmins may consider implementing a Destination Marketing Fee (DMF), to be collected through participating local accommodators. In addition to marketing initiatives, a percentage of the DMF funds could be put towards a reserve fund for agreed-upon tourism investments (i.e. hosting FAM Tours for site selection of sporting and/or meeting/conference events, offsetting rental facility costs, etc.).

However, it should be noted that the potential for a DMF will be contingent on the agreement of the accommodation stakeholders. The DMF cannot be enforced at the municipal level, as participation would be voluntary.

8. Collaborate with Northeastern Ontario Tourism and Tourism Northern Ontario – develop and market selected tourism products or themes

Take advantage of central location of Timmins within RTO13 – regional hub. Ensure NEONT and TNO know what makes Timmins unique, including: sports events, aboriginal and francophone culture and heritage, industrial tours, key festivals (GCKF, Summer Concert Series), etc.

9. Improve Communication between Tourism Operators, the Culture and Recreation Sectors, and Government Representatives (Tourism Timmins)

Establish a regular forum for industry representatives to liaise with government representatives, and share ideas for tourism

growth (including cultural and recreation/sport tourism); and ensure follow-up is maintained.

Ensure all tourism, recreation and culture operators are listed on Tourism Timmins website.

10. Grow new First Nations partnerships with interests in the tourism, recreation and culture sectors

In 2013, Mushkegowuk Council, which represents eight First Nation communities, approached the Northeastern Ontario Municipal Association (NEOMA) to develop a growth strategy. They are looking to develop an official entity to foster business and economic development from the mining, forestry and tourism sectors. Tourism Timmins to pursue this and other types of partnerships with organizations that have ties to the tourism, cultural and recreation interests.



7

Goal 5: Foster Community
Awareness of Tourism
and Pride of Place

7. Goal 5: Foster Community Awareness of Tourism and Pride of Place

7.1 Objectives

In order to grow tourism in Timmins and fulfill the initiatives proposed in this Tourism Master Plan, local Timmins residents need to believe that the City is a place worth visiting from a tourism perspective. As such, it is recommended that Tourism Timmins work with its industry partners to develop an advocacy program to foster acceptance that tourism (inclusive of cultural and recreation/sport tourism) are significant elements of the City's economy.

The main objectives for meeting the goal of fostering community awareness of tourism and pride of place are:

- To enhance resident awareness of tourism as an economic driver and important source of local employment, via the development of community knowledge and information-sharing tools.
- To build strong industry, government and community support for the tourism sector in Timmins.
- To improve the entire tourism experience for residents and visitors (i.e. improved service standards).

7.2 Strategies for Growth

Short-Term Goals:

1. Demonstrate Leadership

Tourism Timmins to take a **Proactive Leadership role** in identifying and championing tourism infrastructure improvements that will provide the foundation to create, grow

and enhance the long-term potential for new tourism, culture and recreation products and services for the City of Timmins.

2. Development of Wayfinding and Visitor Information Signage

The City's infrastructure, Public Works and Community Development Services Department should collaboratively develop a City-wide strategy to implement directional signage and wayfinding improvements and mechanisms to major tourist, cultural and recreational attractors, facilities, tours, and trails informed by design guidelines established as part of the City's Community Branding/Signage initiative. The aforementioned will serve to lure pass through visitors and tourists to local amenities and will enhance a number of existing visitor experiences (e.g. snowmobiling routes, hiking trails and other outdoor recreation experiences).

3. Ongoing Downtown Enhancement as a Support for Tourism and Cultural Activity

The 2007 Streetscape Master Plan for Downtown Timmins proposes a range of public realm improvements to include public plaza areas for events as well as public art displays. Continued investment in public realm improvements serve to enhance a range of leisure opportunities and amenities within Timmins as well as enhance the cultural heritage character of the community.

4. Undertake a Public Art Strategy

Building on planned designs of the work of the Downtown Timmins Streetscape Plan, the City of Timmins should develop a Public Arts Strategy for the municipality to guide long term community beautification and the development of attractive public and social spaces. The relocation of the chattels and exhibits from the Shania Twain Centre & Gold Mine Tour within the community present an opportunity for the Municipality to

assess the potential incorporation into the designs of a Public Art Strategy to promote the region's strong mining heritage, tourism facilities, and arts and culture sector.

The primary focus should be on downtown Timmins, which needs to look and function as a tourism and cultural anchor.

5. Create public awareness messages

Promote the benefits of tourism to Timmins' residents through public advocacy campaigns. For instance, look to increase public understanding of organized sports as generating "tourism" visitation.

Tourism Timmins could run a campaign asking retail operators to explain what a particular sport tourism event did for their business.

6. Encourage Hospitality & Tourism Industry Jobs as "Careers"

There is a general misconception that the Hospitality & Tourism industry only consists of minimum wage jobs. This has resulted in the loss of several key hospitality programs in the Timmins area (i.e. Northern College). A recent TIAC study completed by Deloitte speaks to the importance of this sector and the benefits of service sector training, which could be an opportunity area for Timmins.

7. Set up employee recognition awards for the hospitality sector

Tourism Timmins to work with Chamber of Commerce and local stakeholders to develop Employee Recognition Awards for the hospitality sector. Examples of award ceremonies conducted in similar jurisdictions in Northern Ontario include: Top 40 Under 40, Northern Ontario Influential Women's Award, Northwestern Ontario Visionary Awards (NOVA).

8. Improve Local Tourism Infrastructure and Service Standards

Tourism Timmins to work with Municipal partners to improve tourism-related infrastructure and service standards in a way that enhances quality of life for residents and ensures memorable experiences for tourists. Examples of such improvements include:

- Keeping public washrooms open past 7 pm;
- Streetscaping;
- Parks Maintenance; and
- Airport Improvements (i.e. drop curbs for luggage near car rental area).

Long-Term Goals:

9. Improve Bandwidth at Local Meeting Venues and Accommodations

Wireless internet access is a fundamental concern for today's business travellers, including the meeting & conference market. Tourism Timmins to lobby the City to ensure enhanced bandwidth is available at all relevant venues (i.e. meeting venues, hotels,, etc.).

10. Development of a New Multi-Use Community Centre and Repurposing McIntyre Arena as a Cultural and Event Venue

A new Multi-Use Community Centre will provide a prime venue for hosting indoor sports tournaments. A repurposed cultural event venue (i.e. the McIntyre Arena) will further provide opportunities for trade shows, meetings/conferences, and other festivals and events. The City will need to ensure that space planning considerations are made at both prospective venues for providing additional opportunities to host large events and meetings/conferences and cultural gatherings (i.e. Mining Expo, Summer Concert Series).

11. Waterfront Development Improvements

Timmins to identify partners to develop a plan for waterfront development improvements along the Mattagami River in order to develop more unique foodservice, and other commercial offerings.

12. Kamiskotia Snow Resort Improvements

Timmins to look at partnership opportunities with Kamiskotia Snow Resort. As discussed, Kamiskotia Snow Resort is a significant economic driver for Timmins, and ownership is looking to enhance and upgrade existing facilities and expand revenue generating activities. Capital improvements would help to reduce operating costs, and the operating season could be extended through investing in modernized snowmaking and grooming. They are also looking to build a new chalet, which

would also serve to enhance meeting/event capacity in Timmins.

13. Snowmobile Trail Improvements

As discussed, the Timmins Snowmobile Club needs assistance with erecting and maintaining directional and sponsor signage on the trails, and providing bridge infrastructure improvements within the City of Timmins.



8

Performance Measurements

8. Performance Measurements

8.1 Introduction & Objectives

Establishing performance measurements is the most efficient way for organizations to maximize their effectiveness and demonstrate their value to stakeholders. Such measurements also help to inform future strategic planning and decision-making, and measure progress and successes against a set of objectives, while demonstrating accountability.

The development and implementation of performance measurements ideally needs to reflect certain principles, such as:

- Practicality – with ability to change/evolve as needed
- Affordability – easy to implement and sustainable
- Transparency – clear outcome and output measures
- Inclusivity – reflects results of research and public input
- Strategic relevance – tie back to set goals and objectives

In order to ensure that the initiatives proposed in this Tourism Master Plan are working to grow tourism for the City of Timmins, it is important to set up performance measurements for Tourism Timmins to

implement. Furthermore it will be important for Tourism Timmins to recognize that before becoming involved in any partnership opportunities – including with the City – there has to be a reporting mechanism in place with which to measure success. It is further recommended that any performance measures that are established must:

- a) Meet the mission statement for the Tourism Master Plan – to increase overnight tourist visits and spending in Timmins; and
- b) Be relatively easy to collect and track through available resources.

8.2 Suggested Performance Measures and Tracking Methods

A number of viable performance measures have been identified, based on available indicators in Timmins, along with potential sources of data. These are presented in the following chart:

Performance Measures	Available Indicators	Sources of Data / Strategy for Obtaining Data
Increase in the number of overnight visits to Timmins	Total number of visitors Hotel room nights available, occupancy rates, Average Daily Rates	Statistics Canada provides visitation data for Cochrane District (CD 56), available through Ministry of Tourism, Culture & Sport; Tourism Timmins to work with HOST to implement a monthly or quarterly accommodation tracking system to measure overnight visits through PKF Consulting's Trends program; investigate participation in NeONT's Meridian online reservation systems
Growth of local festivals & events	Survey results Retail/F&B discounts redeemed Total corporate sponsors Economic impact assessments	Tourism Timmins to improve existing surveys distributed at the Great Canadian Kayak Challenge and Summer Concert Series to incorporate questions identifying visitor origin; Tourism Timmins to continue to work with local operators to provide discounts during major festivals and track redemptions; Tourism Timmins to follow up with sponsors, and determine necessary value proposition for targeting new private corporate sponsors; Tourism Timmins to work with College to determine greater benefits of local sport tourism events by inputting data collected to STEAM economic impact model or TRIEM model on MTCS website
Effectiveness of Tourism Timmins Brand/Marketing efforts	Total website visits Total downloads of visitor guides Effective campaign launches	Tourism Timmins to use Google analytics to confirm total website visitors and track what aspects of the site they're most interested – refine pages accordingly; Tourism Timmins to request email addresses before visitors can download guides from website; Tourism Timmins to develop unique URLs for any print, television and radio campaigns
Awareness of Timmins as a Tourism destination	Total events hosted in Timmins Number of events on website event calendar Increase in corporate FAM tours Total visits to Timmins Convention Bureau & Visitor Welcome Centre	Recreation department to supply sport tourism statistics to Tourism Timmins, hotels to confirm total room nights generated by meetings & conferences and sporting events; Once Tourism Timmins has incorporated an event calendar on the website, can track the increase in total events that are added annually; Tourism Timmins to set a target for hosting FAM tours within the Meeting & Events industry (i.e. 10 new meeting professionals); As part of the Chamber building, Tourism Timmins is now in charge of visitor information services, and can track visits to Timmins Convention Bureau & Visitor Welcome Centre what type of information people are requesting, where they're

	Increase in capital dedicated to tourism, including infrastructure and service standards	coming from, activities they're participating in, etc; Municipal budget increases and new funding opportunities for special projects (i.e. Multi-Use Community Centre) and local streetscaping, etc.; additional funds received from Celebrate Ontario and other Provincial funding programs
Local Buy-In for Tourism Projects	Number of local operators participating in special projects / DMF Effectiveness of strategic partnerships in 5 Product Pillar areas Recognition of tourism as an economic generator	Tourism Timmins to work with local operators to get partnership funds for specific projects; in the long-term, a voluntary DMF could enhance local marketing and programming, and additional funds could be put towards creation of a reserve fund; Tourism Timmins to track number of participants in Sport Tourism Round Table, Local Ambassador Program, and Regional Cultural Tourism Development Exchange; Tourism Timmins and Chamber of Commerce to implement employee recognition events in tourism industry, and track total number of nominees and representative businesses



9

Implementation Plan

9. Implementation Plan

9.1 Introduction

The subject Tourism Master Plan is built on our strategic assessment of the potential, role and capacity of the City of Timmins to support the long-term development of the City's tourism sector, building on the work completed for the Timmins 2020 Strategic Plan. As a vital element of the three-pillar approach to the CTRMP, the Tourism Master Plan provides a multi-year framework for business, local government, tourist, cultural and other organizations to analyze tourism resources and concerns and to encourage tourism development and promotion.

Although not always well-recognized, tourism has played an important role in Timmins economy over the years. In response to this situation, and in order to effectively position Timmins tourism industry for future growth, it was recognized that Timmins needs a Tourism Master Plan. Thus, the primary purpose of this Plan has been: ***to ensure continuity of commitment to the tourism industry in Timmins, and to foster future tourism development and promotion.***

Recommendations of this Master Plan serve to solidify and enhance the City's role as a champion of tourism via the adoption of a feasible and holistic approach to sector development, which addresses the need for growth in tourism product, service and experience development. The Tourism Master Plan for the City of Timmins is a strategic long-term roadmap for tourism development as a contributor to community vitality and vibrancy, economic diversification and community prosperity.

9.2 Organizational Resources

Appropriate and effective resource allocation will be critical to the successful implementation of the Tourism Master Plan. At the core of municipal planning activities will be the Manager of Tourism Timmins and two Coordinators, who will have the responsibility for monitoring the implementation of the Tourism Master Plan, and to act as a municipal resource for sector partners as needed. The Coordinator positions will need to liaise with the Cultural Division and Parks & Recreation Division and work collaboratively to address overlapping priorities of the Tourism, Culture and Recreation Master Plans. Collaborative engagement with other City departments/divisions (e.g. Planning and Development), as well as private and not-for-profit partners will be required within the scope of work as well.

9.3 Pathway for Implementation

The following are commencing implementation specifics – not exhaustive but illustrative to mobilize each of the actions outlined in the Tourism Master Plan, and must be read in conjunction with linked implementation priorities outlined in the Integrated Culture, Tourism and Recreation Master Plan.

The following sets the direction, identifies the actions, roles and responsibilities associated with each recommendation of this Plan. A detailed implementation plan should be further undertaken for those prioritized actions outlined within the Core Plan (proposed below) as this will resonate more effectively as a realistic appraisal of what can be achieved within immediate years. It must be noted that the degree of implementation and the timing of implementation will be contingent on the development of successful partnerships between the municipality and public, private and not-for-profit stakeholders.

Step	Action	Timeline	Priority	Implementation Specifics	Partnership
Goal #1: Foster and Ensure Integrated Municipal Planning for Tourism and Culture					
1.1	Realign Departmental Structure for Tourism Timmins within the City's Community and Development Services Department	Short-Term	P1	The City to provide resources and support the reestablishment of Tourism Timmins as a division of the Community and Development Services Department, reporting to the Department's Director (Mark Jensen), as opposed to the CAO's Office.	City of Timmins / CAO
1.2	Refine Tourism Timmins Management Role	Short-Term	P1	Under the revised organizational structure, the Tourism Timmins Manager to take responsibility for marketing and developing Tourism for the City of Timmins and implementing the subject Tourism Master Plan. This mandate will also include responsibility for City Visitor Information Services and Industrial Tours (formerly operated by Chamber of Commerce).	
1.3	Refine Roles and Responsibilities of Tourism Timmins Staff Members	Short-Term	P1	i) The recently appointed Coordinator Meetings Conventions Conferences and Sports Tourism at Tourism Timmins to also liaise with the Recreation Division regarding Sport Tourism events; ii) The recently appointed Coordinator Festival, Events and Special Projects at Tourism Timmins to liaise with Coordinator of Culture regarding festivals and cultural events, and assist in promoting cultural tourism.	Parks & Recreation Division; Culture Division
1.4	Ensure Regular Maintenance and Updates to Tourism Asset Inventory, and GIS Mapping Links on Website	Short-Term	P2	Tourism Timmins to ensure the regular updating of the cultural resource/asset database and related GIS mapping in partnership with the City's Planning Department.	
1.5	Addition of Summer Students	Short-Term	P2	Tourism Timmins to hire Summer Students to assist in the provision of Visitor Information Services, developing events and special projects, and Industrial Tours. Funding for these positions to be provided through the Summer Employment Program	
1.6	Establishment of a Tourism, Culture and Recreation Department	Long-Term	P2	The City should consider the value of marrying both the recreation and tourism portfolios at the managerial level in conjunction with the opening of the new Multi-Use Community Centre; Long-term, the City should consider the development a Culture, Tourism and Recreation Division within the City's Community and Development Services Department in order to fully maximize the benefits of integrated planning.	Parks & Recreation Division; Culture Division
Goal #2: Enhance and Develop Tourism Products & Experiences					
Facilitate the Development of Sport Tourism Opportunities					
2.1	Tourism Timmins to take a Proactive Leadership role in attracting and hosting major Sport Tourism events for the City, and as a Catalyst and Support Resource to local sport organizations	Short-Term	P1	Two-fold role: i. As the Lead Agency responsible the creation, promotion, delivery and performance tracking of the Great Canadian Kayak Challenge & Festival; and as the primary local contact for the Mushkegowuk Challenge Cup; ii. As a Catalyst and Support Resource to local sport organizations by assisting in preparing bids, etc. Once the bid is won, the event should be handed over to the event organizing committee for organization, management and delivery.	
2.2	Inventory Sport Tourism Assets	Short-Term	P1	City's Parks and Recreation Division to maintain the comprehensive facilities inventory and GIS mapping and regularly update as Timmins renovates and upgrades existing facilities and builds new venue.	Parks & Recreation Division
2.3	Build Sport Tourism Capacity	Short-Term	P2	Work with local sport organizations to understand hosting policies and hosting criteria, develop professional skills to assess impact of hosting, build on success of each event and compile a database of local volunteers.	Local Sports Organizations
2.4	Maintain Membership with Sport Tourism Organizations	Short-Term	P2	Tourism Timmins to maintain membership with Canadian Sports Tourism Alliance and Sport Alliance of Ontario to access sporting event RFP's, programs, services and resources related to sport and recreation event opportunities.	CSTA, Sport Alliance of Ontario
2.5	Research and Evaluation in Sport Tourism	Short-Term	P2	Utilizing standardized tools such as STEAM (Sport Tourism Economic Assessment Model) and TREIM (Tourism Regional Economic Impact Model) will enable organizers to estimate the economic impact of hosting sport tourism events on the community.	Colleges
2.6	Establish Sport Tourism Roundtable	Short-Term	P1	Timmins to give consideration to the establishment of a Sport Tourism Round Table with representation from local sports-related organizations to champion the sport tourism agenda and provide a central information source and a coordinating body to improve communication between sport groups, participants and strategic partners.	Sport Tourism Round Table
2.7	Assess Sport Tourism Event Opportunties	Short-Term	P1	Identify the key sports that the City has existing facilities appropriate for hosting, and, in conjunction with the Sport Tourism Round Table, identify a set of potential events. Establish a process for assessing how each event best suits the City's sport tourism objectives.	Sport Tourism Round Table
2.8	Focus on Strengths: Building and Sustaining Existing Sport Tourism Events	Short-Term	P1	The priority should continue to be on sporting events held during the Winter months followed by the Spring, Fall and Summer periods. The short term focus should be on sports where the infrastructure exists and that showcase Timmins strengths, including: Hockey, Ringette, Snowmobiling/Snowcross, Cross Country Skiing , Downhill Skiing Slalom Races, Kayaking, Basketball, Fishing, Golf.	
2.9	Explore New Sport Tourism Opportunities	Short-Term	P2	Events with development potential for Timmins that should be investigated further include, but are not necessarily limited to: Adult Hockey, Road Hockey, Curling, Broomball, Volleyball, Mixed Martial Arts, Soccer, Baseball, Triathlons, Invitational Track and Field, iDance, Basketball Camp – Northern College.	
2.10	Target Regional Markets for Indoor Events and Provincial Market for Outdoor Events	Short-Term	P2	Northeastern Ontario and northwestern Quebec communities should be the focus for the majority of indoor sporting events, such as hockey and ringette. Also, focus on Northern Ontario regional tournaments which tend to circulate between the major cities of Thunder Bay, SSM, Sudbury, North Bay and Timmins on a 5 year rotation.	
2.11	Explore Opportunities Related to Aboriginal and Francophone Sporting Events	Short-Term	P3	Examples include: Ontario-Aboriginal-Metis Hockey Tournament, Cree Hoops Basketball Tournament, Francophone Games.	
2.12	Creation of Sport Event / Tournament Calendar	Short-Term	P1	Support the creation of an annual sport event / tournament calendar in order to strategically promote Timmins as a potential host throughout the year, with the emphasis on filling gaps, avoiding duplication and conflicts and encouraging a well-rounded calendar of activities. This could be expanded and set up as a page on the Tourism Timmins sports tourism website	Parks & Recreation Division
2.13	Explore Opportunities for New Sport Tourism Hosting Venues	Long-Term	P2	Working in conjunction with recommendations from the Recreation Master Plan, the City should consider developing a new Multi-Use Cummunity Centre that incorporates Sport Tourism Activities.	Parks & Recreation Division
2.14	Explore Opportunities to Assist with Infrastructure Improvements at Kamiskotia Ski Resort	Long-Term	P3	According to the Kamiskotia Board, the most significant challenge for increasing skier visits to the Resort is the unreliability and age of both the snowmaking and grooming equipment. The Board is also considering a range of other revenue-generating opportunities.	Kamiskotia Snow Resort
2.15	Consideration for Other Infrastructure Improvement Projects at Kamiskotia Ski Resort	Long-Term	P3	Consider undertaking a Market and Financial Feasibility Study to investigate opportunities related to downhill skiing, snowboarding, snowshoe races, as well as expanding the season to include summer events; TEDC could assist with sourcing and preparing funding application(s) for the study.	

Step	Action	Timeline	Priority	Implementation Specifics	Partnership
Target Meetings & Conference Opportunities					
2.16	Tourism Timmins should take a Proactive Leadership role in attracting major Meetings & Conferences	Short-Term	P1	Tourism Timmins to work in cooperation with its local tourism partners to identify and assess M&C opportunities, assist in preparing Bid proposals, seeking speakers, etc.	Local Hotels & Event Venues
2.17	Inventory Meeting & Conference Assets	Short-Term	P1	Complete an inventory of all meeting, conference and trade show space in the City of Timmins, including any unique, non-traditional meetings spaces; Building on the CTR Master Plan exercise, the City's Parks and Recreation Division to maintain the comprehensive facilities inventory and GIS mapping and regularly update as Timmins renovates and upgrades existing facilities and builds new venues.	Parks & Recreation Division
2.18	Promote Timmins as a Regional Meetings Destination for Northeastern Ontario	Short-Term	P1	Target and grow regional government and arms-length association conferences and conventions in Timmins; Ensure Timmins is on the rotation for professional association meetings and conferences i.e. the Timmins and District chapters in a range of industries, i.e. construction, human resources, healthcare; Work with the Meeting & Convention Advisory Board for Northeastern Ontario Tourism, Sudbury and North Bay to identify intra-regional bid opportunities.	NeONT
2.19	Introduce a Local Ambassador Club Program	Short-Term	P1	Consider the establishment of a Local Ambassador Program made up of local associations and other stakeholders with an interest in the meeting/conference industry, in order to lure more meetings and conferences to Timmins. By targeting a select group of "ambassadors" from the City's academic, mining, forestry, space, environmental reclamation, aboriginal, health care, and other business sectors in order to use their connections and expertise to help promote Timmins as a meetings destination.	Local Ambassador Program
2.20	Focus on Strengths: Enhance and Grow High-Yield Conferences that Drive Overnight Tourists to the City	Short-Term	P1	Tourism Timmins to identify the ideal sector, size and frequency of conferences that Timmins can best host, given existing meeting space and accommodations; Build on Timmins strong reputation in the mining sector; Leverage the engineering and scientific communities; Highlight opportunities for networking and corporate retreat activities relevant to key target markets and offer incentives.	Local Ambassador Program
2.21	Focus on Building and Sustaining Existing Trade and Consumer Shows with Pre and Post Events	Short-Term	P2	In order to enhance overnight tourism, create activities surrounding annual events that are already established in the community, i.e. an organized fishing derby pre and post the Sportsman Show.	
2.22	Target Aboriginal Meetings Business	Short-Term	P2	There are a number of aboriginal organizations with representation in Timmins, i.e. Mushkegowuk Council, Wabun Tribal Council, Ojibway First Nation, Cree First Nation (Ojibway and Cree Cultural Centre); as well as entities like the Nishnawbe Aski Development Fund, which supports 89 First Nations in Ontario. Target these groups to learn how to enhance their business.	Regional First Nations communities
2.23	Build Corporate Sponsorship of Large Tourism Events through Incentives for Meetings Business	Short-Term	P2	Solicit past association and meeting clients and establish partnerships with City facilities; Create packages with hotels that benefit from meeting/conference bookings to offer free meeting space and/or coffee service for meetings/conferences hosted pre or post major events.	Local Hotels & Event Venues
2.24	Build Awareness of Timmins as a Meeting/Conference Destination	Short-Term	P2	Build awareness of Timmins facilities and accommodations amongst Meeting & Conference Professionals and encourage meeting/conference/convention organizers to include a concert, a trip, or an activity in their plans.	Meeting Professional
2.25	Continue to cultivate and grow the Local Ambassador Program	Long-Term	P3	Build the number of local operators participating in the program and track success (i.e. number of new meetings & conferences using local facilities).	Local Hotels & Event Venues
2.26	Maintain and grow reoccurring events; build on successful bids and where possible, explore converting successful events to multi-year contracts.	Long-Term	P3	Focus on retaining successful large conferences and other events (i.e. Mining Expo), and look for opportunities to expand these with other meeting opportunities (i.e. AGM's for local mining companies).	Local Ambassador Program
2.27	Expand Meetings Infrastructure	Long-Term	P3	Consideration to be given to adding meeting space to the new Multi-Use Community Centre and repurposed event venue (i.e. McIntyre Arena) in order to better host larger meetings, conferences and trade shows.	Parks & Recreation Division
Enhance and Develop Recreational Motorsports and Outdoor Adventure Tourism Opportunities					
2.28	Continue to Invest in Trail Systems for Motorized Tours	Short-Term	P1	Tourism Timmins to create a series of detailed maps for existing trails for the website and print with access points and routes clearly defined for visitors.	Parks & Recreation Division
2.29	Develop and Promote Motorcycling Touring Product	Short-Term	P1	Five qualified biker friendly motorcycle touring routes have been developed in Northeastern Ontario through Tourism Northern Ontario (TNO) and NeONT. Tourism Timmins to work with its partners to terms of marketing and packaging the route with hotels.	TNO & NeONT
2.30	Continue to Invest in Trail Systems for other Outdoor Adventures	Short-Term	P2	In addition to providing GPS trailhead co-ordinates and route descriptions of Timmins numerous biking and hiking trails in the Timmins Visitor Guide and website, create a series of detailed maps for the website and print with access points and routes clearly defined for visitors. Tourism Timmins to work with the City's Infrastructure, Public Works and Community and Development Services, to develop a City-wide strategy to implement directional signage and wayfinding improvements.	Infrastructure, Public Works
2.31	Continue to Develop Outdoor Adventure Experiences	Short-Term	P2	Create an outdoor product strategy to support existing operators and develop original new outdoor tourism experiences that help shape a compelling must visit destination - packages should be experience-based market-ready packages with a price point; Work with Tourism Northern Ontario (TNO) and NeONT to develop market-ready products for packaging; Tourism Timmins to monitor success of packages sold, in order to refine and limit the offerings to "best bet" packages.	TNO & NeONT
2.32	Develop awareness of Timmins role as a regional meeting place for outdoor wildlife adventures in Northeastern Ontario	Short-Term	P2	There is an opportunity to create packages with fly-in outdoor fishing/hunting/wildlife expeditions, using Timmins as a place to stock up and have a good night's sleep before and after the expedition	Local Operators
2.33	Enhance promotion of Regional Fishing Opportunities	Short-Term	P2	Timmins is one of few Ontario cities that offers fishing within its geographic boundaries, with 500 lakes.rivers in the municipality - promote this experience as an all-inclusive package geared to "first timers" as a means of introducing the sport; Tourism Timmins to work with the lodges in the area to attract people there, and then try to attract these people into town; Capitalize on existing operator programs.	Local Operators
2.34	Continue to Develop / Refine Outdoor Adventure Packages	Long-Term	P3	Packages to be tracked and monitored to determine which ones are most popular, and which ones can be eliminated; Ideally, Tourism Timmins to limit the package offering to "best bet" signature packages involving Timmins' operators.	Local Operators
2.35	Hollinger Mine Redevelopment	Long-Term	P3	The facility is not only expected to be a prime leisure-time offering but has the potential to support multiple uses to accommodate scaled, outdoor cultural activity, while itself being a significant by-product of the community's mining legacy.	GoldCorp

Step	Action	Timeline	Priority	Implementation Specifics	Partnership
Enhance and Develop Festivals, Events, Attractions, and Arts & Culture Tourism Opportunities					
2.36	Tourism Timmins to take a Proactive Leadership role in creating, developing, facilitating, funding and incubating a wide range of events	Short-Term	P1	Tourism Timmins to show leadership and develop/incubate events with a strong emphasis on shoulder demand periods, via a three-fold role: i) As the Lead Agency responsible for the creation, promotion, delivery and performance tracking of the Summer Concert Series, Great Canadian Kayak Challenge, Industrial Tours and Geo-Tours; ii) As a Catalyst for the development of a Winter Event; and iii) As a marketing and support role for other community tourism and cultural events.	
2.37	Creation of Festivals and Events Calendar	Short-Term	P1	Support the creation of an annual Festivals and Events calendar in order to strategically promote Timmins as a potential host throughout the year, with the emphasis on filling gaps, avoiding duplication and conflicts and encouraging a well-rounded calendar of activities; This could be expanded and set up as a page on the Tourism Timmins tourism website.	Culture Division
2.38	Diversify and Strengthen Existing Major Festivals and Events	Short-Term	P1	Tourism Timmins should continue to develop, facilitate, promote and expand the Summer Concert Series. The Summer Concert should showcase various genres featuring local and provincial talent. To assist in sourcing and showcasing talent, Tourism Timmins should pursue discussions with MusicOntario and Cotact Ontariois; Working with the Cultural Roundtable, identify and expand partnerships to enhance arts and cultural offerings at both the Concert Series and Great Canadian Kayak Challenge.	MusicOntario, Cultural Roundtable
2.39	Development of a Signature Winter Event	Short-Term	P1	Explore and facilitate partnerships with private and non-profit stakeholders to develop a signature winter event for Timmins – either through the development of new or linking of existing events; Tie established outdoor winter activities into a signature “winter” event, i.e. Family Day event.	Provincial Grant resources (i.e. Celebrate Ontario); local operators
2.40	Development of Timmins Sports Heritage Hall of Fame	Short-Term	P2	In coordination with a range of municipal, private and not-for profit collaborators, this sports heritage museum will be hosted within the McIntyre Community Building and will function as a not-for-profit, volunteer-managed charitable entity.	City, Not-for-profit collaborators
2.41	Development of Geo Tour	Short-Term	P2	Tourism Timmins is developing a Self-Guided Geo Tour of the Porcupine Camp, in partnership with Natural Resources Canada; Building on the work of Cultural Resource Mapping, examine opportunities to integrate historic points of interest into new cultural heritage tours.	Natural Resources Canada
2.42	Update Industrial Tours to Showcase Best Practices in Environmental Reclamation and Link to Historic Points of Interest	Short-Term	P2	Tourism Timmins to take over the co-ordination role for the provision of Industrial Tours; New industrial tour programs should be developed to tell the success stories of mining reclamation sites, rather than focusing solely on the industrial mining processes; The opportunity also exists to enhance the Industrial Tour experience using Cultural Resource Mapping to link/integrate historic points of interest.	
2.43	Showcase Local Mining, Aboriginal, and Francophone Heritage	Short-Term	P3	Support the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone events and multi-cultural festivals, i.e.: Metis Fest, National Aboriginal Day, CreeFest, Carnaval du Centre Culturel La Ronde.	Local Operators
Goal #3: Develop a Marketing Strategy Focused on Increasing Overnight Tourist Visits					
3.1	Identify the “Best Bet” Product-Market Match for Tourism Products and Experiences and Leverage Partnerships to align marketing tactics	Short-Term	P1	Leverage NeONT partnership for targeting Product Pillar activities devoted to leisure markets; Develop a campaign to promote local event hosting facilities for non-leisure markets (i.e. Sport Tourism and Meetings & Conferences).	
3.2	Enhance Tourism Branding	Short-Term	P1	Tourism Timmins has adopted the new community branding initiative, using a variation of the “I’m In” slogan. Tourism Timmins to maintain this, but also develop new Tourism brand positioning and personality for Timmins – and a creative strategy to express it.	
3.3	Develop Photo / Video Library	Short-Term	P2	Once the Product/Market match and branding focus has been confirmed, develop a photo/video library to use as a base for all digital marketing, packaging and promotion – focused on the 5 Product Pillars and associated target markets; Host a workshop with a professional photographer to develop product “themes” and encourage local residents to participate in developing the database.	
3.4	Enhance Tourism Timmins Website	Short-Term	P1	Prepare separate web pages for each Product Pillar with product packaging opportunities (bilingual), information on facilities and contact details, etc; Implement Responsive Design technology (i.e. HTML 5) to ensure the website is compatible to all devices used to access it; Incorporate photography from the photo database that showcases Timmins diverse tourism offerings; Using the Tourism and Cultural Inventory, incorporate a GIS mapping feature to locate attractions and destinations, and ensure this is updated and maintained through either Tourism Timmins staff or City IT management; Work with partners to develop itinerary-based "routes" focused on 5 pillar products/experiences; Update the existing Conference Planner document (immediate priority); Incorporate and consolidate tourism events on the new Tourism Timmins website into a centralized event calendar.	City IT, Local operators
3.5	Enhance Social Media Campaigns	Short-Term	P1	Tourism Timmins to use its social marketing tools to engage with visitors and to build its online presence and brand awareness in a more consistent manner; Create a weekly maintenance plan for all social media accounts, with a dedicated content provider (Tourism Timmins staff).	
3.6	Reduce Print Quantities and use savings to Enhance Digital Media Campaign	Short-Term	P2	Tourism Timmins to continue to produce a Visitor Guide, but in reduced quantities; Tourism Timmins to set aside budget to develop a digital media campaign, inclusive of an online magazine, to be published in multiple or dual digital formats; Poll customers to determine which mobile apps they use most frequently, and insert Tourism Timmins branding; Consider developing a mobile app for Tourism Timmins; Consider development of a game or contest via the Tourism Timmins website.	
3.7	Develop Partner-based Sales and Marketing Programs	Short-Term	P2	Tourism Timmins to consider a strategy to optimize visibility of local operators to maintain their engagement; Ensure that industry operators have input into new advertising and direct mail campaigns, and look for other opportunities.	Local Operators
3.8	Enhance Performance Metrics and Tracking Tools	Short-Term	P2	Continue to measure attraction and festival/event attendance and ticket sales; collect contact details from interested parties at consumer shows and marketplaces; Develop a strategy for attendance at trade and consumer shows are attended by Tourism Timmins staff; Develop unique URLs for any print, television and radio campaigns to track the effectiveness of each campaign via the Tourism Timmins website; Include a section on tourism performance indicators on the Tourism Timmins website.	
3.9	Develop New Packaging & Promotion based on Cultural Tourism	Short-Term	P2	Tourism Timmins to help develop a campaign to promote cultural tourism and local arts events/establishments, and develop associated packages and promotional materials. Work with Coordinator of Culture on relevant cultural tourism initiatives, as appropriate.	Local Operators, Culture Division

Step	Action	Timeline	Priority	Implementation Specifics	Partnership
3.10	Develop a Sport Tourism Strategy to Target Regional Northern Ontario Travellers	Long-Term	P3	Develop a campaign to post website and campaign slogans on billboards for those travelling to Timmins by car and bus.	
3.11	Develop a HOST program to attract the Meetings/Conference market, build awareness campaign on importance of business tourism	Long-Term	P3	Host and advertise a corporate FAM Tour targeting 5-10 new meeting professionals; Make use of electronic signboards when the community is hosting a major conference; Highlight opportunities for networking and corporate retreat activities; Grow current events and bid on more events to expand the business/meetings markets; Target new trade shows and events.	
3.12	Target Francophone interest in outdoor adventures in Timmins	Long-Term	P3	Explore opportunities for partnership assistance from NEONT to leverage their membership with Direction Ontario.	NeONT
Goal #4: Secure Sustainable Sources of Funding and Foster Strategic Industry Partnerships					
4.1	Recalibrate the 2014 Operating Budget for Tourism Timmins	Short-Term	P1	The proposed 2014 operating budget for Tourism Timmins is \$442,300. Of the \$135,000 allocated to sales and marketing initiatives, Tourism Timmins needs to allocated \$35,000 specifically to product development, inclusive of cultural tourism; If the 2014 budget is recalibrated as suggested, it will assist Tourism Timmins in accomplishing most of the short-term initiatives required to meet the goals of the Tourism Master Plan. However, additional funding will continue to be required via tourism sector support and corporate support.	Finance Department
4.2	Encourage Opportunities for Local / Private Sector Funding	Short-Term	P1	New funding is required to enhance local tourism marketing and programming; Tourism Timmins to investigate funding mechanisms with local stakeholders in order to expand municipal funding options; In the short-term, Tourism Timmins could approach stakeholders to invest in specific projects (i.e. advertising buys, sponsorship in local events, etc.)	Local operators/partners
4.3	Continue to Seek Provincial Funding Opportunities	Short-Term	P1	The Great Canadian Kayak Challenge to continue to apply for funding from Celebrate Ontario; Tourism Timmins to continue to seek out various key provincial funding vehicles to obtain additional funding support for festivals and events, sports tourism, arts, and cultural tourism (working with the Coordinator of Culture, as appropriate).	Provincial Grant resources (i.e. Celebrate Ontario); Culture Division
4.4	Seek Partnership Opportunities with NeONT	Short-Term	P1	Tourism Timmins to identify projects that meet NeONT objectives for partnership funding, and present these to the organization for potential funding assistance.	NeONT
4.7	Establish Strategic Partnerships within Five Primary Product & Experience Development Pillars	Short-Term	P1	Consideration to be given to the establishment of a Sport Tourism Round Table, establishment of a Local Ambassador Program, Regional Cultural Tourism Development Exchange.	Local operators, regional partners
4.5	Explore an Event Incubation Strategy to grow new local events to drive tourism spending	Long-Term	P3	Some jurisdictions have developed event incubation strategies in order to support the development and incubation of Regional and Local Events that may have the potential to transition to a Signature event. This type of strategy generally involves putting aside a dedicated fund towards developing 1-2 major events.	
4.6	Seek More Opportunities for Local / Private Sector Funding and Potential Development of a Destination Marketing Fee	Long-Term	P2	In the longer term, Tourism Timmins may consider implementing a Destination Marketing Fee (DMF), to be collected through participating local accommodators; A percentage of the DMF funds could be put towards a capital reserve fund for larger tourism investments.	Local Hotels
4.8	Collaborate with Northeastern Ontario Tourism and Tourism Northern Ontario – develop and market selected tourism products or themes	Long-Term	P2	Take advantage of central location of Timmins within RTO13 – regional hub. Ensure NEONT and TNO know what makes Timmins unique, including: sporting events, aboriginal and francophone culture and heritage, industrial tours, key festivals (GCKF, Summer Concert Series), etc.	TNO & NeONT
4.9	Improve Communication between Tourism Operators, the Culture and Recreation Sectors, and Government Representatives (Tourism Timmins)	Long-Term	P2	Establish a regular forum for industry representatives to liaise with government representatives, and share ideas for tourism growth (including cultural tourism); and ensure follow-up is maintained; Ensure all tourism, culture and recreation operators are listed on Tourism Timmins website.	Cultural Roundtable
4.10	Grow new First Nations partnerships with interests in the tourism, culture and recreation sectors	Long-Term	P3	Tourism Timmins to pursue opportunities with the Mushkegowuk Council, and other First Nations organizations that have ties to the tourism, cultural and recreational interests.	Regional First Nations communities
Goal #5: Foster Community Awareness of Tourism and Pride of Place					
5.1	Tourism Timmins to take a Proactive Leadership role in identifying and championing tourism infrastructure improvements	Short-Term	P1	Tourism Timmins to identify and champion tourism infrastructure improvements that will provide the foundation to create, grow and enhance the long-term potential for new tourism, culture and recretaional products and services for the City of Timmins.	Public Works & Planning Departments
5.2	Development of Wayfinding and Visitor Information Signage	Short-Term	P2	The City's infrastructure, Public Works and Community Development Services Department should collaboratively develop a City-wide strategy to implement directional signage and wayfinding improvements and mechanisms to major tourist, cultural and recreation attractors, facilities, tours, and trails informed by design guidelines established as part of the City's Community Branding/Signage initiative.	Public Works & Planning Departments
5.3	Ongoing Downtown Enhancement as a Support for Tourism and Cultural Activity	Short-Term	P2	Continued investment in public realm improvements serve to enhance a range of leisure opportunities and amenities within Timmins as well as enhance the cultural heritage character of the community.	
5.4	Undertake a Public Art Strategy	Short-Term	P2	Building on planned designs of the work of the Downtown Timmins Streetscape Plan, the City of Timmins should develop a Public Arts Strategy for the municipality to guide long term community beautification and the development of attractive public and social spaces; The relocation of the chattels and exhibits from the Shania Twain Centre & Gold Mine Tour within the community present an opportunity for the Municipality to assess the potential incorporation into the designs of a Public Art Strategy to promote the region's strong mining heritage, tourism facilities, and arts and culture sector.	
5.5	Create public awareness messages	Short-Term	P2	Promote the benefits of tourism to Timmins' residents through public advocacy campaigns; Tourism Timmins could run a campaign asking retail operators to explain what a particular sport tourism event did for their business.	
5.6	Encourage Hospitality & Tourism Industry Jobs as "Careers"	Short-Term	P3	There is a general misconception that the Hospitality & Tourism industry only consists of minimum wage jobs. This has resulted in the loss of several key hospitality programs in the Timmins area (i.e. Northern College). A recent TIAC study completed by Deloitte speaks to the importance of this sector and the benefits of service sector training, which could be an opportunity area for Timmins.	

Step	Action	Timeline	Priority	Implementation Specifics	Partnership
5.7	Set up employee recognition awards for the hospitality sector	Short-Term	P3	Tourism Timmins to work with Chamber of Commerce and local stakeholders to develop Employee Recognition Awards for the hospitality sector.	
5.8	Improve Local Tourism Infrastructure and Service Standards	Short-Term	P2	Tourism Timmins to work with Municipal partners to improve tourism-related infrastructure and service standards in a way that enhances quality of life for residents and ensures memorable experiences for tourists, i.e. Keeping public washrooms open past 7 pm, Streetscaping, Parks Maintenance, Airport Improvements (i.e. drop curbs for luggage near car rental area).	Public Works & Planning Departments
5.9	Improve Bandwidth at Local Meeting Venues and Accommodations	Long-Term	P3	Tourism Timmins to lobby the City to ensure enhanced bandwidth is available at all relevant venues (i.e. meeting venues, hotels, etc.). Wireless internet access is a fundamental concern for today’s business travellers, including the meeting & conference market.	
5.10	Development of a New Multi-Use Community Centre and Repurposing McIntyre Arena as a Cultural and Event Venue	Long-Term	P3	A new Multi-Use Community Centre will provide a prime venue for hosting indoor sports tournaments, and a repurposed cultural event venue will provide opportunities for trade shows, meetings/conferences, and other festivals and events. The City will need to ensure that space planning considerations are made at both prospective venues for providing additional opportunities to host large events and meetings/conferences and cultural gatherings (i.e. Mining Expo, Summer Concert Series).	Parks & Recreation and Culture Divisions
5.11	Consider Waterfront Development Improvements	Long-Term	P3	Tourism Timmins to identify partners to develop a plan for waterfront development improvements along the Mattagami River in order to develop more unique foodservice, and other commercial offerings.	Local Operators