

## 2017 - 2022 STRATEGIC PLAN - RENEW







# TABLE OF CONTENTS

Renewed Vision, Mission and Business Objective

Growth Strategy

Key Considerations

2016-2022 Strategies

- Increase Visitation & Spend
- Enrich the Destination
- Strengthen Our Industry
- Strengthen Our Organization

Performance Measurers

Our Team

- Board of Directors
- NFT Team Members





## VISION

A world-class destination that brings prosperity to the  
Niagara Region

## MISSION

Provide leadership and focus to foster, develop and promote the  
tourism industry in Niagara Falls increasing visitors' experiences

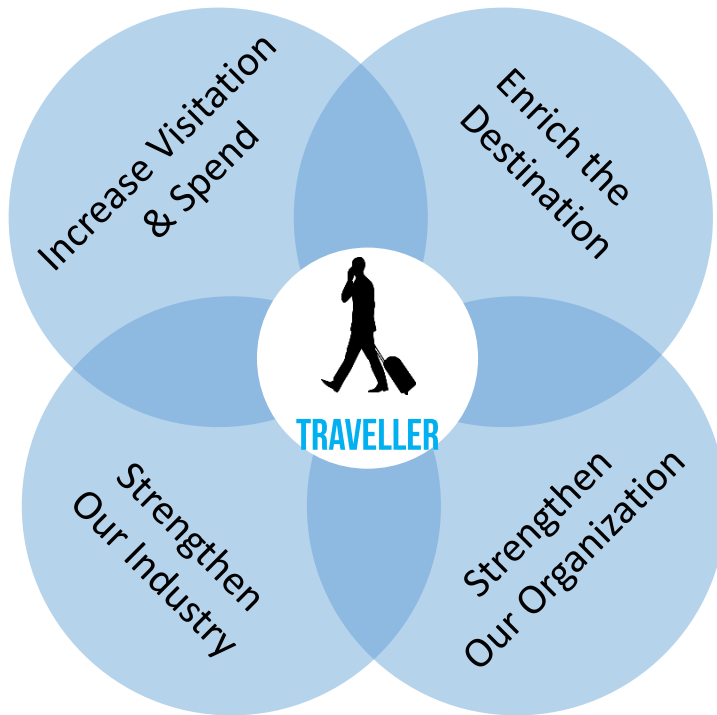
## BUSINESS OBJECTIVE

To become the #1 International tourism destination in  
Canada by 2022





# GROWTH STRATEGY 2022



**\$3.0 B** Total Economic  
Impact of Tourism

**20 M** Person Visits

## RESULTING GROWTH IN ECONOMIC IMPACT

125	NEW Tourism Businesses
3,240	NEW Tourism Jobs
\$215M	Increase in Federal Tax Revenue
\$180M	Increase in Provincial Tax Revenue
\$40M	Increase in Local Tax Revenue

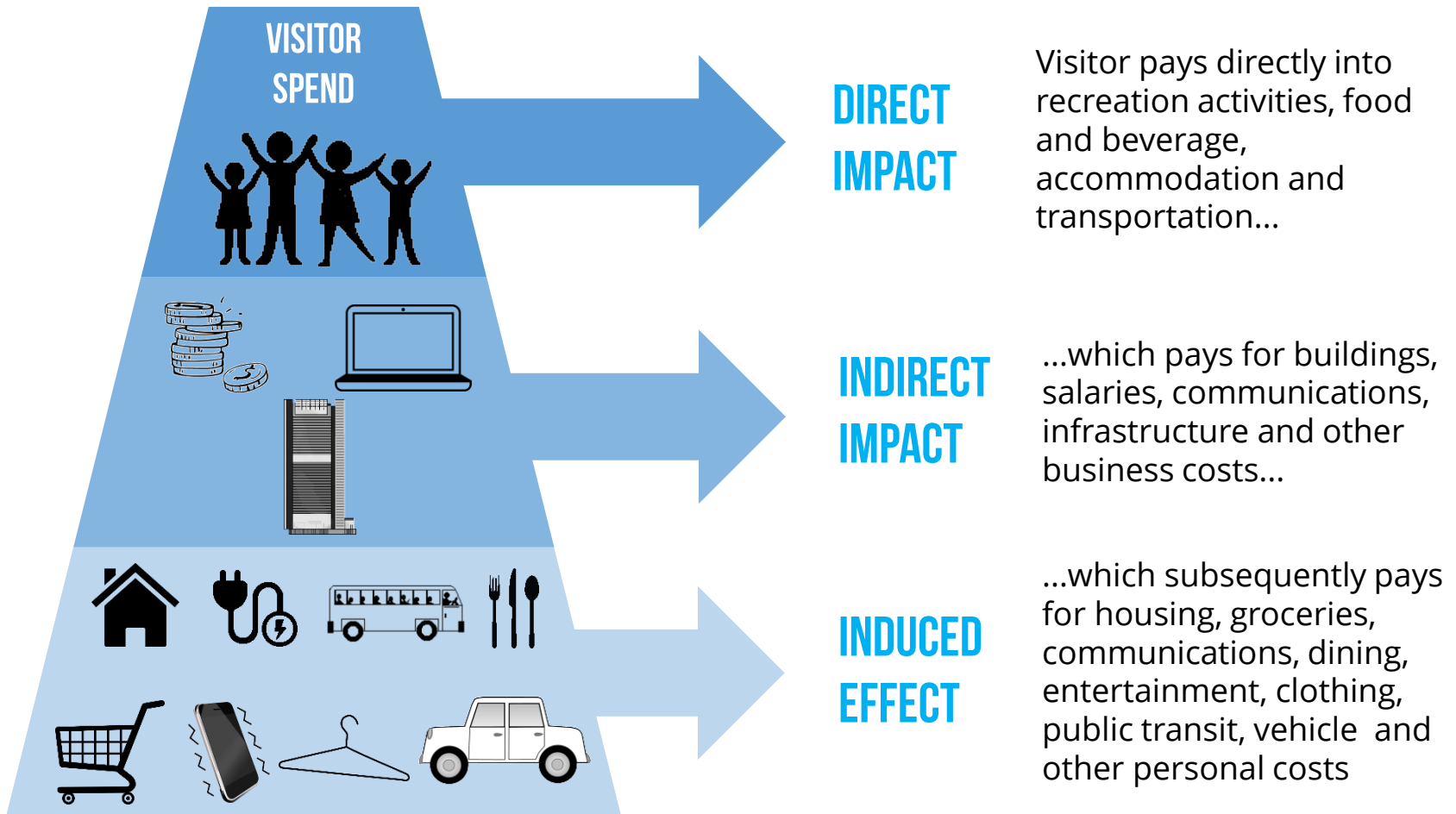
Source: Statistics Canada's Canadian Business Patterns, 2013  
Ontario Ministry of Tourism, Culture and Sport







# NIAGARA FALLS VISITOR ECONOMY



# KEY CONSIDERATIONS

While the traveller is at the heart of our marketing activities, the tourism industry is at the heart of the economy for Niagara Falls.

It's not just about offering a great vacation, it's about the potential to connect Niagara Falls to the world, which will benefit every corner of our city and region. The residents of Niagara Falls and travellers from around the world are inspired by our authentic experiences and breathtaking landscapes.

We have persuasive champions and it's clear that Niagara Falls' tourism brand has made an impact, globally.

Tourism is a complex industry – in fact, it's an industry of industries – and working through silos and finding opportunities for alignment is our biggest challenge.



# KEY CONSIDERATIONS

As we begin our journey to achieving our 2022 goals the following are some of the considerations we need to understand and potentially overcome.

## **Internal:**

- How does Team NFT be seen as a valuable partner that drives results
- How does Team NFT ensure the continued attraction of diverse, skills based stakeholders to its board of directors
- Does Team NFT have the right people, doing the right things at the right time.
- Does Team NFT have the right technology to tell our story to the world
- How do we ensure long-term sustainable investment is made in NFT and our efforts

## **External:**

- Does Niagara Falls have a brand with positive sentiment amongst travellers
- Do our stakeholders have the knowledge to present to travellers the diverse experiences available year-round
- How do we ensure tourism is perceived as a integral piece of the City's economic engine
- How do we grow the opportunities and continue to work closely with the Tourism Partnership of Niagara
- How do we continue to ensure Niagara Falls is provided with partnership opportunities with Destination Canada and OTMPC

# TEAM NIAGARA FALLS

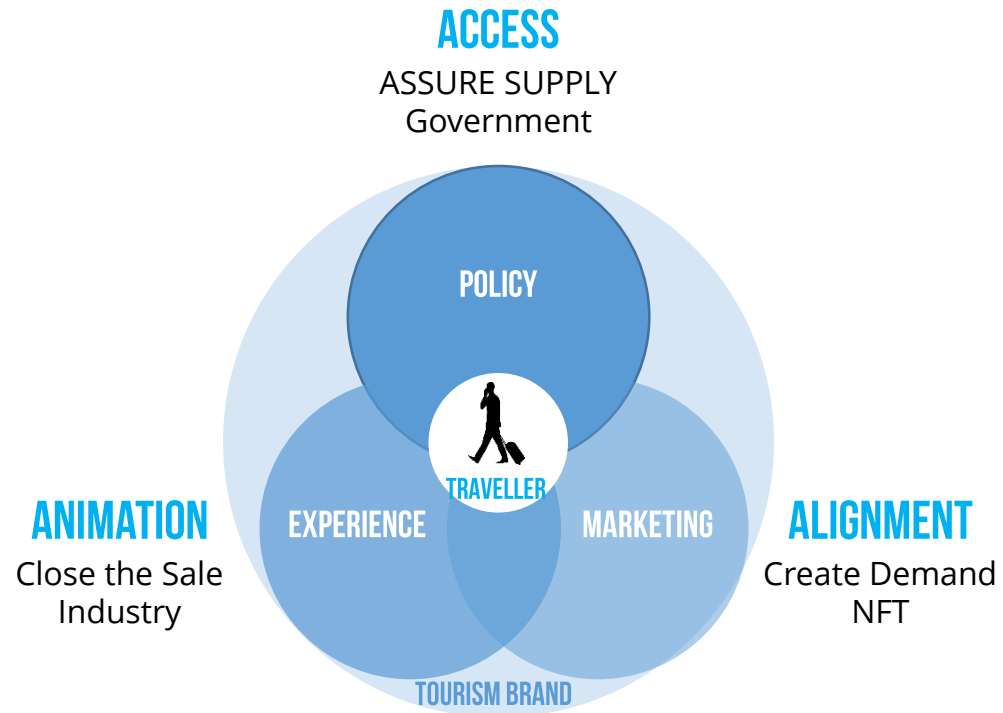
Team Niagara Falls is about partnership. It's about collaboration. It's about working together for a common goal to inspire travellers to visit here and visit now.

It's about improving the wellbeing of all. By working together and approaching the marketplace as Team Niagara Falls, we will continue to improve tourism development and marketing, we will grow revenues for tourism businesses and the City, and ultimately, we will be aligned in the eyes of potential travellers.

Together, we will grow the visitor economy in Niagara Falls. This is our competitive advantage

## WORKING TOGETHER

With Increasing global competition, working together as Team Niagara Falls will set us apart from our competitors.





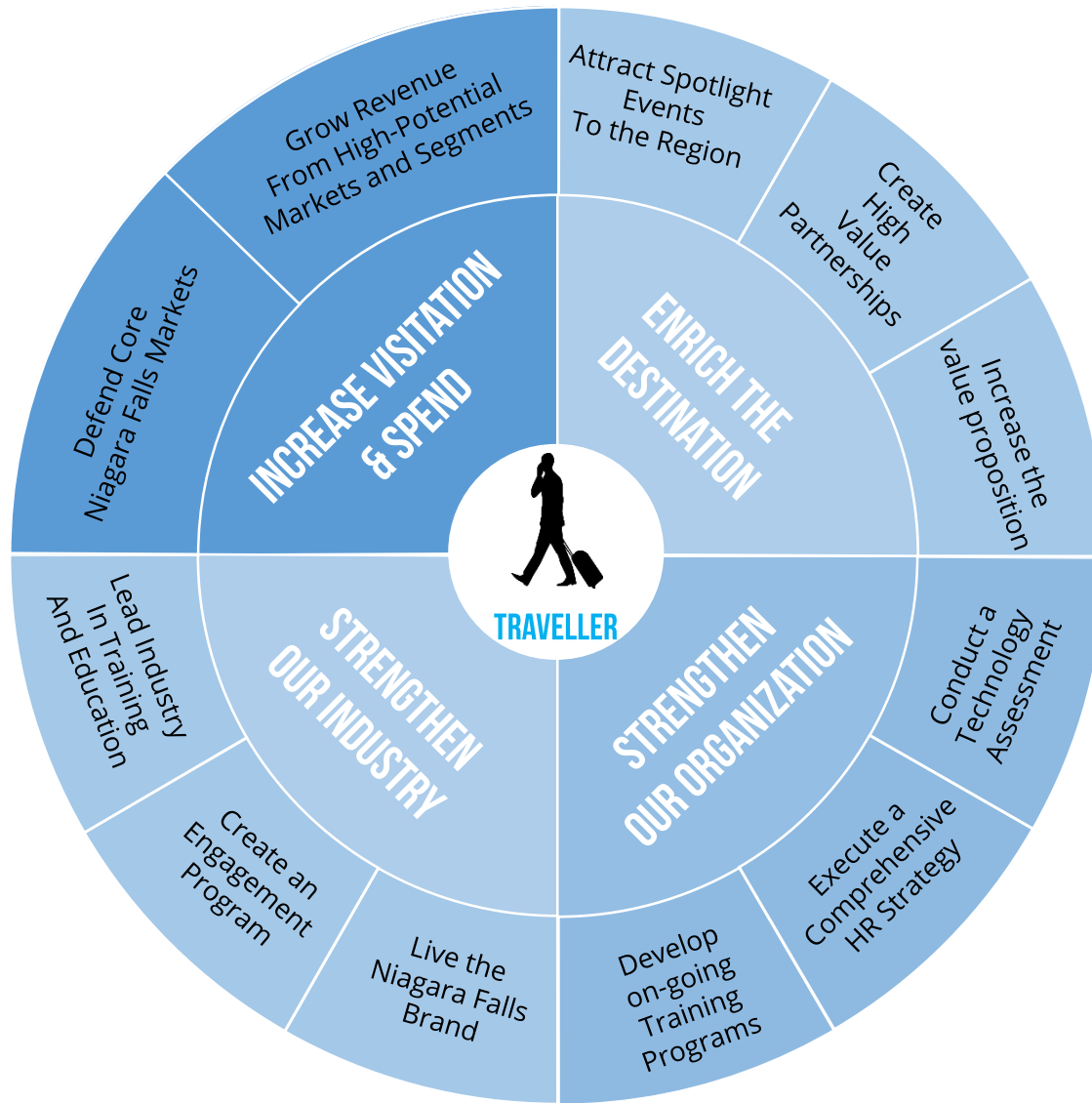








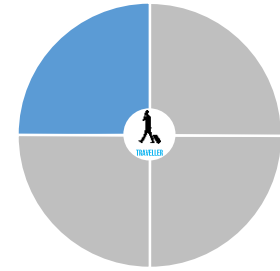
# 2016-2022 STRATEGIC ACTIONS



**PARTNER WITH STAKEHOLDERS  
ENABLING NIAGARA FALLS TO  
BECOME THE #1 INTERNATIONAL  
TOURISM DESTINATION IN  
CANADA BY 2022**

# INCREASE VISITATION & SPEND

## Defend Core Niagara Falls Markets



### What It means:

- A large percentage of visitors to Niagara Falls live within a 4 hour drive
- These markets are our mature ones that we have been extending invitations to visit for several years
- Currently the low Canadian dollar and lower gas prices are compelling reasons for travellers in these markets to continue to visit

### How we'll do it:

- Team NFT will continue to leverage a strong tourism brand within our regional marketing campaigns to inspire interest and visitation to all areas of the region
- Team NFT will work closely with the TPN to identify and grow the number of areas of collaboration to drive increased volume of activity within our core markets
- Our marketing will drive awareness of experiences available in **non-peak season** helping to increase occupancy during these times.

### How we will know we've done it well:

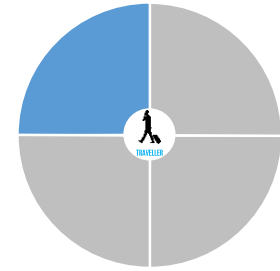
- Team NFT will monitor automobile trips by US residents to Ontario and border traffic on our connecting bridges to ensure our share of US visitation exceeds the province and the country
- Niagara Falls will see increase in occupancy in non-peak periods outpacing other destinations

### What it means for our destination:

- Growth in profitability of tourism businesses
- Expansion in the number of tourism businesses and the number employed by tourism
- Increased investment in tourism related businesses and infrastructure

# INCREASE VISITATION & SPEND

Drive Incremental Revenue from High-Potential Markets & Segments



## What It means:

- Develop **sustainable** increases in tourism revenue
- Needs-periods offer highest opportunity to grow overnight visitation
- Focus on content to entice visitors
- Strategically increase the markets we operate in

## How we'll do it:

- Grow visitation from long-haul markets – higher yield
- Leverage marketing opportunities with TPN, OTMPC and DC
- Identify and develop joint marketing agreements

## How we will know we've done it well:

- Increase in the visitor economy
- Increase in the number of room nights generated – both peak and non-peak
- Increase average night stay of visitors

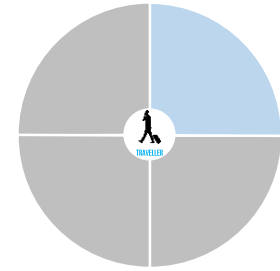
## What it means for our destination:

- Growth in profitability of tourism businesses
- Expansion in the number of tourism businesses and the number employed by tourism
- Increased investment in tourism related businesses and infrastructure





# ENRICH THE DESTINATION



## Attract Spotlight Events to the Region

### What It means:

- Events are an essential and significant segment of building a destination
- Spotlight and recurring events develop the attractiveness of a destination and encourage repeat visitation
- Events contribute to the triple bottom line of increasing tourism expenditures through memorable experiences, contributing to the quality of life for locals and encourage participation in cultural activities

### How we'll do it:

- Identify and target spotlight and recurring events that NF has the capacity to host
- Focus on homegrown events that can be packaged as tourism opportunities
- Leverage the expertise and leadership of partners throughout the destination

### How we will know we've done it well:

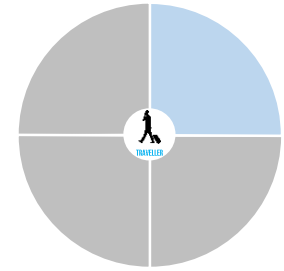
- Number of events attracted
- Earned media generated by events
- Room nights generated by events

### What it means for our destination:

- Increased visitation and exposure for Niagara Falls
- Increased quality of life for residents of Niagara Falls
- Increased perception of the value of tourism by residents

# ENRICH THE DESTINATION

## Create High Value Partnerships



### What It means:

- Using like-minded brands and influential organizations to increase our brand perception
- Leverage our partner activities to increase the reach of the Niagara Falls tourism brand

### How we'll do it:

- Identify and build partnerships to increase reach and influence travellers
- Expand partnerships beyond traditional travel industry
- Use partnerships to reduce NFT investment and increase ROI to members

### How we will know we've done it well:

- We will have increased the number of organizations we are partnering with
- Our partners will come to us with opportunities
- Niagara Falls tourism brand will have increased its value

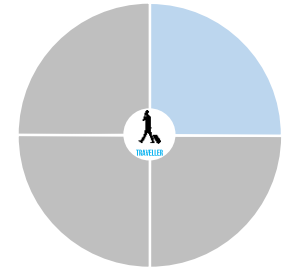
### What it means for our destination:

- NFT Stakeholders will have increased opportunities to develop partnerships growing their businesses
- Niagara Falls brand affinity will increase resulting in more visitors
- Niagara Falls will be seen as a collaborator and connector



# ENRICH THE DESTINATION

## Increase the Value Proposition



### What It means:

- Visitor perception is that Niagara Falls is *on-sale*
- Niagara Falls is a world-class destination and we need to show the value of our experiences
- As an industry we need to further develop our stories portraying the incredible experiences that cannot be found anywhere else – “Only in Niagara!”

### How we'll do it:

- Team NFT will work with industry to create inspiring invitations to the world showcasing the incredible experiences
- Our marketing activities will focus on growing the perception of Niagara Falls as a “*must-see*” destination that is not price dependent
- Team NFT will collaborate with our stakeholders to showcase the experiences that offer the highest value

### How we will know we've done it well:

- Percentage of overnight visitors increases versus day-trippers
- Per visitor yield will increase

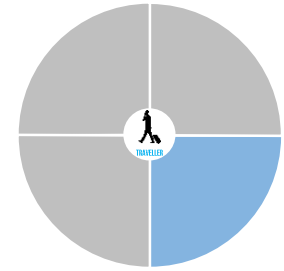
### What it means for our destination:

- Growth in the visitor economy
- Increased visitation with a strengthened focus on overnight visitation



# STRENGTHEN THE ORGANIZATION

## Develop On-Going Training Programs



### What It means:

- Creating a culture of excellence within Niagara Falls Tourism
- Grow the perceived value of NFT within our stakeholders and increase engagement
- Create brand ambassadors amongst our team

### How we'll do it:

- Identify internal gaps in knowledge and skillsets
- Through personal performance plans build training programs for NFT team
- Partner with stakeholders to develop and execute industry training programs

### How we will know we've done it well:

- Increased stakeholder engagement and participation
- NFT is seen as industry leaders

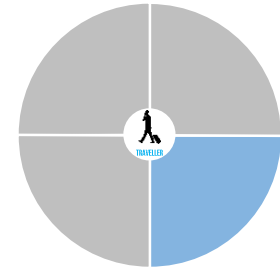
### What it means for our destination:

- More knowledgeable DMO that anticipates trends allowing for partners to increase revenue
- Increased partner participation will allow more initiatives to be conducted increasing partner opportunities



# STRENGTHEN THE ORGANIZATION

## Execute a Comprehensive HR Strategy



### What It means:

- In a limited resource environment Team NFT needs to ensure we are maximizing every dollar invested in our organization
- We need to ensure we have the right people in the right place at the right time
- Developing Team NFT's skills and knowledge base will enable us to increase our perception as a valued contributor to the tourism industry in Niagara Falls

### How we'll do it:

- Foster and develop a performance-based, innovative culture
- Conduct a human capital audit to ensure Team NFT is resourced properly
- Develop and conduct a personal performance program that ensures growth of Team NFT through skill and competency growth

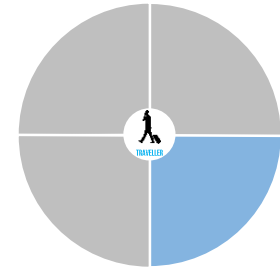
### How we will know we've done it well:

- Team NFT's primary stakeholders have a strong awareness of our goals and activities
- Team NFT focuses on achieving both personal and organization wide goals.
- NFT becomes a desired work-place

### What it means for our destination:

- When our organization is operating effectively and efficiently, all team members are fostering positive relationships with key partners and stakeholders.
- It further benefits all aspects of the destination through robust marketing and content campaigns, brand adoption and the creation of enthusiastic ambassadors and supporters
- Ultimately resulting in growth in the visitor economy for Niagara Falls

# STRENGTHEN THE ORGANIZATION



## Conduct a Technology Assessment

### What It means:

- NFT needs to increase its emphasis on technology as an effective and pervasive means of attracting visitors
- NFT will consider how emerging technologies will enhance the visitor experience
- Team NFT is equipped with the correct technology to achieve maximum results for our stakeholders

### How we'll do it:

- Conduct an annual audit of all technology at NFT's disposal and develop plans of action to ensure the *right* technology is available
- Seek out best-practise models world wide for the use of technology to increase visitation and enhance experiences
- Partner with other organizations to identify means of utilizing their technology to achieve NFT goals
- Embrace technology as a critical tool for in-market destination marketing

### How we will know we've done it well:

- Visitors are connecting with and experiencing NFT through more channels than ever before
- Shared content and analytics platforms will track marketing effectiveness and return on investment
- Implementation of technology platforms to support team development, while better managing finance and administrative expenditures

### What it means for our destination:

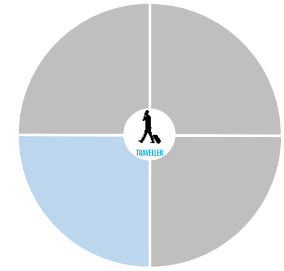
- Niagara Falls will be a technologically advanced destination allowing our stakeholders more ways to connect with travellers providing more ways to *close the sale*
- Visitors will be provided in-market opportunities to connect and increase their experiences
- Team NFT will be a resource for all industry





# STRENGTHEN OUR INDUSTRY

## Live the Niagara Falls Brand



### What It means:

- Niagara Falls is in need of a brand that speaks to the experiences of visitors
- This brand needs to be the voice used through all of our and industry's channels
- A common brand builds consistency, alignment and deeper collaboration in communicating with travellers

### How we'll do it:

- Invest and collaborate with industry on defining the Niagara Falls brand
- Extend the brand ambassador program comprised of key community influencers who can participate in content creation, media hosting and stakeholder engagement
- Make clear distinctions between identity and brand ensuring authentic representation

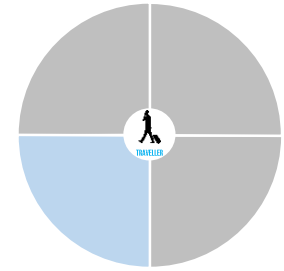
### How we will know we've done it well:

- Development of a brand health scorecard to measure brand performance
- Globally it is understood what a trip to Niagara Falls will deliver; authentic, vibrant and unique experiences.
- Collaboration between stakeholder to adopt and use the Niagara Falls brand

### What it means for our destination:

- Tourism is more competitive than ever, a consistent differentiated brand helps compel visitors to our city
- Brand gives Niagara Falls an identity that will move travellers through the path to purchase increasing visitation and the economic impact of tourism.

# STRENGTHEN OUR INDUSTRY



## Create an Engagement Program

### What It means:

- Engagement, mutual trust and positive relations amongst stakeholders is critical to the success of tourism growth
- Clearly focused efforts on fostering stakeholder engagement increase collaboration – we're more successful when we hunt as a pack
- Stakeholders are not just within in our industry but across all sectors both private and public

### How we'll do it:

- NFT will lead in driving engagement with our stakeholders
- We will increase awareness of the benefits and opportunities for all stakeholders
- NFT will serve as an active and willing participant, a connector of groups, ideas and people

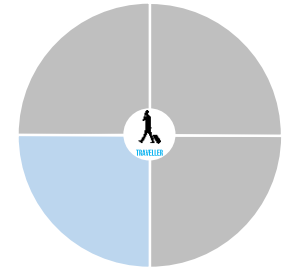
### How we will know we've done it well:

- More stakeholders participating in the development of destination wide strategies
- Increased participation in NFT led tactics
- Identification and measurement of shared goals

### What it means for our destination:

- Niagara Falls will benefit from a streamlined, strategic and coordinated approach to destination development
- Increased visitation, room nights consumed, economic impact and job creation
- Positive sentiment amongst travellers and a vibrant desirable city

# STRENGTHEN OUR INDUSTRY



## Lead Industry In Training & Education

### What It means:

- A knowledgeable well trained industry is empowered and prepared to create new experiences that will attract customers, diversify product offerings and generate revenue for their businesses
- Travellers want engagement, insight and connections with people and places authentic to the destination. To provide this we as an industry will need to continue to ensure the on-going development and growth of our industry

### How we'll do it:

- NFT will seek out learning programs that will encourage marketing collaboration and innovation based on sound research and marketing principles
- NFT will work with industry to develop programs equipping all partners with the knowledge and skills to exceed visitor expectation's

### How we will know we've done it well:

- Industry is working together to ensure all industry personnel are provide additional destination experience training
- Team NFT is perceived as experts in destination marketing – helping increase per guest yield and increase consumed room nights

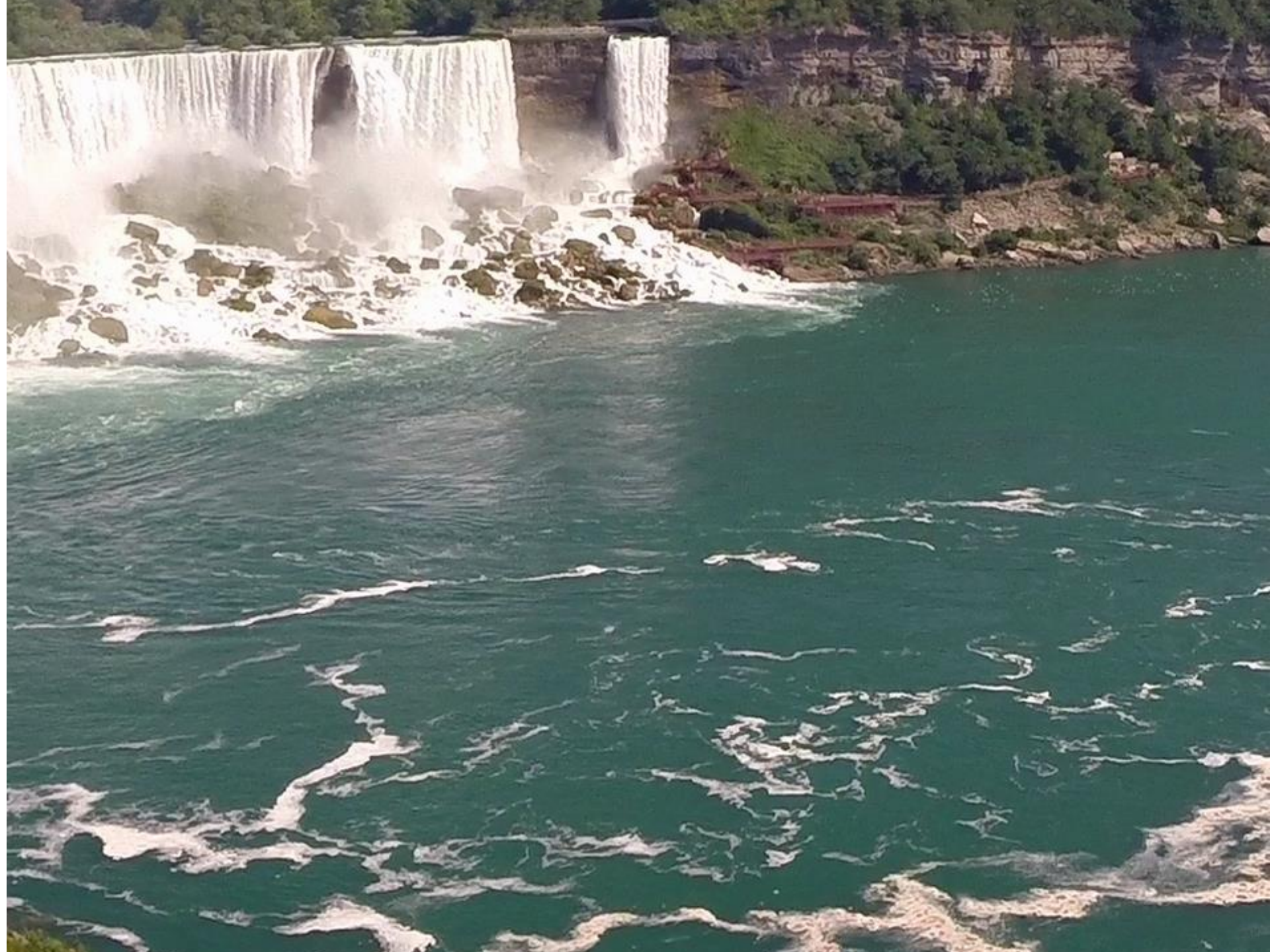
### What it means for our destination:

- Increasing education and training for industry will provide in-market sales opportunities increasing per guest yield
- Increasing guest satisfaction will increase the brand perception for Niagara Falls and create brand ambassadors

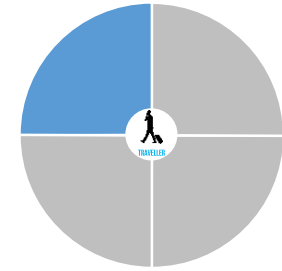








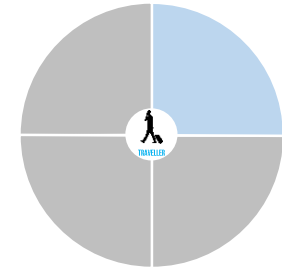
# 2017-2022 CORPORATE SCORECARD



Strategic Priority	What We Measure	How We Measure	2016 Results	2017 Targets	2022 Targets
Increase Visitation & Spend	Defend Core Markets	Growth in Tourism Expenditures (Visitor Economy)	\$2.2B	\$2.4B	\$3.0B
		Growth in Overnight Visitors – consumed room nights November to March	992,711	1,001,383	1,292,768
	Drive Incremental Revenue from High-Potential Markets & Segments	Growth in Overnight Visitors – consumed room nights year-round	3.2M	3.4M	4.2M
		Number of leads distributed to industry through all channels	556,678	590,078	837,000

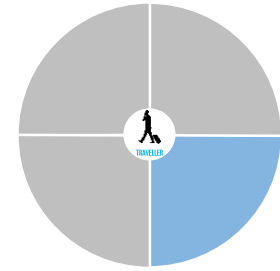


# 2017-2022 CORPORATE SCORECARD



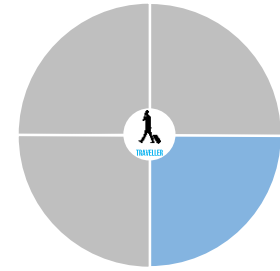
Strategic Priority	What We Measure	How We Measure	2016 Results	2017 Targets	2022 Targets
<b>Enrich the Destination</b>	Attract Spotlight Events to the Region	Number of Events attracted to the Region	41	45	75
		Number of Room Nights (consumed) directly associated with Events	25,311	30,000	50,000
	Create High Value Partnerships	# of members participating in NFT programs	84	95	175
		Net new investment in NFT activities	N/A	\$55k	\$250k
	Increase the Value Proposition	% of overnight visitors versus day-trippers	N/A	59.3%	65%

# 2017-2022 CORPORATE SCORECARD



Strategic Priority	What We Measure	How We Measure	2016 Results	2017 Targets	2022 Targets
<b>Strengthen the Organization</b>	Develop On-Going Training Programs	# of Team NFT enrolled in industry targeted training programs	N/A	3	ALL
		% of stakeholders who perceive Team NFT as “experts”	N/A	Baseline	90%
	Execute a Comprehensive HR Strategy	Maintain General & Administrative costs below ____% of total budget	TBD		
	Conduct a Technology Assessment	# of channels visitors are connecting with NFT	5	6	7
		# of people in our social media community	112,000	150,000	400,000

# 2017-2022 CORPORATE SCORECARD



Strategic Priority	What We Measure	How We Measure	2016 Results	2017 Targets	2022 Targets
<b>Strengthen Our Industry</b>	Live the Brand	Increase in unaided brand awareness amongst key markets	N/A	Baseline	TBD
		Increase in brand sentiment in key markets	N/A	Baseline	TBD
		Number of stakeholders incorporating Niagara Falls brand into marketing activities	N/A	Baseline	TBD
	Create an Engagement Program	Increase in industry satisfaction with Niagara Falls Tourism activities	N/A	Baseline	TBD
		Increase in Niagara Falls Tourism membership base	355	365	475
	Lead Industry in Training & Education	# of partners participating annually in industry training programs	N/A	Baseline	





# NFT BOARD OF DIRECTORS

Chair - Wayne Thomson

Robert Orsini

Rick Dritsacos

Letitia DiBellonia

Eric Marcon

Pat Clary

Anna DiCienzo

Jim Graham

Anthony Annunziata

Clark Barnet

Marg Ruddy

Lee Carr

David Adames

Mayor Jim Diodati

Noel Buckley

Mike Strange

Sergio Felicetti

Ken Todd

Sue McDowell

Dolores Fabiano

Jennifer Murphy

Toni Williams

## Honourary Directors

D. Gordon Paul

George Yerich Sr.

Amy Bginucolo

John Holer Sr.

# TEAM NFT

Adam Spruijt

Anastasia Belashov

Dianne Tainsh

Jon Jackson

Melissa Secord

Toni Fusarelli

Alisa Woods

Dave Sage

Jennifer McGregor

Linda Lake

Paul Washington





NIAGARA  FALLS  
ONE WONDER AFTER ANOTHER