

City of Greater Sudbury **Tourism Strategy** 2019-2023



INTRODUCTION

On Thursday November 23, 2017, the Province of Ontario issued the Transient Accommodation Regulation 435/17, which came into effect December 1, 2017 and provides the necessary provisions for municipalities across Ontario to implement a Municipal Accommodation Tax (MAT).

On February 27, 2018, Greater Sudbury Council directed staff to proceed with the development of a 4% Municipal Accommodation Tax (MAT) for transient accommodation within Greater Sudbury. The implementation commenced September 1, 2018.

Council designated the Greater Sudbury Development Corporation (GSDC) as its Eligible Tourism Entity responsible for the investment of the applicable funds for the purposes of promoting and growing the tourism industry in Greater Sudbury.

To make informed investment decisions, with sector input, the GSDC Board established the Tourism Development Committee. This committee brings together sector stakeholders and members of the GSDC board to provide advice, recommendations, information and expertise that will provide for better planning and decision making related to the investment of the applicable MAT funds.

The first task of the Tourism Development Committee was to review and refine a Tourism Strategy for the next 3 to 5 years. With regard for the existing Community Economic Development Strategic Plan, *From the Ground Up*, the committee, with the GSDC Board's endorsement, presents the following as a revised Tourism chapter with refinements providing an improved tourism vision, new key values to guide decisions, and updated goals to reflect the current community priorities/opportunities.

CREDITS

Revised chapter of *From the Ground Up: A Community Economic Development Plan for Greater Sudbury 2015-2025*. Available at www.investsudbury.ca

April 10, 2019

City of Greater Sudbury Community Development Corporation

Produced under the guidance of the GSDC Tourism Development Committee and by CGS Economic Development staff

VISION: ONE OF ONTARIO'S TOP DESTINATIONS

OUR VALUES			
QUALITY	DIVERSITY	ENGAGED	AUTHENTIC
We stand behind the quality of our products, services and experiences, and these create a community where we want to live, work and visit (play).	We celebrate the diversity of our heritage and our future.	We have an engaged community that participates and supports our success.	We embrace our northern roots and showcase an authentic Sudbury for all.

GOAL 1: INVESTMENT		
WE WILL INVEST IN FACILITIES, SPACES, AND INITIATIVES TO SUPPORT THE GROWTH OF TOURISM		
Required Actions	Timing	Potential Partners
1.1 Develop a multi-purpose facility (or facilities) for arts, culture, business and sport, with consideration for the following high-priority uses: <ul style="list-style-type: none"> • conference facilities • performing arts centre • arena/sports complex • art gallery • accommodations • multi-faceted motorsports park 	Medium (18-35 months)	CGS – Economic Development, Corporate and Leisure Services, Arts/community organizations, Private developers
1.2 Aggressively pursue meetings, conventions, sporting and other events/business to the community (eg. bid funding mechanism)	Short (12-18 months)	CGS – Economic Development, Sudbury Tourism Partnership, Hotel & Accommodation Association of Sudbury (HAAS) SportLink, CGS – Leisure Services
1.3 Proactively investigate and pursue the development of attractions (e.g. galleries, festivals, zip line, water park, waterfront facilities)	Long (36+ months)	CGS – Economic Development, TNO/NEONT Sudbury Tourism Partnership, MTCS
1.4 Investment in the enhancement and capacity building of festivals, tournaments, events, etc. (eg. Best practice example: Greater Sudbury Arts & Culture Grants)	Long (36+ months)	CGS – Economic Development, TNO/NEONT Sudbury Tourism Partnership, MTCS

GOAL 2: DESTINATION & PRODUCT DEVELOPMENT

WE WILL STRENGTHEN THE TOURISM INDUSTRY THROUGH PROACTIVE DESTINATION AND PRODUCT DEVELOPMENT

Required Actions	Timing	Potential Partners
2.1 Expand engagement of sector stakeholders, and strengthen the coordination, networking, joint marketing, collaboration, and bundling/packaging of products	Short (12-18 months)	CGS – Economic Development, TNO/NEONT
2.2 Leverage, explore and develop new sources of revenue and funding for tourism projects and promotional initiatives from private sector partners and all levels of government	Medium (18-35 months)	CGS – Economic Development, Sudbury Tourism Partnership, MTCS
2.3 Explore and collaborate on new sources of data (e.g. data mining, visitor intercepts at attractions, customer surveys, “guerilla” engagement) to capture visitor and prospect information, and disseminate to tourism industry on a semi-annual basis	Medium (18-35 months)	CGS – Economic Development, TNO/NEONT, Ontario Tourism, MTCS, Science North
2.4 Establish a prioritized list of market gaps, and proactively engage local and regional partners on the development of new tourism and cultural products (e.g. Indigenous, francophone, culinary, arts/culture & heritage, trails, outdoor recreation)	Short (12-18 months)	CGS – Economic Development, Indigenous Tourism Ontario (ITO) TNO/NEONT, Sudbury Tourism Partnership, Destination Ontario
2.5 Work to improve choice and quality of connections between attractions and amenities (e.g. Cycle route between Science North and Dynamic Earth)	Medium (18-35 months)	CGS – Economic Development, Greater Sudbury Transit, Rainbow Routes Association
2.6 Invest in research and data analysis to support decision making and quality enhancements (e.g. Geofencing events for visitor demographics)	Medium (18-35 months)	CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership, Destination Ontario

GOAL 3: MARKETING & PROMOTIONS

WE WILL IMPLEMENT STRATEGIC MARKETING AND PROMOTION INITIATIVES TO TARGET KEY MARKET SEGMENTS

Required Actions	Timing	Potential Partners
3.1 Coordinate and curate marketing and communications activities at the local and regional levels, providing directions on key messages, key markets, and key strategies to be used by public and private sector partners about Greater Sudbury	Short (12-18 months)	CGS – Economic Development, Sudbury Tourism Partnership, TNO/NEONT, Chamber of Commerce
3.2 Implement a local strategy/playbook for digital and social media marketing, promotions, and communications, providing direction to public and private sector partners, and content/messaging to be leveraged in online marketing and social media initiatives	Medium (18-35 months)	CGS – Economic Development, Sudbury Tourism Partnership, TNO/NEONT, Chamber of Commerce
3.3 Strategically align with provincial and regional projects and messaging to leverage their resources and reach (e.g. Destination Ontario's <i>Where Am I?</i> Campaign)	Short (12-18 months)	CGS – Economic Development, TNO/NEONT, Destination Ontario

GOAL 4: WORKFORCE & AMBASSADORSHIP

WE WILL ENHANCE WORKFORCE CAPACITY AND INSPIRE A COMMUNITY OF AMBASSADORS

Required Actions	Timing	Potential Partners
4.1 Develop tourism orientation sessions, training programs, and familiarization excursions for all front line tourism and hospitality personnel and volunteers in order to provide a high quality customer experience	Medium (18-35 months)	CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership, HAAS
4.2 Leverage the resources and assistance available to the community and stakeholders via Tourism Northern Ontario's Tourism Excellence North (TEN) program to influence a quality shift of existing tourism product, services and experiences. (e.g. Fast Track to Success consulting to businesses)	Short (12-18 months)	TNO/NEONT, Sudbury Tourism Partnership, Regional tourism organizations, Chamber of Commerce
4.3 Coordinate and collaborate on strategic workforce/resident attraction efforts to address the growing workforce gaps	Medium (18-35 months)	CGS – Economic Development, Sudbury Tourism Partnership, HAAS, Chamber of Commerce
4.4 Develop a community Ambassadorship program to train residents to provide quality customer service and grow a volunteer base for tours and visitor services	Long (36+ months)	CGS – Economic Development, Chamber of Commerce