

~~Phase 5~~

~~Final Tourism Strategy~~

# Town of Niagara-on-the-Lake Tourism Strategy; ~~Masterplan~~, and Action Plan (2024-2028)

Town of Niagara-on-the-Lake  
1593 Four Mile Creek Road, PO Box 100  
Virgil, Ontario, L0S 1T0  
~~CBRE File No. 22-APPRHOTELS-0090~~

## Vision Statement

Niagara-on-the-Lake is an extraordinary ~~wine country~~ destination, known for its natural beauty, ~~food and wine~~ and unrivaled cultural experiences.

### Exhibit 2: Recommended Roles and Responsibilities for NOTL's Tourism Ecosystem

Roles	Town of NOTL	<del>Tourism NOTL</del> DMO
Execution & Oversight of Tourism Strategy	X	
Community Relations	X	
Data Analysis, Tourism Research & Business Intelligence	<del>X</del>	X
<del>Governance &amp; Administration (with Tourism Strategy Committee)</del>	<del>X</del>	-
Government Relations	X	
<del>Destination</del> Marketing <del>&amp; Promotion</del> of NOTL		X
Product & Experience Development		X
<del>Special Event Hosting (e.g., Peach Festival)</del>	-	<del>X</del>
Tourism Branding		X
Tourism Business Support & Relations	X <del>("concierge" approach)</del>	<del>X</del>
Tourism Investment Attraction	X	
Visitor Infrastructure (e.g., parking)	X	
Visitor Services (website, guidebooks, information booth, etc.)		X
Wayfinding <del>and</del> Signage	X	

To ensure accountability and clarity for tourism roles in balance with community needs, the Town ~~should revise its Memorandum of Understanding (MOU) with Tourism NOTL~~ must develop and execute a formal legal agreement with the Council appointed Destination Marketing Organization (DMO), as identified in Exhibit 2.

Furthermore, members of industry should continue to support and represent NOTL's visitor economy, as ~~was~~ provided by the NOTL Tourism Strategy Committee (TSC) throughout the strategic planning process. ~~Thus, to~~ ~~provide clarity of responsibilities and demonstrate~~ sound governance, ensure clear ~~unambiguous~~ communication and support the implementation of the Tourism Strategy, ~~Town and the DMO,~~ it is recommended that ~~existing the Tourism Strategy Committee~~ be sunset in recognition of the role of the

appointed DMO Board and the identified regular community townhall opportunities for other participation. ~~remains active in an advisory role.~~

Destination management is deeply rooted in the needs and wellbeing of the community and its environment. Ensuring residents, businesses and visitors are benefitting from initiatives underway in the greater visitor economy should be top of mind. To this extent, the Town's share of MAT funding must support infrastructure that will benefit **residents, businesses and visitors**. ~~,businesses and residents.~~ Ensuring residents and operator needs are being met will further support the economic and social benefits of the visitor economy.

~~CBRE is recommending the following overall goal for use of the Town's share of MAT revenue: to ensure NOTL is a profitable and sustainable destination for visitors, businesses and residents. To ensure all aspects of the subject Tourism Strategy can be met, it is recommended that the Town's share of MAT revenue is divided into two categories:~~

- ~~1) **NOTL Destination Management Fund:** To support development of a new Economic Development and Tourism Director to manage tourism at the Town level with associated resources, reporting to the CAO.~~
- ~~2) **NOTL Destination Development Fund:** To support for new and/or enhanced visitor and resident infrastructure, focusing on ways to capitalize on "wine country" and cultural experiences.~~

It will be important ~~for the Town~~ to measure the impacts of rolling out the subject NOTL Tourism Strategy to inform future decision-making and new investment, and to see if visitation has changed within the Town. Measuring success and using data driven decision making supports the balanced growth of NOTL, for instance, it can help make better informed decisions regarding future investments in projects and opportunities. Furthermore, establishing and assessing a set of key indicators for tourism will enable NOTL to communicate results. One of these key indicators will be visitor data. Reporting on outcomes will also build public confidence in the Strategy and assist in communicating the activities completed by the Town and ~~Tourism NOTL~~ **appointed DMO** and demonstrate the importance of a balanced approach to tourism.

## PRIORITY #1 – Governance and Destination Management

**PRIORITY OBJECTIVE – Develop a sustainable tourism ecosystem with clear organizational roles, responsibilities and dedicated resources**

Indicators of Success	Strategic Actions	Lead Partner ( <del>Lead-in Bold</del> )	Time Frame	Priority	Estimated Budget
Leadership is established and capacity building enhanced within NOTL's tourism ecosystem	1. Create a dedicated Economic Development and Tourism <del>Director staff position</del> to manage Tourism at the Town of NOTL, reporting to the CAO; whose role <del>would be to ensure</del> include effective implementation of the subject NOTL Tourism Strategy, <del>manage support</del> tourism-related infrastructure projects, community and government relations, and liaise with the <del>Tourism Strategy Committee and Tourism NOTL</del> appointed DMO.	Town of NOTL, <del>Tourism Strategy Committee</del>	Immediate	Critical	TBD (incremental \$30,000 to \$40,000 to current budget allocation)
	<del>2. Establish the Tourism Strategy Committee as an ongoing Committee of Council to support the new Economic Development and Tourism Director and provide oversight of the Strategy's implementation</del>	<del>Town of NOTL, Tourism Strategy Committee</del>	<del>Immediate</del>	<del>Critical</del>	<del>N/A</del>
	3. Review and execute on recommended roles and responsibilities, and organize implementation of the subject NOTL Tourism Strategy	Town of NOTL, <del>Tourism Strategy Committee, Tourism NOTL</del>	Immediate	Critical	N/A
A responsibility framework is formalized and internal processes are established to maintain a sustainable tourism ecosystem in NOTL	4. Review Town of NOTL budget and determine appropriate allocation for new Economic Development and Tourism <del>Director Officer</del> to <del>manage support</del> Town tourism-related responsibilities (outlined in Exhibit 2).	Town of NOTL ( <del>Council and Finance</del> ), <del>Tourism Strategy Committee, MAT Committee</del>	Immediate	Critical	N/A
	5. <del>Develop and execute a legal service agreement</del> <del>Revise Memorandum of Understanding (MOU) and accountability framework</del> between the Town of NOTL and <del>Tourism NOTL</del> the appointed DMO to <del>ensure sufficient resources are allocate and clearly define d to</del> tourism-related roles and responsibilities, expectations and obligations, <del>that roles and responsibilities are clearly defined</del> (as outlined in Exhibit 2).	Town of NOTL, <del>Tourism NOTL</del>	Immediate	Critical	\$2,500 (legal fees)
	6. Provide updates to Council ( <del>quarterly at most</del> ) to reinforce the importance of tourism to NOTL's economy.	Town of NOTL, <del>Tourism Strategy Committee</del>	Short-term and ongoing	High	N/A

All municipal decisions are assessed through a tourism lens, including the Town's share of MAT revenue investment moving forward	7. <del>Consider hosting</del> an annual "State of Tourism" Town Hall in collaboration with the DMO to provide tourism updates.	<del>Town of NOTL, Tourism NOTL</del>	Short-term	High	\$5,000 annually (hosting and materials)
	8. Implement system of regular <del>checks</del> liaison meetings between the Town and DMO on <del>tourism</del> roles and responsibilities for accountability purposes to facilitate early identification of emerging issues and identify opportunities for collaboration	<del>Town of NOTL, Tourism Strategy Committee</del>	Short-term and ongoing	High	N/A
	9. <del>Schedule regular meetings between the Town's Economic Development and Tourism Director and other Town departments</del> Include the Economic Development and Tourism Officer in regular Town Senior Leadership Team (SLT) meetings to ensure tourism initiatives are communicated and needs of the tourism industry are <del>considered being met</del> .	<del>Town of NOTL (various departments)</del>	Immediate and ongoing	High	N/A
	10. Develop an overall goal for use of the Town's share of MAT revenue: to ensure NOTL is a profitable and sustainable destination for visitors, businesses and residents	<del>Town of NOTL, Tourism Strategy Committee, MAT Committee</del>	Immediate	Critical	N/A
	<del>11. Develop two distinct funds to support NOTL's goal for use of the Town's share of MAT revenue:</del> <b>NOTL Destination Management Fund</b> Purpose: To support development of a new Economic Development & Tourism Director to manage tourism at the Town level with associated resources; reporting directly to the CAO. <b>NOTL Destination Development Fund</b> Purpose: To support for new and/or enhanced visitor and resident infrastructure, focusing on ways to capitalize on "wine country" and cultural experiences Ensure the Town's share of MAT funds are allocated to support not only infrastructure projects, but also resources for an Economic Development and Tourism Officer to implement the Tourism Strategy.	<del>Town of NOTL, Tourism Strategy Committee, MAT Committee</del>	Immediate	Critical	\$2,500 (legal fees)
	12. <del>Determine</del> Prepare recommended MAT investment budget allocations for Council consideration <del>each category</del> and adjust on an annual basis.	<del>Town of NOTL, Tourism Strategy Committee, MAT Committee</del>	Immediate	High	N/A

	13. <del>Select-Recommend for Council consideration</del> projects and infrastructure initiatives that promote and support tourism and economic development efforts that benefit both visitors and residents, through use of an Evaluation Matrix for Destination Development Fund allocation	<del>Town of NOTL, Tourism Strategy Committee, MAT Committee</del>	Short-term and ongoing	Critical	N/A
Resources and support are provided for tourism related businesses in NOTL, and in turn improve the guest experience	14. <del>Create Support</del> an information and awareness program to educate and inform <del>tourism-related businesses, tourism</del> stakeholders and residents on the economic benefits and impact of the visitor economy.	Town of NOTL	Short-term	High	\$5,000
	15. <del>Collaborate with the NOTL Community &amp; Development Services department to</del> Support the sustainability and expansion of tourism businesses, with a focus on their unique needs.	<del>Town of NOTL, Chamber of Commerce</del>	Short-term	High	N/A
	16. Develop a suite of information, data, and training resources to support tourism related businesses, including for example: a. Visitor friendliness checklist b. Data analysis (sector studies, Prizm segment descriptions) c. Links to training programs and resources d. Links to other supporting tourism organizations (RTO2, TIAO, Destination Ontario, Culinary Tourism Alliance, TIAC, Niagara Aspiring Global Geopark, etc.) e. Funding programs f. Calendar of major tourism events and festivals taking place in Niagara-on-the-Lake	<del>Town of NOTL, Chamber of Commerce DMO</del>	Short-term and ongoing	High	\$25,000 (database set-up, analysis and materials)
	17. Enhance the guest experience for visitors who are already coming to NOTL to ensure they stay longer and do more in the community a. Encourage operators to direct guests to the DMO website for itineraries and accommodation ideas b. Ensure visitors are provided with many touch points to obtain directions to other activities, transit, parking, etc. c. Provide tools for businesses to cross-promote	<del>Tourism NOTL, Town of NOTL, NOTL Ambassadors DMO</del>	Short-term	High	\$5,000
	18. Create a visitor-friendliness plan to help tourism businesses direct residents and visitors to notable assets and experiences within NOTL (e.g., drive visitors to different parts of the Experience Corridors)	<del>Third-party consultant, Tourism NOTL, Town of NOTL DMO</del>	Medium-term	High	\$15,000
	19. <del>Facilitate a more “user-friendly” process to</del> make it easier for event organizers to manage costs and receive permits for celebrations, festivals, and events within the Town (e.g., at community parks)	Town of NOTL, <del>Chamber of Commerce</del>	Short-term	Medium	N/A

The online visitor experience is streamlined	<del>20. Identify and eliminate any tourism websites for NOTL experiences that are currently not functioning</del>	<del>Tourism NOTL, Town of NOTL</del>	<del>Short-term</del>	<del>Medium</del>	<del>N/A</del>
	21. <del>Isolate and d-</del> Develop the Tourism NOTL DMO website as the only visitor-facing website, clearly separated from other organizations (e.g., Chamber of Commerce) and eliminate all other former websites	<del>Tourism NOTL DMO</del>	Short-term	High	\$10,000
	22. Develop a webpage on the Town's website for tourism-related businesses and potential investors <del>and residents to interact with the Town, in collaboration with the Chamber of Commerce</del>	<del>Town of NOTL, Tourism NOTL, Chamber of Commerce</del>	Short-term	High	\$5,000
Platform established for interactive communication between the municipality, businesses, and residents	23. <del>Build</del> Implement an online platform to encourage and facilitate collaboration between tourism businesses <del>on the Town's website</del>	<del>Town of NOTL, Tourism NOTL, Chamber of Commerce DMO</del>	Short-term	High	(included in above)
	24. <del>Collaborate with Tourism NOTL to o-</del> Organize regular meetings (e.g., quarterly) with tourism businesses to learn about new initiatives and opportunities for future collaboration	<del>Town of NOTL, Tourism NOTL</del>	Short-term and ongoing	Medium	\$2,500 (hosting and materials)
	25. <del>Introduce and pP</del> Provide regular updates to the public on NOTL Tourism Strategy implementation, focusing on the importance of sustainability for strategic success	<del>Town of NOTL, Tourism Strategy Committee</del>	Short-term and ongoing	High	N/A
Regular collection and analysis of meaningful visitor data to support product development, investment attraction, visitor infrastructure development and marketing	26. Develop a program to track visitation to NOTL through industry-generated data a. <del>macro 3rd party data</del> b. <del>industry-generated data (segmented by festivals/events, major business events in hotels, sporting events)</del>	<del>Town of NOTL / Third party data provider, Tourism NOTL DMO</del>	Medium-term and ongoing	High	\$30,000 (data provider and database set-up)
	27. Work with partners to undertake annual visitor surveys to gain a qualitative understanding of visitors' perception of NOTL's tourism offerings	<del>Tourism NOTL DMO</del>	Medium-term	High	N/A
	28. Work with the Tourism Partnership of Niagara (TPN / RTO2) <del>and Niagara Economic Development</del> to undertake enhanced visitor research and analysis	<del>Town of NOTL, Tourism NOTL, TPN, Niagara Economic Development DMO</del>	Medium-term	Medium	N/A
	29. Collect and track tourism economic development statistics, <del>in collaboration with external partners (like TPN),</del> including: a. New and enhanced investment into tourism assets and experiences b. The number of tourism-related businesses and the associated employment using the Tourism Asset Inventory, and	<del>Town of NOTL / Third-party consultant</del>	Medium-term	High	\$20,000

c. The economic impact of NOTL’s visitor economy <del>by measuring</del> (e.g., visitor spending, the attributable GDP portion, and infrastructure associated with new/enhanced investments.)				
<del>30. Contribute data regularly to the suite of information, data, and training resources to support tourism related businesses.</del>	<del>Town of NOTL, Chamber of Commerce</del>	<del>Medium-term</del>	<del>Medium</del>	<del>N/A</del>
<del>31. Ensure public awareness of tourism strategy implementation success</del>	<del>Town of NOTL, Tourism NOTL</del>	<del>Short-term and ongoing</del>	<del>High</del>	<del>N/A</del>



## PRIORITY #2 – Product and Experience Development

**PRIORITY OBJECTIVE – Adopt a strategy to enhance the Town’s best assets, define the Experience Corridors, and capitalize on new developments to broaden NOTL’s market base**

Indicators of Success	Strategic Actions	Partner (Lead in Bold)	Time Frame	Priority	Estimated Budget
A Product and Experience Development plan is identified, and responsibilities assigned	1. Define the Product and Experience Development Plan for NOTL: a. Enhance what exists today and categorize those offerings into Product Clusters b. Develop NOTL’s Experience Corridors (ECs) and integrate products clusters <del>c. Attract new products and experiences for NOTL that fit within the Experience Corridors</del>	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	N/A
	2. Attract new products and experiences for NOTL that fit within and/or enhance the Experience Corridors	Town of NOTL			
	<del>2. Allocate all responsibilities related to Experience Corridor and product cluster development, itinerary building, and marketing ECs to Tourism NOTL.</del>	<del>Town of NOTL, Tourism NOTL, Tourism Strategy Committee</del>	Immediate	Critical	N/A
	<del>3. Allocate all roles related to tourism strategy implementation, tourism-related infrastructure project management, and investment attraction to the Town of NOTL under the new Economic Development and Tourism Director.</del>	<del>Town of NOTL, Tourism NOTL, Tourism Strategy Committee</del>	Immediate	Critical	N/A
A responsibility framework is formalized and internal processes are established to maintain a sustainable tourism ecosystem in NOTL	4. <del>Utilize</del> Maintain the asset inventory <del>created by CBRE</del> to establish NOTL’s Tourism Product Cluster Inventory	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	N/A
	5. Develop NOTL’s Product Clusters and define the product offering and visitor appeal within each Cluster: a. Arts, culture and theatre b. Agri-tourism c. Heritage & historic experiences d. Wineries & related experiences e. Nature & outdoor activities (including gardens) f. Culinary experiences & restaurants g. Major festivals & events	Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO	Short-term	Critical	\$25,000

	<ul style="list-style-type: none"> <li>h. Breweries, distilleries &amp; cideries</li> <li>i. Retail &amp; shopping</li> <li>j. Recreation &amp; sport</li> <li>k. Conferences &amp; business events</li> <li>l. Spas &amp; wellness</li> </ul>				
	6. Create itineraries that build upon the draw of NOTL's <del>"Wine country"</del> experiences to increase length of stay	<del>Tourism NOTL DMO</del>	Short-term and ongoing	High	\$5,000
	7. Create digital tours (e.g., downloadable walking tours, maps, etc.).	<del>Tourism NOTL DMO</del>	Short-term and ongoing	High	\$5,000 (app fee)
NOTL's Experience Corridors are defined and established, and products are identified within each grouping	8. Identify main travel routes through NOTL and define boundaries and theming for each of the six (6) NOTL ECs, including but not necessarily limited to: <ul style="list-style-type: none"> <li>a. Niagara Stone Road (55)</li> <li>b. York Road (89) connecting Glendale to St. Davids and Queenston</li> <li>c. Niagara River Parkway</li> <li>d. Lakeshore Road (87)</li> <li>e. Queen Street / Historic Old Town</li> <li>f. Four Mile Creek Road (100)</li> </ul>	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee, TPN DMO</del>	Immediate	High	N/A
	9. <del>Initiate Develop</del> a wayfinding strategy that incorporates both hard assets (signage) and digital navigation (based on digital maps and directions) for each of the ECs.	<del>Third-party consultant, Town of NOTL, Tourism Strategy Committee DMO</del>	Short-term	Critical	\$100,000
Gap assessment criteria are created for the Experience Corridors to encourage new investment and development	10. <del>Create assessment criteria</del> <del>Identify gaps</del> to help guide new investment within NOTL's ECs, including but not limited to following: <ul style="list-style-type: none"> <li>a. Does it fill a gap within the existing product inventory (e.g., waterfront activities)?</li> <li>b. Does it help to extend the visitor season year-round?</li> <li>c. Is it a "high-quality" experience (e.g., boutique retail)?</li> <li>d. Does it help to promote green space and natural beauty <del>aligned with "wine country"</del>?</li> </ul>	<del>Town of NOTL, Tourism Strategy Committee, Tourism NOTL DMO</del>	Medium-term	High	N/A
	11. Enhance efforts to include and invite First Nations communities to work on tourism initiatives within the Experience Corridors	<del>Town of NOTL, Tourism NOTL, local Indigenous community members</del>	Short-term	High	\$3,000 (meetings and materials)

## PRIORITY #3 – Visitor Infrastructure and Investment Attraction

### PRIORITY OBJECTIVE – Approach economic and community development through a tourism lens

Indicators of Success	Strategic Actions	Partner (Lead in Bold)	Time Frame	Priority	Estimated Budget
Municipal roles and responsibilities for tourism investment attraction and visitor infrastructure are established	<del>1. Allocate all Visitor Infrastructure and Investment Attraction related roles and resources to the Town's new Economic Development and Tourism Director.</del>	<del>Town of NOTL, Tourism Strategy Committee</del>	<del>Immediate</del>	<del>Critical</del>	<del>N/A</del>
	<del>2. Ensure the Economic Development and Tourism Director is responsible for clearly communicating activities and outcomes to partners and stakeholders, as well as with the leadership of the community, in collaboration with Tourism NOTL.</del>	<del>Town of NOTL, Tourism Strategy Committee, Tourism NOTL</del>	<del>Immediate</del>	<del>Critical</del>	<del>N/A</del>
	3. Provide the resources for the Economic Development and Tourism <del>Director Officer</del> to execute on opportunities to attract new investment to NOTL (which may include financial support for travel to meet with targeted investors, partners and businesses.)	<b>Town of NOTL, Tourism Strategy Committee</b>	Immediate	Critical	TBD (dependent on Priority #1 – Action 4)
	<del>4. Ensure the Town's share of MAT funds are allocated to support not only infrastructure projects, but also resources for an Economic Development and Tourism Director to implement the strategy.</del>	<del>Town of NOTL, Tourism Strategy Committee, MAT Committee</del>	<del>Immediate</del>	<del>Critical</del>	<del>TBD (dependent on Priority #1 – Action 4)</del>
	5. <del>Confirm</del> Evaluate current state of NOTL investment readiness, including current requirements for a Community Improvement Plan (CIP) to support new investment.	<del>Third-party consultant, Town of NOTL</del>	<del>Immediate</del>	<del>Critical</del>	<del>\$75,000</del>
Transportation solutions are identified to support businesses and visitors, including parking, intercommunity transit, and bike lanes	6. Collaborate and explore opportunities with <del>the Chamber, DMO and NOTL's businesses</del> tourism stakeholders to connect visitors to transit and parking solutions (e.g., shuttle services, offsite parking, community trolley/hop-on-hop-off tours at key attractions) and consider a review of Town-owned land for potential sites for off-site parking and shuttles to Old Town.	<b>Town of NOTL, Tourism NOTL, Chamber of Commerce, Parks Canada, Niagara Parks, Niagara Region, individual businesses</b>	Short-term	Critical	\$2,500 (meetings and materials)
	7. <del>Identify and Pprioritize and</del> infrastructure requirements for the Town <del>and using NOTL Destination Development Fund revenue, focusing on:</del> a. Parking Infrastructure <del>— conduct a feasibility study for a new parking facility including site review to alleviate downtown parking and visitor parking within the community.</del>	<del>Third-party consultant, Town of NOTL, Tourism Strategy Committee, Parks Canada, Niagara Parks, individual businesses</del>	<del>Short-term</del>	<del>Critical</del>	<del>\$25,000 to \$50,000</del>

	<p><del>b. Hop-on Hop-off Bus —collaborate with Parks Canada and/or Niagara Parks to assess potential for a shuttle from Fort George to Queen Street, and potentially through the ECs</del></p> <p>c. NOTL Park ‘n’ Pedal Plan <del>—complete and implement the plan, ensuring cyclists can enjoy a safe system to connect the tourism businesses and assets in NOTL through bike lanes and trails.</del></p>				
	8. Advocate for enhancements at Niagara <del>Regional District</del> Airport and support a regional initiative for future infrastructure planning.	<del>Town of NOTL, Niagara Regional Airport</del>	Medium-term	High	N/A
	9. <del>Collaborate with NOTL Community Development &amp; Services to advocate and identify what</del> lands and access <del>is</del> available along the waterfront.	<del>Town of NOTL</del>	Medium-term	Medium	N/A
	10. <del>Engage and expand upon work underway in NOTL with the planning department, to e</del> Ensure that visitors are an important consideration in planning initiatives to develop new infrastructure.	<del>Town of NOTL</del>	Medium-term	Medium	N/A
	11. Engage regional partners and the Province of Ontario on planning that includes NOTL’s requirements to ensure access and safety of visitors to the community.	<del>Town of NOTL, Niagara Region</del>	Medium-term	Medium	N/A
An Experience Corridor Wayfinding strategy is initiated, including signage and relevant infrastructure initiatives	12. <del>Develop a</del> Implement the signage identified in the ‘Wayfinding Strategy’ for the community and visitors to better understand the assets in NOTL, linked to the brand and vision of the plan. <del>This would be completed once the ECs are well defined.</del>	<del>Third-party consultant, Town of NOTL, Tourism Strategy Committee</del>	Short-term	Critical	See Priority #2 – Action 9
	13. Clearly define the approach of the ECs within NOTL and how the corridors can expand the visitor experience and assist with identifying programming that visitors can enjoy (see Priority 2: Product and Experience Development).	<del>Town of NOTL, Tourism NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	See Priority #2 – Action 2
	14. Link businesses to the ECs that highlight the unique products of each set of opportunities. The ECs should be targeted at specific audiences and should be considered in Tourism NOTL’s Marketing Plan	<del>Town of NOTL, Tourism NOTL DMO</del>	Short-term	Critical	N/A

## PRIORITY #4 – Destination Marketing

**PRIORITY OBJECTIVE – Adopt the Tourism Vision for NOTL as an outward-facing brand, leading with NOTL’s best experiences**

Indicators of Success	Strategic Actions	Partner (Lead in Bold)	Time Frame	Priority	Estimated Budget
Roles and responsibilities for marketing and promotion of the destination are allocated	1. Ensure all marketing and promotion, including building the visitor-facing website, are allocated to the Town’s <del>appointed</del> DMO: <del>Tourism Niagara-on-the-Lake (“Tourism NOTL”)</del>	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	N/A
	2. <del>Adapt Tourism NOTL’s existing</del> Develop a Marketing Strategy to support NOTL’s Tourism Vision and initiate branding efforts	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	N/A
	3. Collaborate with regional tourism partners to leverage the regional Niagara experience and position NOTL as a hub for a premium <del>wine-country</del> experiences in Niagara	<del>Tourism NOTL, Tourism Strategy Committee, TPN, regional municipalities DMO</del>	Immediate	High	N/A
A visitor-facing brand is developed for NOTL as a destination, distinct from the civic brand identity	4. Undertake a visitor branding exercise for NOTL that aligns with the Tourism Vision and NOTL’s civic brand identity. <ul style="list-style-type: none"> <li>a. Build a dynamic and memorable personality for NOTL’s visitor brand—considering NOTL as both a day-trip and overnight destination that is high-quality and appealing</li> <li>b. Create a unique and engaging logo and tagline for the NOTL’s visitor brand</li> </ul>	<del>Third-party consultant / Tourism NOTL, Town of NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	\$50,000 (brand strategy)
	5. Develop collateral materials using the new visitor brand	<del>Third-party consultant / Tourism NOTL, Tourism Strategy Committee DMO</del>	Immediate	Critical	\$10,000 to \$15,000
	6. Develop a brand manual to educate all stakeholders and strategic partners how to use the new Tourism Brand	<del>Third-party consultant / Tourism NOTL, Tourism Strategy Committee DMO</del>	Short-term	Critical	\$5,000 to \$8,000
	7. Work with appropriate strategic partners to grow awareness of the new visitor brand identity and build excitement	<del>Tourism NOTL, Town of NOTL, Tourism Strategy Committee, individual businesses DMO</del>	Short-term	High	N/A

Marketing campaigns showcase the best experiences in NOTL's wine country	8.	Create an awareness marketing plan to specifically showcase the best experiences <del>in wine country</del> , in alignment with NOTL's tourism Vision statement	<del>Third-party consultant / Tourism NOTL, Tourism Strategy Committee DMO</del>	Short-term	High	\$10,000
	9.	Build marketing assets for the campaign ( <del>e.g., website/micro-site, traditional marketing materials, digital materials, videos, direct mail/email campaign, etc.</del> )	<del>Third-party consultant / Tourism NOTL, Tourism Strategy Committee DMO</del>	Short-term	High	\$50,000- \$100,000 for web development, print materials, etc. (NOTE each video costs \$10,000 excl. media buy)
	10.	<del>Aggressively m</del> Market the Experience Corridors and key existing tourism Product Cluster for wider recognition, promoting on the "best of NOTL"	<del>Tourism NOTL, individual businesses DMO</del>	Short-term	Critical	TBD
NOTL's Product Clusters and Experience Corridors continue to align with visitor needs and wants year-round	11.	Align NOTL's Product Clusters and Experience Corridors to the needs and wants of its visitor markets a. Establish specific value propositions for NOTL's target audiences and ensure marketing campaigns are specific in their content, language, and benefits for each audience b. Review NOTL's product clusters in relation to historic visitation, as detailed in the Phase 1: Background Review & Initial Findings Report	<del>Tourism NOTL, Town of NOTL DMO</del>	Medium-term	High	N/A (Included in Priority #2)
	12.	<del>Aggressively m</del> Market the Experience Corridors and key existing tourism Product Cluster for wider recognition, focusing on year-round experiences, including (but not necessarily limited to): a. Seasonal Experience Corridor itineraries b. Wine and winery-related experiences c. Culinary establishments, products, and experiences d. Event and festival venues and experiences e. Business event and conference venues and related tourism experiences f. Cultural and heritage experiences (including Indigenous Tourism and Black history & heritage experiences)	<del>Tourism NOTL, individual businesses DMO</del>	Medium-term	High	TBD