

CITY OF HAMILTON

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: December 5, 2012	
SUBJECT/REPORT NO: Tourism and Culture Division Restructuring (PED12241) (City Wide)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Anna M. Bradford (905) 546-2424 Ext. 3967
SIGNATURE:	

RECOMMENDATION

- (a) That one FTE from the Community Services Department be transferred to the Tourism and Culture Division, Planning and Economic Development Department;
- (b) That one FTE from the Economic Development Division be transferred to the Tourism and Culture Division, Planning and Economic Development Department;
- (c) That the confidential Appendix B to Report PED12241 respecting the 2012 Tourism and Culture Organizational Restructuring remain confidential as the subject pertains to personal matters about identifiable individuals.

EXECUTIVE SUMMARY

Hamilton is an authentic City that is rich in culture, heritage, tourism and creative industries. It demonstrates consistent drive and entrepreneurial spirit and it continues to take bold steps to define and redefine itself. Similarly, the recently combined Tourism and Culture Division, as a new component of the Planning and Economic Development Department at the City of Hamilton, is taking the final steps in redefining *itself*. It is important to note that the joining of the Divisions is not a merger. It is transforming two

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Divisions into a new unit with a distinctly new function: broadly, the work will support the City Vision/Strategic Plan: growing the City and our prosperity through enhancing quality of life.

The Division needs to take a leadership role in ensuring that Hamilton's creative industries, tourism sector and cultural organizations receive the support required to thrive. It also needs to develop and implement the City's Cultural Plan that will be used to help support economic and community development. The Tourism and Culture Division's contribution should have a positive impact on Hamilton – resulting in a vibrant economy and neighbourhoods, a more connected community, and increased Quality of Life and Quality of Place. To do this effectively, a strategic approach to the Division's reorganization is required.

Intensive planning and collaboration was used in the development of a new organizational structure for the Tourism and Culture Division. Once implemented, this plan will enable a newly reorganized Tourism and Culture Division to leverage tourism and culture as an economic engine that can continue to help transform Hamilton. Opportunities for economic growth within the tourism and culture sector exist. The new Tourism and Culture Division will be better positioned to seize and leverage these opportunities.

The actual work of the new Division is extremely diverse: including direct facility operations, community development/engagement, event delivery, facilitation of community organization and events, communications/marketing/promotion, policy development and business development. With the addition of Creative Industries and our need to enhance marketing/communications services, two existing FTE positions were identified for transfer - one from the Community Services Department and one from the Economic Development Division. Recommendations (a) and (b) are included in this report for Council approval of these transfers, in accordance with the new 2012 Complement Control Policy.

The reorganization plan is attached as Appendix A to Report PED12241. Staff will be making a detailed presentation at the December 5, 2012 General Issues Committee meeting for purposes of informing the Committee of the reorganization prior to the City Manager's final approval. The reorganization reflects the distinct skill sets needed to actualize the goals of the new Division.

Highlights:

- No additional FTEs required – FTE count decreased by .27 FTE (restated).
- No increase in operating budget/levy.
- Manager of Tourism position created. This was accomplished within current Management FTEs. No additional management level positions created.
- Four new business sections created that respond to new direction and attainment of organizational goals.

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- Staff specialists identified to address growth areas such as Creative Industries and to accelerate Heritage Policy and Designation projects. Staff realigned to provide best response to business needs within current resources.
- Tourism Hamilton's loss of approximately \$300,000 in Provincial funding for marketing and advertising. This function has reverted to an in-house staff responsibility model, requiring a realignment to accommodate the new workload with less financial resources.
- Centralized services will provide wider access to technology and marketing across all of the new Division.

Alternatives for Consideration – Not applicable.

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

Financial:

There is no increase to the overall Tourism and Culture Budget.

Staffing:

2012 base adjusted to reflect additional two FTE = 69.32. FTE for the 2013 Budget base on reorganization = 69.05. The difference will be a variance of 0.27 less FTEs than the 2012 Budget.

Several staff positions will be impacted by the proposed reorganization. As these pertain to personal matters/identifiable individuals, all discussion related to this has been included in Appendix B to Report PED12241 which shall remain confidential. In the event GIC wishes to discuss these staffing impacts, Appendix B to Report PED12241 has been included on the Committee's in-camera part of the December 5, 2012 agenda.

Legal:

There are no legal implications associated with the recommendations in Report PED12241.

HISTORICAL BACKGROUND (Chronology of events)

On December 13, 2011 Council received Report CM11018 – Corporate Organizational Changes and Sustainable Efficiencies. This report outlined an overview of organizational changes being made to improve organizational effectiveness as well as operational efficiencies. An overview outlined the need to use the strength and impact of our culture, our cultural resources and our cultural industries, combined to enhance focus on business attraction and retention of new and existing creative industries to help move forward our goal of growing the economy. A newly reorganized Tourism and Culture Division was proposed in order to leverage tourism and culture as an economic engine that can continue to help transform Hamilton.

POLICY IMPLICATIONS

Organization Restructuring - Human Resources Policy No. HR-54-12.

Budget Complement Control Policy – Human Resources Policy No. CBP -1.

The organizational change is in alignment with the City of Hamilton By-law No. 08-307 which prescribes the duties and responsibilities of the Chief Administrative Officer.

RELEVANT CONSULTATION

Staffing/Workforce Specialist, Employment Services, Human Resources, City Manager's Office ~

Result of Consultation – reviewed recommendations against Budget Complement Control Policy – Human Resources Policy No. CBP -1.

Director of Employment Services and Labour Relations, Labour Relations, Administration, Human Resources ~

Result of Consultation – review of staff positions in new structure.

Manager, Finance and Administration, Treasury Services, Corporate Services ~

Result of Consultation - provided input for clarification.

As per Organization Restructuring - Human Resources Policy No. HR-54-12):

- City Manager, City Manager's Office - First approval process ~
Result of Consultation - approved re-organization plan.
- Executive Director of Human Resources, Human Resources, City Manager's Office ~
Result of Consultation – approved re-organization plan.
- Senior Management Team ~
Result of Consultation – provided comment and received plan.

General Manager, Planning and Economic Development Department met with the following organizations:

- Hamilton Historical Board
- Hamilton Arts Council
- Cobalt Connects
- Arts Advisory Commission

Result of Consultation – information/feedback received.

General Manager, Planning and Economic Development Department met with staff at the following museums:

- Dundurn National Historic Site

- Hamilton Military Museum
- Fieldcote Memorial Museum and Park and Griffin House
- Whitehern Historic House and Garden (National Historic Site)
- Hamilton Museum of Steam and Technology (National Historic Site)
- Hamilton Children's Museum
- Battlefield House Museum and Park

Result of Consultation – information/feedback received.

Tourism and Culture Division Staff – Tourism and Culture Transitioning – Q&A with Tim McCabe - April 13, 2012 - opportunity for staff input to re-organization.

Result of Consultation – information/feedback received.

Tourism and Culture Division Staff Survey – May 30, 2012

Prepared by Change Management Team

Result of Consultation – staff provided opinions to ten questions on a new structure and business opportunities.

Tourism and Culture Division Staff – informing the New Division Workshop June 18, 2012 – full staff workshop to solicit ideas and recommendations on the new Division.

Result of Consultation – staff provided opinions on a new structure and business opportunity.

ANALYSIS / RATIONALE FOR RECOMMENDATION

Over the last three decades, global forces have transformed the economy, demographics, and society of many cities in North America including Hamilton. Technological change and globalizations have engendered the deindustrialization of many cities, and spurred the growth of an economy marked by an expansion of service industries. Other trends include: rising levels of education, professional populations interested in urban lifestyles with more disposable income spent on leisure activities, and the growth of consumption as a means to affirm one's status and identity.

As these broad social and economic changes have occurred, city governments throughout North America have become more focused on initiatives that will produce economic growth within their locality. In the face of such inter-urban competition, cities are enhancing cultural activities and creative based industries to catalyze private development, increase consumption by residents and tourists, improve the city image, and enhance the local quality of life.¹

¹ Cultural Development Strategies and Urban Revitalization, Carl Grodach and Anastasia Loukaitou-Sideris

The City of Hamilton is committed to an ongoing process of review and re-design of organization structures to better align with our Corporate Strategic Plan, our Business Plan strategies, improve citizen services and the delivery of quality public service.

The rationale for the merger of the Tourism and Culture Divisions and the creation of the new Tourism and Culture Division is supported by the Economic Development Strategy's recognition of the value of culture and the focus on attracting and retaining businesses in addition to the opportunity for integrated service delivery, cost effectiveness and collaboration.

Drivers of Change:

- Council-directed reduction of the 2011 Corporate operating budgets by \$1 million in staff related costs.
- The vacancy of the Executive Director of Tourism position.
- Tourism Hamilton's loss of approximately \$300,000 in Provincial funding for marketing and advertising. This function has reverted to staff, requiring a realignment to accommodate the new workload/responsibilities.
- The new Regional Tourism Model, introduced by the Ontario Ministry of Tourism, Culture and Sport, has transferred the focus of some tourism marketing to a regional level. Tourism Hamilton must now take on the full responsibility of marketing local tourism products and services more aggressively.
- The Creative Industries Cluster is identified in the City of Hamilton's Economic Development Strategy (2010 - 2015) as a "key cornerstone in developing vibrant, attractive, resilient, competitive and creative communities". The need exists to build a strong and vibrant Creative Industries sector in order to maximize its potential.
- The opportunity to centralize services (such as communications, marketing and project management) to encourage synergies among staff and teams, increase operational efficiencies and ensure cost effective service delivery.
- The need to create more clearly defined roles in order to enhance service integration and decrease duplication.
- The need to better align the Tourism and Culture Division with the Planning and Economic Development Department and with the City's strategic direction.
- The need to use the strength and impact of our culture, cultural resources and cultural industries (and business attraction and retention of creative industries) to grow the economy.
- The opportunity to create and implement an organizational design that provides an integrated service approach, leverages existing expertise and encourages collaboration.
- The potential for a refocused/expanded Tourism and Culture Division to contribute to creating improved Quality of Life and Quality of Place – thereby creating the right conditions to successfully attract and retain strong and vibrant creative industries that help to grow Hamilton's economy.

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- The need to enhance work on Heritage policy and research related to designations under the Heritage Act.
- Council's direction to better promote and market our cultural resources and industries in order for Tourism and Culture to become an additional economic driver.
- Council's approval of the City of Hamilton's Cultural Policy (June 20, 2012).

ALTERNATIVES FOR CONSIDERATION

Not applicable.

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Skilled, Innovative & Respectful Organization

- ◆ A culture of excellence
- ◆ A skilled, adaptive and diverse workforce, i.e. more flexible staff
- ◆ More innovation, greater teamwork, better client focus
- ◆ An enabling work environment - respectful culture, well-being and safety, effective communication
- ◆ Opportunity for employee input in management decision making
- ◆ Council and SMT are recognized for their leadership and integrity

Financial Sustainability

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Intergovernmental Relationships

- ◆ Maintain effective relationships with other public agencies

Growing Our Economy

- ◆ Competitive business environment
- ◆ An improved customer service
- ◆ A visitor and convention destination

Social Development

- ◆ People participate in all aspects of community life without barriers or stigma

Environmental Stewardship

- ◆ Aspiring to the highest environmental standards

Healthy Community

- ◆ Plan and manage the built environment
- ◆ An engaged Citizenry

APPENDICES / SCHEDULES

Appendix A to Report PED12241 – Tourism and Culture Division Reorganization Plan

Appendix B to Report PED12241 – ***Confidential*** Staffing Impacts with Reorganization Plan



Tourism and Culture Division

Reorganization

December 5, 2012

Aligning Resources for Success

Tourism and Culture Division
Planning and Economic Development Department



Introduction

Tourism and Culture Division
Planning and Economic Development Department



Hamilton is an authentic city that is rich in culture, heritage, tourism and creative industries. It demonstrates consistent drive and entrepreneurial spirit. And it continues to take bold steps to define and redefine itself.

Similarly, the recently merged Tourism and Culture Division, as a new member of the Planning and Economic Development Department at the City of Hamilton, is ready to take the final steps in redefining *itself*.



Welcome Hamilton Mural – MacNab St. Tunnel
Downtown Hamilton

The division needs to take a paramount role in ensuring that Hamilton's creative industries, tourism sector and cultural organizations get the support required to thrive. It also needs to develop and implement the City's Cultural Plan that will be used to help support economic and community development. The Tourism and Culture Division's contribution should have a

positive impact on Hamilton – resulting in a vibrant economy and neighbourhoods; a more connected community; and increased Quality of Life and Quality of Place. To do all of this effectively, a division reorganization is required.

Intensive planning and collaboration has resulted in a strategic reorganization plan for the Tourism and Culture Division. The proposed new plan is outlined in the following pages.

Once approved and implemented, this plan will enable a newly reorganized Tourism and Culture Division to leverage tourism and culture as an economic engine that can continue to help transform Hamilton.

Opportunities for economic growth within the tourism and culture sector exist. The new Tourism and Culture Division will be better positioned to seize these opportunities.



Sonic Unyon – One of Hamilton's thriving creative industries
photo by Jeff Tessier

City of Hamilton's Cultural Policy

The City of Hamilton embraces the international consensus that culture is the fourth pillar of sustainable development, joining economic prosperity, environmental responsibility and social equity. Consideration of integrating cultural vitality into all City decisions and City initiatives shall be given as the City adopts a holistic approach to culture.

The City of Hamilton is committed to being a reliable and trusted partner, working with community stakeholders to create conditions which support and cultivate creative people, creative capacity, and a shared responsibility for culture.

Context

Tourism and Culture Division
Planning and Economic Development Department



Drivers of Change:

- Council-directed reduction of the corporate operation budget by \$1 million in staff related costs.
- The vacancy of the Executive Director of Tourism position.
- Tourism Hamilton's loss of approximately \$300,000 in provincial funding for marketing and advertising has resulted in these functions reverting to staff. Positions had to be realigned to accommodate the new workload.
- The introduction of the Regional Tourism Model has resulted in marketing occurring at a regional level. For this reason, Tourism Hamilton must now take on the responsibility of marketing local tourism products and services more aggressively.
- The Creative Industries Cluster is identified in the City of Hamilton's Economic Development Strategy (2010 - 2015) as a "key cornerstone in developing vibrant, attractive, resilient, competitive and creative communities." Therefore the need exists to build a strong and vibrant Creative Industries sector in order to maximize its potential.
- The opportunity to centralize services (such as communications and project management) has the potential to actively develop synergies among staff and teams, increase operational efficiencies and ensure cost effective service delivery.
- The need to create more clearly defined roles in order to enhance service integration and decrease duplication.
- The need to better align the Tourism and Culture Division with the Planning and Economic Development Department and with the City's strategic direction.
- The need to use the strength and impact of our culture, cultural resources & cultural industries (and business attraction & retention of creative industries) to grow the economy.
- The opportunity to create and implement an organizational design that provides an integrated service approach, leverages existing expertise and encourages collaboration.
- The potential for a refocused/expanded Tourism and Culture Division to contribute to creating improved Quality of Life and Quality of Place – thereby creating the right conditions to successfully attract and retain strong and vibrant creative industries that help to grow Hamilton's economy.
- Council's direction to promote and market our cultural resources and industries in order for Tourism and Culture to become an additional economic driver.
- Council's approval of the City of Hamilton's Cultural Policy (June 20, 2012).

Recent History

- **Q1 2012** – Tourism and Culture merger and integration of this newly formed division into the Planning and Economic Development Department completed.
- **Q1 2012 to Q3 2012** – New structure was extensively reviewed to identify opportunities to integrate programs, leverage skills and improve services.

Discovery Process

- Research / Best Practices
- Staff engagement – The General Manager of the Planning and Economic Development Department (Tim McCabe) met with all staff from the Tourism and Culture Division on three separate occasions: two meet and greets and an all-staff engagement workshop (June 18, 2012) to solicit feedback regarding the potential reorganization.
- Sector engagement – The General Manager of the Planning and Economic Development Department (Tim McCabe) met with the Hamilton Arts Council (February 7, 2012); the Arts Advisory Commission (March 27, 2012); CoBALT Connects (April 2, 2012); and the Hamilton Historical Board (April 16, 2012).

FTE

- 2012 base adjusted to reflect additional 2 FTE = 69.32.
- FTE for the 2013 Budget base on reorganization = 69.05.
- The difference will be a variance of 0.27 less than the 2012 budget.



Imperial Cotton Centre for the Arts – Studio Space
photo by Jeff Tessier

Approval Process

as per Policy No. HR-54-12 Organization Restructuring

- GM approval – *complete*
- Executive Director of HR approval – *complete*
- City Manager in principle approval – *complete*
- SMT informed – *complete*
- Council consultation – *pending*
- City Manager final approval – *pending*
- Implementation

Transforming Hamilton Through Culture

Tourism and Culture Division
Planning and Economic Development Department
December 5, 2012

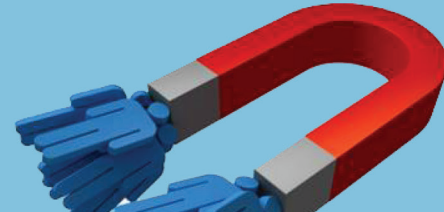
Attachment



Cultural Vibrancy puts culture on the map. This helps to attract people to Hamilton. It also nurtures people's attachment to, and love of, their city.*

* Knight Foundation's Soul of the Community (SOTC) Gallup Poll Study 2010

A GREAT CITY



Great cities work hard to attract and retain high-demand talent which includes skilled immigrants, youth and creative workers.

City Building

Culture is one of the tools that is used to build a great city.



Transformation & Innovation

Culture as an Economic Engine

- Culture attracts new businesses, investment, jobs and talent.

Downtown Renewal

- Culture is core to downtown renewal.

Neighbourhood Revitalization

- Culture supports neighbourhood transition and vitality.

Build Community Identity, Pride & Image

- Culture gives the community vitality and a sense of identity.

Encourage Welcoming Communities

- Cultural activities create and strengthen social connections by drawing citizens together.

Creativity For All

- Creative expression helps people to grow, prosper and innovate.

Quality of Life / Quality of Place

- Culture is the cornerstone in vibrant, competitive and unique communities.

Build Tourism & Attractiveness

- People want to visit places that offer exciting, authentic experiences.

Cultural Vibrancy



Culture is a powerful agent of change that can transform cities and create a sense of Cultural Vibrancy.

Cultural Development

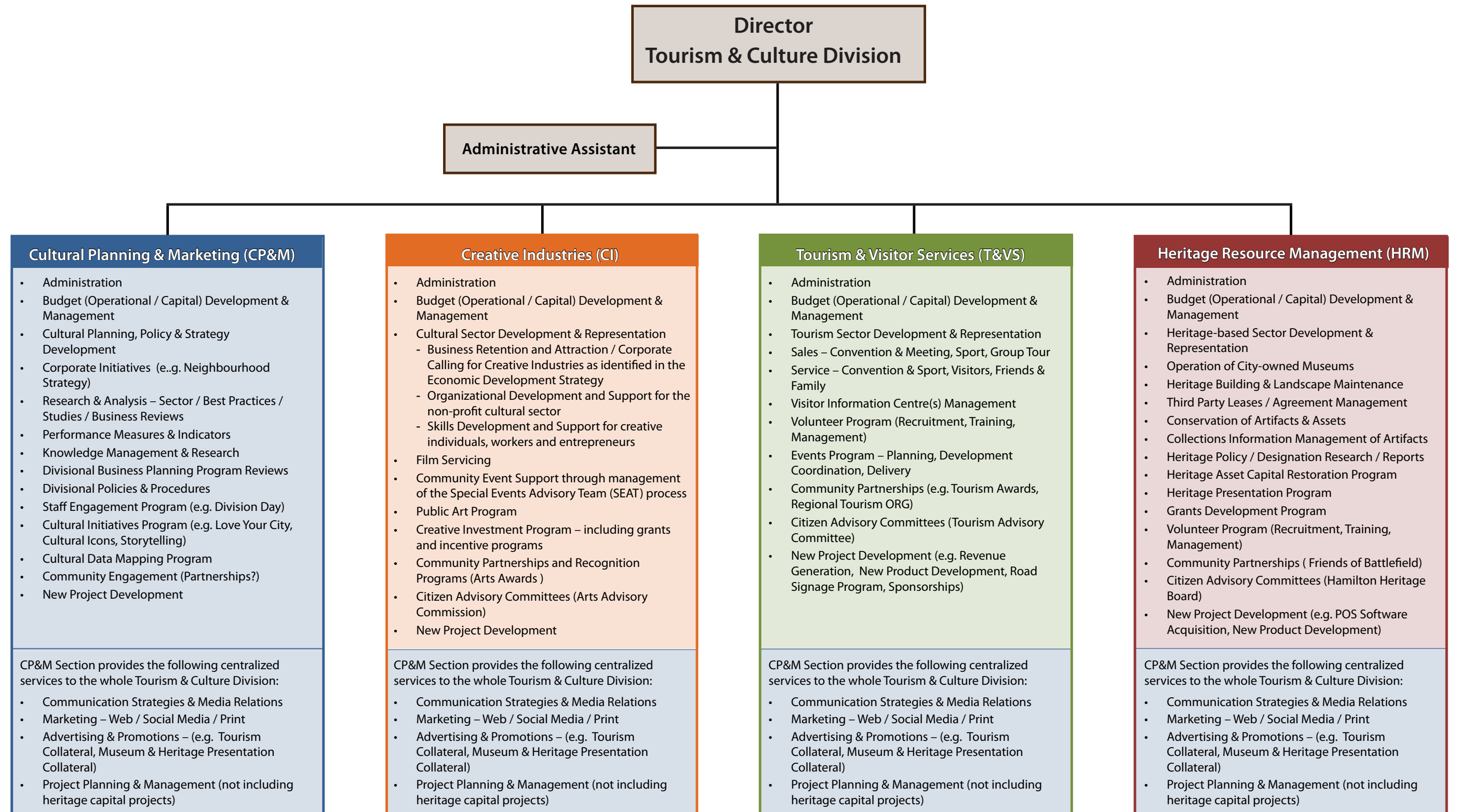
The City of Hamilton is working to support culture's growth and sustainability. We achieve this through cultural development.



Reorganization – Functional Areas

December 5, 2012

Tourism and Culture Division
 Planning and Economic Development Department



Reorganization Alignment – Functional Areas

Cultural Planning & Marketing (CP&M)

December 5, 2012

Tourism and Culture Division
 Planning and Economic Development Department



Strategy – CP&M Section	Goals – CP&M Section	Activities – CP&M Section	Target Outcomes – CP&M Section
<p>The Cultural Planning & Marketing (CP&M) Section will focus on developing, implementing and integrating culture as a tool for city-building in Hamilton.</p> <p>Culture can transform cities and create a sense of cultural vibrancy – helping to attract high-demand talent, businesses and visitors.</p> <p>Recognizing that cultural planning initiatives involve all sections in the Tourism and Culture Division, the CP&M Section will actively develop synergies among staff and teams by providing centralized communications and strategic project management to the whole division.</p>	<ul style="list-style-type: none"> To support economic and community development by integrating cultural vitality into City decisions and initiatives. To engage the community to create conditions that support culture. To ensure that consistent and accurate communications material is delivered creatively and effectively to various audiences. To standardize an approach towards the management and execution of research, planning and project activity. 	<ul style="list-style-type: none"> Identify, leverage and develop Hamilton's cultural assets and integrate those assets across all facets of City planning. Implement strategies, actions and performance measures related to culture. Provide centralized Communications Management services including: media relations, marketing (web, social media, print), advertising and promotions. Provide centralized Project Management services including research, planning, documentation and governance. 	<ul style="list-style-type: none"> Culture, as an economic engine, becomes a powerful agent of change that transforms Hamilton – resulting in economic growth and city revitalization. Hamilton's cultural activities help to connect the community and make culture tangible and meaningful – improving citizens' Quality of Life and Place. Centralizing Communications Management and Project Management services creates synergies and efficiencies – resulting in increased levels of quality and relevancy.

Quality of life and economic prosperity go hand in hand. Culture lies at the heart of successful places, successful economies and successful communities.

City of Hamilton
 Economic Development Strategy
 2010-2015

IMPACTS to Hamilton



Alignment to City of Hamilton Strategic Plan – 2012-2015		
<p>Strategic Priority #1 – A Prosperous & Healthy Community <i>We enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work and play.</i></p> <ul style="list-style-type: none"> 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts. 1.5 Support the development and implementation of neighbourhood and City-wide strategies that will improve the health and well-being of residents. 1.6 Enhance overall sustainability (financial, economic, social and environmental). 	<p>Strategic Priority #2 – Valued & Sustained Services <i>We deliver high-quality services that meet citizen needs and expectations, in a cost effective manner.</i></p> <ul style="list-style-type: none"> 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation. 2.2 Improve the City's approach to engaging and informing citizens and stakeholders. 2.3 Enhance customer service satisfaction. 	<p>Strategic Priority #3 – Leadership & Governance <i>We work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.</i></p> <ul style="list-style-type: none"> 3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton. 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives. 3.3 Improve employee engagement. 3.4 Enhance opportunities for administrative and operational efficiencies.

Reorganization Alignment – Functional Areas Creative Industries (CI)

December 5, 2012

Tourism and Culture Division
Planning and Economic Development Department



Strategy – CI Section

The Creative Industries (CI) Section will focus on Hamilton's existing strengths – leveraging these to attract and retain creative industries and talent.

With the appropriate stimulus, continued investment and increased infrastructure, creative industries will continue to enhance Hamilton's economic and social fabric.

Recognizing that Creative Industries is a key driver of Hamilton's economy, the CI Section will help build this sector to become a cornerstone in the development of a vibrant, attractive, resilient and creative community.

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City of Hamilton
Economic Development Strategy
2010-2015

Goals – CI Section

- To attract and retain strong and vibrant creative industries that contribute to Hamilton's economic development.
- To engage with and develop the following six areas of strength in Hamilton's CI and Cultural sectors: Design and Digital Media; Film/Video/Broadcasting; Music; Performing Arts; Visual Arts; and Events.
- To leverage the community's strengths where creativity, innovation, arts and culture become a key driving force of the economy and the quality of life in the city of Hamilton.

Activities – CI Section

- Implement proactive measures (e.g. economic tools, marketing and promotions, corporate calling) to establish an infrastructure and business environment that attracts and retains creative industries.
- Implement supportive measures and initiatives (e.g. workforce training and growth, sector engagement, coordination and recognition) to establish an infrastructure and organizational environment that enables creative industry and cultural sector relevancy and sustainability.

Target Outcomes – CI Section

- Hamilton becomes a great city with a strong creative industry sector and cultural sector – attracting and retaining high-demand talent, other (non-creative) industries and investment.
- Creative industry clusters grow and the physical spaces they occupy continually improve – contributing to neighbourhood revitalization and urban renewal.
- Sustainability of creative industries and cultural organizations increases – leading to increased sector capacity and self-sufficiency.

IMPACTS to Hamilton

Vibrant economy and neighbourhoods



A more connected community



Increased Quality of Life & Quality of Place



Alignment to City of Hamilton Strategic Plan – 2012-2015

Strategic Priority #1 – A Prosperous & Healthy Community

We enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work and play.

- 1.1 Continue to grow the non-residential tax base.
- 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.
- 1.6 Enhance overall sustainability (financial, economic, social and environmental).

Strategic Priority #2 – Valued & Sustained Services

We deliver high-quality services that meet citizen needs and expectations, in a cost effective manner.

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

Strategic Priority #3 – Leadership & Governance

We work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

- 3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.
- 3.4 Enhance opportunities for administrative and operational efficiencies.

Reorganization Alignment – Functional Areas

Tourism & Visitor Services (T&VS)

December 5, 2012

Tourism and Culture Division
 Planning and Economic Development Department



Strategy – T&VS Section	Goals – T&VS Section	Activities – T&VS Section	Target Outcomes – T&VS Section
<p>The Tourism & Visitor Services (T&VS) Section will function as Hamilton's DMO with a focus on working with, and representing, Hamilton-based tourism businesses and organizations.</p> <p>In addition, this section will provide a conduit to Hamilton's visitors through visitor service functions.</p> <p>Recognizing that Tourism and its related activities grow and diversify the city's economy, the T&VS Section will be integral in promoting Hamilton as a place of destination – attracting visitation and investment.</p>	<ul style="list-style-type: none"> To support the development of a vibrant and growing tourism industry in Hamilton by functioning as the city's Destination Marketing Organization that actively markets local tourism products and services. To operate an interactive Visitor Centre that provides visitors relevant information and an exceptional customer service experience. To engage with, cultivate and promote the Tourism sector in order to maximize the social and economic benefits of Tourism and Culture in Hamilton. 	<ul style="list-style-type: none"> Develop, market and sell the unique value of Hamilton as a place of destination in order to increase the number of visitors to the city. Implement a suite of services designed to deliver product awareness and product support for convention, meeting, sport, group tour and business / leisure visitors. Leverage the strengths of Tourism products and providers to develop and implement partnerships, policies and initiatives that support sector growth. 	<ul style="list-style-type: none"> Visitor traffic generates revenues as a result of increased overnight lodgings, restaurants visits and shopping activity – contributing to Hamilton's economic development. Extraordinary visitor experiences, combined with strategic marketing campaigns, differentiate Hamilton from other cities – drawing local, regional and national attention. Hamilton's profile increases and its image improves. Hamilton's Tourism sector capacity grows and its sustainability increases.

Quality of life and economic prosperity go hand in hand. Culture lies at the heart of successful places, successful economies and successful communities.

City of Hamilton
 Economic Development Strategy
 2010-2015



Alignment to City of Hamilton Strategic Plan – 2012-2015		
<p>Strategic Priority #1 – A Prosperous & Healthy Community <i>We enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work and play.</i></p> <ul style="list-style-type: none"> 1.1 Continue to grow the non-residential tax base. 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts. 1.6 Enhance overall sustainability (financial, economic, social and environmental). 	<p>Strategic Priority #2 – Valued & Sustained Services <i>We deliver high-quality services that meet citizen needs and expectations, in a cost effective manner.</i></p> <ul style="list-style-type: none"> 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation. 2.2 Improve the City's approach to engaging and informing citizens and stakeholders. 2.3 Enhance customer service satisfaction. 	<p>Strategic Priority #3 – Leadership & Governance <i>We work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.</i></p> <ul style="list-style-type: none"> 3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton. 3.4 Enhance opportunities for administrative and operational efficiencies.

Reorganization Alignment – Functional Areas

Heritage Resource Management (HRM)

December 5, 2012

Tourism and Culture Division
 Planning and Economic Development Department



Strategy – HRM Section	Goals – HRM Section	Activities – HRM Section	Target Outcomes – HRM Section
<p>The Heritage Resource Management (HRM) Section will focus on preserving and interpreting Hamilton's Heritage resources – enhancing Quality of Life and Place.</p> <p>Creating an authentic and unique sense of place, where people experience a feeling of identity and belonging, nurtures people's attachment to, and love of, their city.</p> <p>Recognizing that people want to live, work and invest in authentic cities, the HRM Section will ensure that Hamilton's heritage is showcased – increasing the level of interest, improving accessibility and attracting more visitors.</p>	<ul style="list-style-type: none"> To preserve and present Hamilton's tangible and intangible heritage in a financially sustainable manner. To strengthen heritage vibrancy as a key element in Hamilton's quality of life and economic development strategy. To engage the community in identifying, presenting and preserving important Hamilton heritage stories. To engage with the community in developing and implementing city-wide heritage policies and programs. 	<ul style="list-style-type: none"> Manage a portfolio of city-owned and operated museums and historic sites – preserving the heritage resources and presenting them to all audiences. Implement and manage adaptive re-use programs for city-owned non-museum heritage resources. Implement and manage financially sustainable business plans for City-owned heritage resources. Implement and manage city-wide heritage policies and public programming. 	<ul style="list-style-type: none"> Public trust obligations are fulfilled – ensuring a heritage legacy is sustained for Hamilton and its citizens. Interactive heritage programming draws attendees from different ages, cultures and socio-economic spectrums – fostering a sense of identity and belonging that improves Quality of Life. Hamiltonians and visitors gain a greater understanding of the city's history and of one another – leading to an increase in trust, empathy and shared community pride that improves Quality of Place.

Quality of life and economic prosperity go hand in hand. Culture lies at the heart of successful places, successful economies and successful communities.

City of Hamilton
 Economic Development Strategy
 2010-2015

IMPACTS to Hamilton



Alignment to City of Hamilton Strategic Plan – 2012-2015

Strategic Priority #1 – A Prosperous & Healthy Community	Strategic Priority #2 – Valued & Sustained Services	Strategic Priority #3 – Leadership & Governance
<p><i>We enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work and play.</i></p> <ul style="list-style-type: none"> 1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit. 1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts. 1.6 Enhance overall sustainability (financial, economic, social and environmental). 	<p><i>We deliver high-quality services that meet citizen needs and expectations, in a cost effective manner.</i></p> <ul style="list-style-type: none"> 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation. 2.2 Improve the City's approach to engaging and informing citizens and stakeholders. 2.3 Enhance customer service satisfaction. 	<p><i>We work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.</i></p> <ul style="list-style-type: none"> 3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton. 3.4 Enhance opportunities for administrative and operational efficiencies.



TOURISM & CULTURE DIVISION PROPOSED ORGANIZATION
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 December 5, 2012

<u>Total Division FTE</u>	
Directors Office	2.00
Cultural Planning & Marketing	9.50
Creative Industries	8.50
Tourism & Visitor Services	8.00
Heritage Resource Management	41.05
TOTAL	69.05

