

Tim Hortons Field Strategic Marketing Plans 2015 - 2016

As directed by Council and outlined in Report PW14091, staff was directed to prepare a multi-year Strategic Marketing Plan for Tim Hortons Field to maximize use and revenue opportunities.

Objectives:

1. To provide extensive community programming as identified in the Stadium Precinct planning process.
2. To maximize use and revenue opportunities for Tim Hortons Field upon opening and through to the end of 2016.

Background:

Tim Hortons Field will have numerous spaces that will be available for rent to many user groups simultaneously and as a result needs a sophisticated and reliable browser based event management booking system. In addition to the field of play, the new venue also has five club level rooms, a media conference centre and multiple community meeting rooms.

The Facility Agreement between the Toronto 2015 Organizing Committee and the City of Hamilton calls for Tim Hortons Field to be made available for high performance athletes and community sports use for 1,100 hours per year, with an associated obligation to report on such use on an annual basis.

Community Programming opportunities have been identified and will be implemented post Pan Am Games. A Recreation Development Consultant has been assigned to work with the community to develop the programs. Outreach will be to South Sherman, Crown Point and GALA planning hubs, local schools and local residents within the Precinct to develop the programs.

Marketing Plan Overview

For each of the following target markets, key tactics have been outlined.

PROGRAMMING

Preamble

Event programming will be in accordance with existing event by-laws. Any request for relief from the by-laws will be presented to Council on a case by case basis.

Recreation Division Programming

The Recreation Development Consultant will work in consultation with the Senior Project Manager to provide a Community Programming (i.e. youth, teen and senior programs, meeting location for neighbourhood planning teams, physical literacy programs, community gatherings, local community soccer program etc.). Outreach will be to South Sherman, Crown Point and GALA planning hubs, local schools and local residents within the Precinct to develop the programs.

The proposed plan will follow the Recreation Division's program development model in terms of program fees and rental rates for community use to ensure programs are accessible and/or meet the Recreation Affordable Access Policies and rental rates fall

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within the Community Group or Resident Rental Fee structure found across all recreation facilities.

Community Sport Programming

Community sports programming is defined as meaning non-professional recreational multi-sport activities undertaken by individuals, associations, partnerships etc., and includes field sport events only. Balanced programming will be ensured by providing an allocation of youth, adult, programming in a variety of sports for both genders with a focus on soccer and football. Historical programming will not be a consideration. Staff will work closely with the Recreation Division to ensure the allocation processes are aligned and communication to user groups is consistent.

Tim Hortons Field offers hourly field rentals for youth and adult users groups. These non-spectator events will occur all season and it is anticipated that rentals will be the most frequent in the spring and fall when natural grass fields in the community are not playable or accessible. From mid-March until mid-May the majority of use will consist of youth, high school and adult soccer. In the fall, the primary community users will be minor, junior and high school football.

Tactics

- Work with City of Hamilton Recreation staff to inform community sport user groups of the availability of Tim Hortons Field - **Ongoing**
- Present programming opportunities at Community Sport User Group Sessions - **Ongoing**
- Collaborate with the Recreation's Sport and Active Lifestyle staff members within the new City Enrichment Fund program - **Q3 and Q4 annually**
- Implement Direct Marketing programs to community user groups - **Ongoing**
- Provide relevant content to the Recreation Guide - **September 2015 & 2016, March 2016**
- Provide relevant content to the Sport Development E-Newsletter - **Quarterly**
- Integrate relevant information into the new City website - **Ongoing**
- Comprehensive site tours - Tourism Product Development Specialist - Sport Tourism and Revenue Generation Division team - **May 2015**

Community Room Rentals - Level 2

A number of rooms have been identified for Community rentals as identified in Appendix C. These rental rates align with the City of Hamilton Recreation Centres rental rates policy. The customer types are identified as follows:

- Affiliate Groups are those sport groups who are affiliated as per the Affiliation Policy and other City departments
- Community Groups are organized groups of Hamilton residents meeting to share a collective interest or goal
- Residents are individuals who reside in the City of Hamilton

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- Commercial/Non Residents are individuals who reside outside of the City of Hamilton or those who are renting space to generate a revenue or profit

Tactics

- Site Tours - Tourism Industry, Sherman Hub Executive, Sport Hamilton - **April and May 2015**
- Work with City of Hamilton Recreation staff to inform community user groups of the availability of the Tim Hortons Field community rooms - **Ongoing**
- Rental information, photos and video posted on Stadium website - **Summer 2015**
- Recreation Guide - **September 2015 & 2016, March 2016**
- Provide relevant content in the Sport Development E-Newsletter - **Quarterly**

Amateur Sport Events - Spectator Events (lower bowl, west side only)

Hosting spectator events requires a higher level of service than hourly field rentals. The associated operating costs are also proportionately higher in order to provide a consistent baseline level of service for spectator events such as: ticketing, concessions, field conversions, utilities, janitorial services, event staffing and security. These costs will be variable based on the number of spectators.

Since these are events that need to be planned in advance, the City of Hamilton will not cancel the events once an agreement is finalized.

To be considered an amateur sports event - spectator events the following criteria must be met:

- Must be an amateur sport as defined by the Ministry of Tourism, Culture and Sport, Sport Recognition Policy, Definition of Sport
- Spectator events limited to the lower bowl, west stands only

Amateur Sport Events - Spectator Events (full stadium or both levels of west stands) - not-for profit and charitable organizations

Amateur sports events that have spectator seating in excess of the west stands lower bowl are those provincial, national or international events that have a sport tourism impact. These events are the properties of National or Provincial Sports Organizations or International Events hosted by either of these organizations.

Tactics

- Site tours with event rights holders - **Ongoing**
- Attend the Canadian Sport Tourism Alliance Sport Event Congress - **April 2015**
- Execute Direct Marketing programs to targeted event rights holders including National Sports Organizations, Provincial Sports Organizations and Multi-Sports Organizations - **Ongoing**
- Collaborate with Tourism Product Development Specialists - Sport Tourism- **Ongoing**

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Film Shoots

Hamilton has become a very popular destination for filmmakers and the Hamilton Film & Television Office and the citizens of Hamilton are committed to further development of this industry.

The City of Hamilton will continue to be a community that boasts hundreds of unique filming locations; Tim Hortons Field being one of those unique locations that may attract multiple film and television productions each year.

Filming is an important new industry for Hamilton because it brings substantial revenue to the community and it is part of our broader Creative Industries strategy. Production companies pay residents and businesses for the rental of their properties, they use our hotels and restaurants and, many of the professionals in the filmmaking community are now choosing Hamilton as their home.

Tactics

- Hamilton Film & Music Office (Tourism & Culture Division) will continue to be the corporate lead and will liaise with Stadium management staff. - **Ongoing**
- Ontario Ontario Media Development Corporation Film Location Database - **May 2015**

Concerts

In alignment with the Hamilton Music Strategy Framework, solicit Tim Hortons Field to concert promoters as an ideal outdoor concert venue in the Southern Ontario marketplace.

Both the City of Hamilton and Hamilton Tiger-Cats plan to attract concerts to the Stadium. The Tiger-Cats can choose up to four license event days annually between June 1 and November 30 as outlined in the Stadium License Agreement.

Stadium concerts in most cases incur more in facility expenses than arena shows, however, they also have the potential for increased ticket revenue due to the larger capacity. Additional stadium expenses include field covering, stage rental and floor seating. The outdoor concert season is from May 24 to September 15 annually. Based on 2016 projections, we would host a maximum five shows as follows; May to June - one, August - one, September - one. This is the best case scenario and is subject to tour acts availability/routing, scheduling around tenant games and practices and opportunities for promoters' profitability. It will also be necessary to ensure promoters are aware of festival and concerts in the market place to avoid significant programming overlaps that cannibalize the addressable target audience. Promoters are looking for availability for the following year beginning in July through to December. Since the CFL schedule is not released until February or March, this creates a significant challenge.

The City will offer two different concert set-ups. The full stadium with the stage at the north end of the venue below the video board will offer a capacity upwards of 30,000. The west stands only set up (centre stage), is designed for a capacity ranging from 5,000 to 12,000.

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The rental rate will be negotiated with the promoter and will be based on the following variables. The variables will include load in and load out requirements, concert set-up (west stands or full stadium), % of ticket sales versus flat fee, per ticket building fee.

All concerts with a projected attendance of 5,000 or more spectators, staff will provide Council with an Information Update Report.

Tactics

- Site tours and collaboration with Hamilton Film & Music Office (Tourism & Culture Division) - **Ongoing**
- Meetings and direct sales with promoters in the Canadian marketplace - **Ongoing**
- Site Tours with promoters - **Ongoing**
- Develop concert set-up floor plans - **Ongoing**
- Produce a stadium overview video for promoters to share with agents and artists - **June 2015**
- Liaise with Canadian stadium event booking staff on tour opportunities and best practices - **Ongoing**
- Provide appropriate Marketing resources to execute individual marketing and promotional programs for each event in support of the Promoters' efforts - **per event**

Corporate Gatherings

Corporate gatherings vary in size and scope but include corporate challenges, employee events and product launches. These are events that expand beyond the use of the identified meeting space. This could also include professional sports events however, as identified per the Stadium License Agreement, the Hamilton Tiger-Cats have exclusive rights to both professional football and soccer events in the stadium.

Tactics

- Site Tours - **Ongoing**
- Rental information, photos and video posted on Stadium and City websites - **Summer 2015**
- Collaborate with Tourism Product Development Specialists - Meetings / Conventions targeting local, provincial and national meetings and the corporate sector in our community - **Ongoing**

Corporate Room Rentals - Level 4

A number of rooms have been identified for Corporate rentals as identified in Appendix D. Rates have been established based on a comparison of similar size rooms in Hamilton. Levy Restaurants has the exclusive catering rights for the venue and will play an integral role in its success.

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Tactics

- Rental information, photos and video posted on Stadium website - **Summer 2015**
- Collaborate with Tourism Product Development Specialists - Meetings / Conventions targeting local, provincial and national meetings and the corporate sector in our community - **Ongoing**

MARKETING

Website

A site will be developed that will be visually appealing and be easy to navigate with content such as event information, rental information and guest relations information. These web pages will be incorporated into the new City of Hamilton website.

Event Promotions & Advertising

Staff will work with events right holders in promoting Tim Hortons Field public events. This will include advertising, media conferences, customer relationship management (CRM) and public relations.

Public Tours

Beyond the tours outlined above, public tours will be offered once substantial completion has been determined. These tours will occur in 2015 and in 2016 based on demand.

Virtual Tours

Once substantial completion has been met, staff will ensure that the venues' photography and videography is completed in order for the public to have virtual tours at their convenience.

City of Hamilton Suite 26 (Private Box)

The City of Hamilton Suite 26 usage protocol and policy will be developed and reside with the City Manager's Office.