

HAMILTON COUNTY TOURISM, INC.

Strategic Recovery Plan

MISSION

We Message—We are experts at messaging and communicating ideas to engage and influence others

We Move—We move people to travel, and sometimes we create movements along the way

We Make It Fun—We make our work, our communities and our visits fun and easy to access

GOALS FOR RECOVERY

1. Increase confidence and resiliency among consumers and industry partners
2. Increase visitation to Hamilton County
3. Revitalize HCT operations and culture

METHODOLOGY USED TO INFORM RECOVERY STRATEGY

1. Identify recovery committees and panels
2. Survey and interview partner and stakeholder groups to understand crisis impact, recovery need, and strategic focus
3. Identify where we can align goals across industry groups and governing bodies
4. Prepare for low travel and high travel periods— times when consumers are not traveling due to pandemic restrictions and times when consumers are traveling
5. Use data to develop forecast scenarios to better understand the timeline to recovery and inform decisions

VISION

Hamilton County will be nationally known as an innovative, diverse, vibrant and attractive tourism destination.

VISION FOR RECOVERY 2024

Hamilton County Tourism will create pathways to recovery to reclaim a thriving tourism economy by 2024.



QUESTIONS?

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RECOVERY TIMELINE

Survive (March-June 2020)

- Staff-remote work
- 3-month emergency plan adopted
- Reduction in force
- Severe cost cutting and contract renegotiations
- Focus internally and on community
- **EXPLORING CULTURE**

Stabilize (July-December 2020)

- 2020 Budget adjustments
- Realign work to mitigate RIF impact
- System recovery, reopen office
- Rebuild engagement
- Refocus on core competencies
- Strategize for recovery plan
- 2021 Budget and Business Plan
- **EXPLORING/CULTIVATING CULTURE**

Recover (2021-2023)

- Re-establish workplace and culture
- Set new focused department goals
- Reassess HCT values and systems
- Activate strategic direction
- Align community and tourism
- Build consumer and partner confidence
- Preserve brand equity
- Inspire travel planning and visitation

Thrive (2024 and forward)

- 2030 Vision Plan adopted
- Accelerate growth
- Invest in partners and community
- Staff development and next generation leadership
- Prioritize to focus resources wisely



2021-2023 RECOVERY PRIORITIES

Sports Tourism

- Strengthen Grand Park for current and future sports tourism
- Develop a stronger Sports Authority office to take on a greater capacity to lead growth
- Identify ways to grow additional revenue for sports tourism

Consumer Travel

- Build confidence in consumers to choose Hamilton County
- Maintain brand equity in Hamilton County as a destination for travel
- Inspire travel planning with messages of safety, hospitality, openness, value, interest
- Promote travel strategically and timely for greatest ROI

Intelligence & Education

- Provide partners and stakeholders regular access to best practices and learning
- Identify and report key performance indicators to support recovery
- Consistently strive to grow knowledge base through tested methodologies and innovation

Efficient Operations

- Reduce office footprint
- Apply flexible work protocols
- Create investment and spending scenarios to match revenue projections and prioritize activities
- Rebuild operating reserves for a future rainy day
- Re-energize staff and focus on strengths and skills
- Support staff to retain talent
- Renew organization values

Support Social and Environmental Progress

- Activate a DEI policy and program at HCT
- Invest in the environmental health of Hamilton County

