

2024–2026 Strategic Plan

TOURISME /
MONTREAL



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Message from the President and CEO

Dear members and industry partners,

From the lively laneways of the neighborhood of Rosemont where I grew up to the green spaces of Mount Royal to the shores of Parc Jean-Drapeau, Montréal is teeming with diversity and cultural riches. Tourisme Montréal has its eyes set on a future that reflects our passion for our vibrant city.

That is why I am very proud to submit Tourisme Montréal's 2024-2026 Strategic Plan today. This document is the result of our collective thinking and is fully aligned with current travel trends and the growing demands for sustainable development.

In the past 10 years at the helm of the organization, I have watched Montréal's attractiveness grow, and I know that people around the world continue to share an abiding love of travel. Tourisme Montréal's vision and mission have, for their part, evolved significantly to adapt to the demands of responsible tourism and the need for visitors and residents to harmoniously co-exist while maintaining strong economic growth. Our strategic plan is rooted in these key issues and illustrates our unwavering dedication to promoting and developing our city through company-wide commitments that will impact the leisure, business events and sports markets.

We are fortunate to be able to count on a solid, mobilized industry that has already overcome many challenges in order to reach such ambitious objectives. I would like to congratulate the remarkable expertise of Tourisme Montréal's employees as well as the tourism stakeholders and collaborators throughout our city. Each day, their agility, resilience, professionalism and positive outlook are living proof that the vision we have set for ourselves is attainable.

Together, we will continue to innovate and make Montréal a must-see tourism destination that respects its environment, prospers economically and cherishes its visitors and residents alike.

Thank you for your continued commitment and your contribution to this crucial mission.



President and CEO, Tourisme Montréal

An aerial night view of a city skyline, likely San Francisco, with the Golden Gate Bridge visible in the distance. In the foreground, a rooftop terrace with glass railings and white furniture is visible, where several people are sitting and talking. The city lights are glowing, and the sky is a mix of orange and blue.

Strategic Plan at a glance

Plan stratégique 2024–2026

STRATEGIC PILLARS

Vision: **Montréal's prosperity will be driven by sustainable growth and the harmonious co-existence of visitors and citizens.**

Mission : **Raise Montréal's attractiveness profile in priority markets and promote sustainable development of city.**

Values : **Innovation and creativity, performance and efficiency, responsibility, and rigour.**

AMBITION

In 2030, Tourisme Montréal will be North America's leading destination management organization in terms of the city's attractiveness and sustainability.

4 AXES STRATÉGIQUES

1

**Promote destination
attractiveness and offer.**

2

**Propel sports and business
events offer.**

3

**Unite the Montréal
ecosystem around
developing a sustainable
destination.**

4

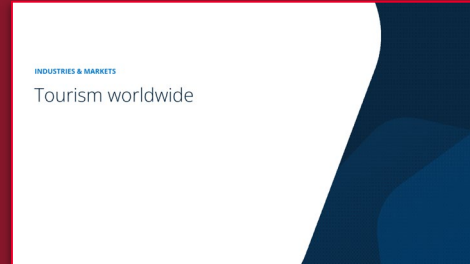
**Mobilize and rally
employees, partners,
members and residents
around a shared vision.**

20 PRIORITY ACTIONS



Cultural and contextual overview

Our primary reference sources



The collaborative approach behind the plan

3 collaborative workshops



January 2023

Strategic planning



March 2023

Strategic axes



April 2023

Actions per strategic axis

Tourisme Montréal's entire executive team helped to define and develop the strategic plan, axes and actions for each strategic axis.



Status report

AN OPTIMISTIC INDUSTRY

Travel has returned, with travel records in April 2023 surpassing levels from 2019 and leaving the tourism industry more optimistic than ever.

The only cloud on the horizon remains economic instability and inflation, which reduces discretionary income per household. And while travellers wish to curb their in-destination spending, the number of tourists shows no signs of abating.

After almost two years post-pandemic, travel continues to top people's lists of "musts". More than ever, they are seeking adventure, the chance to connect with others and to discover new and enriching experiences.

THE RENEWED POPULARITY OF URBAN CENTRES

Urban centres, which once paled in comparison to nature getaways, are now making a comeback. Tourists are eagerly seeking cultural experiences, gourmet discoveries, authentic human interactions and dynamic nightlife scenes: all elements vibrant major cities can offer.

Montréal now has a much more robust event offer. For many people, these events become the primary reason to visit a city or plan a trip.

THE IMPLICATIONS

1. **Continue investing in making Montréal a premier choice in priority markets and capitalize on current travel enthusiasm.**
2. **Promote festivals and events to attract new visitors to the city.**
3. **Initiate, co-develop, or even co-invest by supporting initiatives, events or projects, tap into the city's creativity and identify promising partnerships.**

5 major trends influencing the travel industry over the next few years

How can we capitalize on them and use them in our decision-making?

1

The scale of climate change is forcing the entire industry to take action.

2

Local communities: key contributors to the visitor experience..

3

The hybrid work model has created new opportunities for destinations.

4

Tech innovation: a chance to redefine the visitor experience from inspiration to destination.

5

Upskilling to combat the labour shortage.



*Sources :

Étude de la Perception du Tourisme par les Résidents de Montréal, 2022.

The scale of climate change is forcing the entire industry to take action

THE TREND

Recent meteorological upheavals have been impacting visitors like never before. People want to travel; however, an increasing number of tourists are seeking and choosing sustainable travel choices (accommodation, transport, experiences, etc.), without necessarily questioning the act of travelling itself. On the contrary, there has been a huge demand for destinations threatened by climate change: last-chance tourism.

Although travellers want to reduce their ecological footprint, and over half are willing to pay more for more sustainable travel options, they count on destinations to provide more sustainable tourism experiences.

Visitors also expect destinations to help them to navigate the sustainable tourism offer more easily and help them distinguish between genuine sustainable tourism and greenwashing.

We see sustainable options becoming a major business travel trend as companies seek to reduce their footprint by making more responsible choices.

The challenge for the tourism industry? Making sustainable choices available to everyone, because social and climate issues impact every traveller.

THE SITUATION IN MONTRÉAL

Residents think that a more efficient transit system, more pedestrian-friendly streets and better maintenance of parks and green spaces will make Montréal more sustainable.

THE IMPLICATION

- 1. Help visitors make more responsible and sustainable choices.**
- 2. Integrate sustainable development principles into destination development.**
- 3. Amplify communication of our commitments and share progress updates with both visitors and the ecosystem.**



Local communities: key to the visitor experience

THE TREND

The relationship between tourism and local communities continues to evolve, and tourism today is a matter of co-creation. The hospitality and attitude of residents has become the major factor driving the visitor experience.

Communities will become increasingly involved in how their environment is developed, and this includes the tourist experience.

Destination management organizations will be left with no other choice than to consult residents on a regular basis to create a visitor product has a two-pronged goal: improving the quality of local life and attracting tourists.

THE SITUATION IN MONTRÉAL

Visitors already perceive Montréal as a welcoming city, and residents see tourism development in a positive light. In fact, 75% of residents support tourism, which is +16 points above average. However, they want to be consulted more often on development plans for the city.

THE IMPLICATION

1. **Continuer à développer la destination de façon harmonieuse, sans oublier de consulter la population et de mesurer sa satisfaction.**
2. **Optimiser l'expérience des visiteuses et visiteurs et le processus d'accueil.**

*Sources :

Étude de la Perception du Tourisme par les Résidents de Montréal, 2022.



The hybrid work model is creating new opportunities for destinations

THE TREND

Bringing work on a leisure trip so you can extend your stay. Going to a convention, symposium or meeting and adding nights so you can discover a city. Or simply teleworking from a foreign destination. These are just some of the possibilities that opened up with the new travel model.

Viewed in this light, the cost of living, easy Internet access, a safe environment, streamlined visa processes, offers to extend stays and more are just some of the main criteria for digital nomads seeking a hybrid experience that combines work and play.

THE SITUATION IN MONTRÉAL

"Montréal's tourist attractions and the city's charm are certainly elements that factor into being chosen for meetings, because beyond formal activities, conventions have a tourism/leisure component to them."
– Alain Dubuc, Institut du Québec

Although business meetings and events have still not reached their pre-pandemic levels, they have contributed to Montréal's excellent 2023 tourism performance. Moreover, the business and meeting target audience have the most in-destination spending.

THE IMPLICATION

Create greater synergy between the leisure and the business/sports categories to position the city on the lucrative hybrid travel market.

*Sources :

L'économie du visiteur

Le rôle stratégique du tourisme pour le développement économique : Le cas du Grand Montréal, 2023



Tech innovation: a chance to redefine the visitor experience from inspiration to destination

THE TREND

Between artificial intelligence and the Web 3.0, the tourism industry can expect major changes as these innovations mature over the years to come.

Rapidly evolving AI has allowed companies to become more efficient and better understand traveller preferences so they can offer more personalized and often more automated experiences. The arrival of ChatGPT has disrupted the way humans and technology interact and continues to change the way travellers stay informed.

Augmented reality (AR) and virtual reality (VR) are popular already because they allow visitors to discover tourism places and sites immersively and interactively.

The metaverse, for its part, has been conceived as an immersive 3D environment parallel to the physical world that allows people on the Internet to use avatars to interact with each other and their environment.

Despite the proven advantages that new technologies have added to the visitor experience, in both efficiency and relevance, the human component trumps everything in the travel world. Travellers, more than ever, are seeking human connection that technology alone cannot provide.

THE SITUATION IN MONTRÉAL

Montréal is already recognized as an innovative world AI leader. Business meetings and events can help maintain this perception and grow the industry.

THE IMPLICATION

- 1. Seize tech opportunities and support creative initiatives that enhance the destination and visitor experience.**
- 2. Ensure the human component is present throughout the visitor experience even as they take advantage of new technologies.**

*Sources :
Diagnostic Tourisme Montréal, 2023; L'économie du visiteur
Le rôle stratégique du tourisme pour le développement économique : Le
cas du Grand Montréal, 2023



*Sources :
Le rôle stratégique du tourisme pour le développement économique : Le cas du Grand Montréal, 2023

Upskilling to combat the labour shortage

THE TREND

In 2022 and 2023, the buzz was all about the labour shortage and the employee engagement crisis. Not only does it still persist, but it risks getting worse.

To offset staff shortages, tourism bureaus must try to retain their current staff by giving employees more development opportunities.

Companies in the industry must also review their strategic pillars (vision, mission, culture, etc.) and reflect this paradigm shift if they wish to keep their talent engaged and aligned with their values.

THE SITUATION IN MONTRÉAL

Despite an average 3.8% gain in number of employees across all sectors between January 2020 and January 2023, the restaurant and accommodation industry dropped by 5.5%.

Not only were they the most impacted by the pandemic, but tourism industry jobs suffer from a negative perception and are still underappreciated.

THE IMPLICATION

1. **Provide different Montréal tourism industry stakeholders with tools to retain and train their talent.**
2. **Promote the key role that tourism-related jobs play in the city's prosperity.**



Strategic pillars

Fondements stratégiques

Vision

How we see tourism

Montréal's prosperity is driven by sustainable growth and the harmonious co-existence of visitors and citizens,

Mission

What gets us off bed in the morning

Raise Montréal's **attractiveness** profile in priority markets and promote **sustainable development** of the city

Valeurs

Our key guiding principles

Innovation and creativity
Performance and efficiency
Responsibility and rigour

OUR AMBITION

What we want to achieve by 2030

**In 2030, Tourisme
Montréal will be the
leading North
American destination
management
organization in terms
of the city's
attractiveness and
sustainability.**



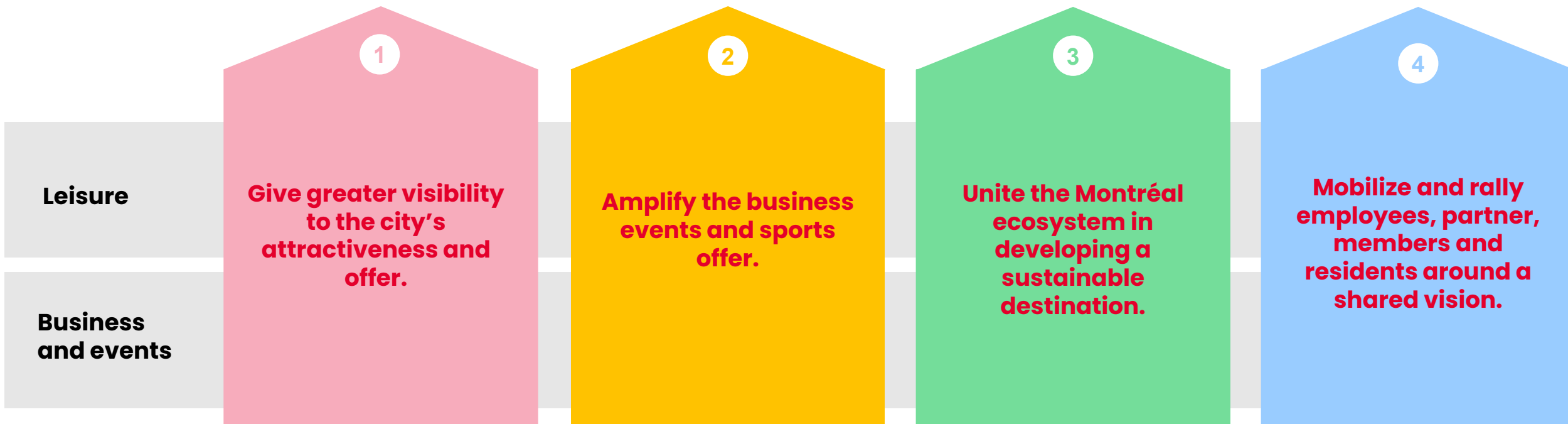


The 2024–2026 Strategic Plan



The 2024–2026 Strategic Plan is guided by cross-company strategic axes

The strategic axes are not mutually exclusive to encourage collaboration between departments and cross-functional skill-sharing within the organization.



1

Give greater visibility to the city's attractiveness and offer

KEY ACTIONS DRIVING THIS STRATEGIC AXIS:

A

Prioritize our initiatives on key markets

Prioritize markets with strong growth potential: Ontario, Northeast U.S., California, France, Mexico.

B

Maximize holistic marketing

Optimize digital marketing based on key indicators.

C

Implement digital vision

Create an integrated, traveller-focused digital experience driven by different technological tools.

D

Maximize use of business intelligence

Draw on our business intelligence to define priority markets and target audiences through proven tools and measurements.

E

Optimize each season

Increase funding in low seasons and develop the destination offer.

F

Target our Montréal audience better

Continue to include Montrealers as a secondary market and unite partners around our actions.

A

Prioritize our initiatives in key markets

Prioritize markets with strong growth potential: Ontario, Northeast U.S., California, France, Mexico.

ACTIONS

- Define differentiating elements per market according to attractiveness and visitor interest: gastronomy, festivals, culture.
- Maintain a constant presence to refine what we have learned per target market and season.
- Optimize media investments based on visitor experience and multiple contact points.
- Use impactful actions and media to capture attention and boost brand memorability, attribution and consideration.

B

Maximize holistic marketing

Optimize digital marketing (paid/retained/conquest) based on key indicators.

ACTIONS

- Optimize synergy with key partners such as Alliance, Destination Canada, Ville de Montréal and airline companies to maximize our marketing impact.
- Harmonize Montréal's brand image across different channels to give the destination greater visibility and position it as a premier choice among target markets.
- Ensure coherency of messages in paid, earned and organic media.

C

Implement digital vision

Create an integrated, traveller-focused digital experience driven by different technological tools.

ACTIONS

- Optimize our digital platforms for visitors to improve cross-platform user experience.
- Communicate brand essence in the digital ecosystem.
- Stay informed, align and integrate new technologies, including artificial intelligence (AI).
- Use our database to optimize customer relationship marketing strategy.
- Develop the organization's key technological infrastructure.

D

Maximize use of business intelligence

Use our business intelligence to define priority markets and target audiences through proven tools and measurements.

ACTIONS

- Create a data warehouse to centralize available data to help in our decision-making.
- Launch a data committee with partner agencies and key stakeholders to pool knowledge and boost synergy.
- Develop dashboard as a go-to reference on different performance indicators.
- Centralize studies and research to create a unified vision throughout the organization and optimize knowledge.

E

Optimize each season

Increase funding in low seasons and develop destination offer.

ACTIONS

- Définir les segments de clientèle les plus porteurs par saison et évaluer le potentiel de chacun pour les marchés prioritaires et en croissance.
- Take advantage of agreements or partnerships with stakeholders to test initiatives that more accurately measure interest in the city in fall and winter.
- Build on Destination Canada or Alliance partner plans to maximize our presence during the fall and winter shoulder seasons in the Mexico and California markets.
- Develop the winter season to increase room nights and in-destination spending: partner on developing new products to highlight the season through different national and international visibility initiatives.

F

Target our Montréal audience better

Continue to include Montrealers as our secondary market and unite partners around our actions..

ACTIONS

- Promote local “tourist” offer among residents to make them ambassadors of the city and encourage them to try destination experiences.
- Make residents ambassadors by building on sense of belonging and pride in the city.

2

Amplify business events and sports offer

KEY ACTIONS DRIVING THIS STRATEGIC AXIS:

A

Focus efforts on markets with strong growth potential

Focus our marketing activities on priority markets while maintaining our positioning in Canadian and international markets.

B

Launch seasonal offer in promising markets

Develop off-season business and sports opportunities to maximize room nights during low season.

C

Improve and extend delegate experience

Develop a cross-platform targeted offer based on delegates' needs.

D

Promote Montréal as a sustainable business events and sports city

Identify accounts aligned with our sustainable development strategy by measuring economic and social impacts.

E

Promote Montreal innovation and creativity in all our marketing activities

Enhance our positioning as "Montréal, city of innovation and creativity" to stand out from the competition.

A

Focus efforts on markets with strong growth potential

Focus our marketing activities on priority markets while maintaining our positioning in Canadian and international markets.

ACTIONS

- Create a specific development plan for the business and sports markets.
- Increase our visibility by ensuring continued presence on priority markets and industries.
- Develop a strategic action plan targeting major sports events.
- Promote collaboration to create better synergy and positioning with our different audiences (third-party agencies, major hotel chains).

B

Launch seasonal offer in promising markets

Develop off-season business and sports opportunities to maximize number of room nights in low season.

ACTIONS

- Target priority accounts and prospecting activities based on their rotation habits and availability of the Montréal product.
- Improve collaboration with our partners and destination development to create targeted offers and increase business opportunities.
- Identify promising major sports events for shoulder seasons.
- Build strategic partnerships to develop the city's winter offer.

C

Improve and extend delegate experience

Develop a cross-platform targeted offer based on delegate needs.

ACTIONS

- Rethink the delegate and participant experience to identify opportunities to enhance the Montréal experience.
- Target and better understand meeting delegates likely to extend their stay.
- Leverage the leisure offer during in-destination delegate experience.

D

Promote Montréal as a sustainable business events and sports city

Measure economic and social impact to identify accounts aligned with our sustainable development strategy.

ACTIONS

- Identify key indicators to measure positive actions and results to strategically position and market the city.
- List and communicate results that allow us to stand out from the competition.
- Help clients based on their needs and suggest sustainability tools and practices.
- Mobilize internal stakeholders and help the Montréal ecosystem integrate sustainable concepts.

E

Promote Montréal innovation and creativity in marketing activities

Improve our positioning as “Montréal, city of innovation and creativity” to stand out from the competition.

ACTIONS

- Position client events by offering creative activations that give the Montréal ecosystem and destination greater visibility.
- Ensure our teams have a good grasp of innovation and creativity to prioritize this in our business marketing.
- Work closely with the destination development team to integrate Montréal innovation and creativity into our acquisition and promotion messages.

3

**Unite the
Montréal
ecosystem
around the
development of a
sustainable
destination**

KEY ACTIONS DRIVING THIS STRATEGIC AXIS:

A

Take necessary action to become an outstanding tourism destination

Encourage adoption of eco-friendly practices that have a positive impact on local communities and the environment, and promote sustainable business actions with growth potential

B

Give downtown, cultural neighbourhoods and Montréal's attractiveness greater visibility among visitors and Montrealers

Guide, unite and influence the Montréal ecosystem so that we develop unique and iconic projects that reflect the cultural, creative, daring, sustainable and diversified DNA of the city

C

Take on a leadership role in the city's global visibility

Align tourism growth opportunities with industry initiatives that take into account Montréal's identity, culture and history.

D

Support and stimulate development of innovative hospitality projects

Adopt a renewed strategic vision of hospitality.

E

Build the city's resilience

Optimize practices and re-evaluate governance structure to better adapt to constantly evolving cultural, economic, environmental and social factors.

A

Take the actions required to become an outstanding tourism destination

Adopt sustainable development practices that have a positive impact on local communities and the environment and that cultivate sustainable business opportunities with growth potential.

ACTIONS

- Provide training and tools to tourism companies to encourage change in company culture and take a holistic and inclusive approach to sustainable development.
- Involve the local population in destination development to ensure the harmonious co-existence of visitors, delegates and residents.
- Support and promote sustainable development activities with a low environmental footprint.
- Enhance tourism offer by promoting Indigenous cultures.

B

Give downtown, cultural neighbourhoods and Montréal's attractiveness more visibility among visitors and Montrealers

Guide, unite and influence the Montréal ecosystem so that we develop unique and iconic projects that reflect the cultural, creative, daring, sustainable and diversified DNA of the city.

ACTIONS

- Help make Montréal a leading North American destination renowned worldwide for its gastronomy.
- Develop and promote Montréal's winter offers/initiatives and illumination projects sustainably.
- Develop and support promising new Montréal visibility initiatives to attract local, national and international visitors.
- Highlight local culture and offer visitors experiences that allow them to interact with locals and enjoy typical neighbourhood experiences.
- Support high-potential cultural and identity projects for downtown and east Montréal, including the Quartier Latin, The Village and the Olympic District.

C

Take on a leadership role in the city's global visibility

Align tourism growth opportunities with industry initiatives that take into account Montréal's identity, culture and history.

ACTIONS

- Increase Tourisme Montréal's visibility in the public sphere to manage and improve the city's reputation.
- Share expertise with media and local communities so they see the tourism industry in a positive light.
- Participate in and hold public debates over issues impacting the city's image, such as cleanliness, downtown revitalization, sustainable mobility, and ensure concerted action on public works and identify challenges to find solutions swiftly.
- Support Tourisme Montréal's causes, including arts and culture, Indigenous issues, succession planning and education in the tourism industry, homelessness as well as sustainable tourism development.

D

Support and stimulate the development of innovative hospitality projects

Adopt a renewed strategic vision of hospitality.

ACTIONS

- Review strategic thinking to improve tourism hospitality, personalize the visitor stay and offer authentic experiences.
- Establish strategic partnerships with key players in the Montréal tourism and hospitality industry and take a proactive approach to addressing issues.
- Adopt innovative digital technologies to improve the hospitality experience and communication with visitors.
- Take active part in discussions on Montréal mobility to develop cultural neighbourhoods as featured “products” for tourism experiences.
- Highlight and promote Montréal’s expertise in hospitality.

E

Help make Montréal a more resilient destination

Optimize and re-evaluate our practices to become more agile and better able to adapt to constantly evolving economic, environmental and social realities.

ACTIONS

- Help Montréal tourism companies build climate resilience by funding innovative initiatives and providing different industry sectors with the tools they need.
- Build our strategic and financial agility to address technological, environmental, cultural, economic and social issues.
- Develop tourism while addressing environmental realities and challenges to reduce risks inherent to climate change.
- Forecast trends and develop innovative new strategic partnerships.

4

Mobilize and rally employees, partners, members and residents around a shared vision

KEY ACTIONS DRIVING THIS STRATEGIC AXIS:

A

Develop our value proposition for members

Support and promote sustainable development initiatives by members and ensure they are aligned with our strategic directions by maximizing our communication platforms and events.

B

Review how we recruit new members

Seize opportunities and position tourism as a major economic and social vector for local communities.

C

Maximize and activate strategic partnerships

Develop and activate strategic partnerships to propel the Tourisme Montréal brand and leadership role.

D

Optimize employee experience and employer branding visibility

Define and activate employee experience and employee value proposition (EVP).

A

Develop our value proposition for members

Support and promote sustainable development initiatives by members and ensure they are aligned with our strategic axes by maximizing our communication platforms and events..

ACTIONS

- Build and promote relevance of being a member by offering a wide range of annual benefits: loyalty training, targeted training, networking.
- Develop a multi-sector member committee whose mandate is to adapt the value proposition according to economic and environmental factors.
- By 2030, ensure that all active members have introduced sustainable development initiatives, and all new members meet Tourisme Montréal's sustainability governance rules.
- Support and promote sustainability initiatives by members and partners and get buy-in of our strategic directions.

B

Review how we recruit new members

Seize opportunities and position tourism as a major economic and social vector for local communities.

ACTIONS

- Focus targeted prospecting activities on priority development areas: sustainable development, gastronomy, etc.
- Adopt better cross-company and internal management practices by targeting new members that meet needs of other departments, such as the convention services and media teams.
- Diversify the territorial representation of our members by reaching out to neighborhoods and leveraging local intermediaries, such as Commercial Development Corporations.
- Take a "boots on the ground" approach with our membership department that is cultivated through visits and interpersonal relationships.

C

Maximize and activate strategic partnerships

Develop and activate strategic partnerships (old and new partners, including residents) to drive Tourisme Montréal's brand and leadership.

ACTIONS

- Evaluate partners qualitatively to ensure they align with Tourisme Montréal's strategic directions.
- Improve collaboration with other key industry stakeholders to develop complementary partnerships based on the roles of each.

D

Optimize the employee experience and employer brand visibility

Define and activate the employee experience and the employee value proposition (EVP).

ACTIONS

Establish a strategic framework to implement and communicate the employer brand:

- Continue working on attracting, developing and retaining talent.
- Increase visibility of Tourisme Montréal's employer brand.
- Prioritize employee activities related to social and environmental causes supported by Tourisme Montréal.
- Keep our finger on the pulse of employee motivation and engagement via ongoing surveys.



**TOURISME /
MONTREAL**