

## RTO7 Transition Plan

Created July 27, 2010

### Overview

This plan has been developed by the RTO7 Transition Team (transitional leadership group)<sup>1</sup> to guide establishment of the Region 4 Regional Tourism Organization during the transition phase. **The goal of this plan is to incorporate RTO7 on February 1, 2011.**

The plan consists of the following elements:

<b>Administration and Implementation Plan</b>	The process by which the RTO7 will be incorporated as an autonomous non-profit entity under and industry led board of directors
<b>Engagement &amp; Communication Plan</b>	Engage tourism industry and key stakeholders; inform about transition process and mandate of RTO7 and position it for success (see Exhibit 3 for detailed work plan)
<b>Budget</b>	Financial administration will be provided by Georgian Triangle Tourist Association (GTTA – accountable body) with Transition Team oversight  Interim operating and engagement & communication budget: Exhibit 1
<b>Time line</b>	Time line (Gantt chart) integrating transition plan critical paths: Exhibit 2
<b>Communication Work Plan</b>	Detailed communication work plan: Exhibit 3

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<sup>1</sup> See Transition Team Terms of Reference

## **RTO7 Transition Plan**

### **Vision and guiding principles**

RTO7 will work collaboratively with its tourism partners and stakeholders to enrich the region's diverse tourism experiences in order to sustain and grow visitation, investment and tourism receipts. In support of this vision, RTO7 will:

- Operate as a not-for-profit corporation, directed by a representative and industry led board of directors.
- Provide strategic leadership that will further the success of our tourism industry through consumer-focused innovation, marketing and development initiatives.
- Champion the interests of the region's tourism operators, businesses, and organizations by facilitating partnership between key stakeholders and with all levels of government.
- Work to preserve existing brands and sources of tourism funding, and to expand funding opportunities.

## RTO7 Transition Plan

### Transitional Administration & Implementation Plan

#### Key objective

- An efficient process for incorporation of RTO7 as a non-profit organization

#### Desired outcomes

- Creation of required by-laws, governance structure
- Complete incorporation under an industry-led and representative Board of Directors

#### Functional requirements, roles and responsibilities

<p><b>Administration</b></p>	<p><b>Georgian Triangle Tourist Association (GTTA) (Accountable Body)</b></p> <ul style="list-style-type: none"> <li>• Project coordination</li> <li>• Financial and procurement management</li> <li>• Administrative support record keeping</li> <li>• Web site administration</li> <li>• Telecommunication, meeting facilitation</li> </ul>
<p><b>Leadership</b></p>	<p><b>Transition Team</b></p> <ul style="list-style-type: none"> <li>• Oversight: Executive Committee</li> <li>• Governance Committee (board governance, nominations, by-laws)</li> </ul>
<p><b>Project management/resources</b></p>	<p><b>External / 3<sup>rd</sup> party</b></p> <ul style="list-style-type: none"> <li>• Project management, priority projects coordination</li> <li>• Communication</li> <li>• Governance (facilitation, board structure, board nomination &amp; selection processes)</li> </ul>
<p><b>Collaborative</b></p>	<p><b>Transition Team Members &amp; Represented Organizations (Businesses and DMOs)</b></p> <ul style="list-style-type: none"> <li>• Staff expertise and time</li> <li>• Contact lists and databases</li> <li>• Meeting facilities</li> </ul>

**Transitional Implementation and Administration: resource requirements**

<b>Telecommunications</b>	<ul style="list-style-type: none"><li>• Conference calls / web meetings</li></ul>
<b>Consultation</b>	<ul style="list-style-type: none"><li>• Facilitation, planning, project management</li></ul>
<b>Financial</b>	<ul style="list-style-type: none"><li>• Banking, book keeping<sup>2</sup></li></ul>
<b>Advertising</b>	<ul style="list-style-type: none"><li>• Open call for board nominations</li></ul>
<b>Insurance</b>	<ul style="list-style-type: none"><li>• Directors and Officers liability coverage for Transition Team, RTO7 Board</li></ul>
<b>Legal</b>	<ul style="list-style-type: none"><li>• By-laws, file letters patent</li></ul>

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<sup>2</sup> As directed by the Transition Team, GTTA will contact independent book keeping services

## RTO7 Transition Plan

### Transitional Implementation and Administration: critical path

Responsibility - Key	
TT	Transition Team
AB	Accountable Body
PM	Project Manager
EC	Executive Committee
GC	Governance Committee
CC	Communication Committee
PPC	Priority Projects Committee
MTC	Ministry of Tourism & Culture
??	To be determined

Task / milestone	Responsibility	Timing (commencing 2010)
1. Develop terms of reference, transition plan	PM, EC	Jul 5 – Jul 26
2. Approval of terms of reference	TT	Jul 27
3. Establish Committees, mandates	TT	
4. Present transition plan	PM	
5. Finalize transition plan	EC, AB	Jul 28 – Aug 15
6. Approve transition plan	TT	
7. Submission of plan to MTC	AB	
8. Approval of transition plan	MTC	Aug 16 – Aug 31
9. Procurement of project resources	EC, GC, PPC, AB	
10. Approvals	TT	
11. Define RTO board & governance structure	GC, TT	Sep 1 – Sep 15
12. Approve board structure, criteria & nomination process	TT	

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13.	Develop board nomination/selection procedures	PM, GC	Sep 15 – Sep 30
14.	Approve board nomination/selection procedures	TT	
15.	Commence board recruitment	GC, AB	Oct 1 – Oct 15
16.	Call for board nominations	GC, AB	Oct 16 – Oct 31
17.	Draft by-laws	GC, AB	
18.	Secure legal, D&O insurance proposals	AB	
19.	Review nominations	GC	Nov 1 – Nov 30
20.	Recommend slate of directors	GC	
21.	Finalize by-laws	PM, GC, AB	
22.	Develop interim / 2011/12 plan & budget	PM, EC	
23.	Approval of directors	TT	Dec 1 – Dec 15
24.	Approval of by-laws and D&O coverage	TT	
25.	Approval interim / 2011/12 plan & budget	TT	
26.	Installs board	EC, AB	Jan 1 – Jan 31
27.	File letters patent (RTO7 board)	Board	
28.	Complete incorporation (RTO7 board)	Board	
29.	RTO7 incorporation date		Feb 1, 2011
30.	Develop final report to MTC	EC, AB	Feb 1 – Feb 28
31.	Approval of final report	TT	Mar 1 – Mar 15
32.	Final report to MTC	AB	

## RTO7 Transition Plan

### Transitional Engagement & Communication Plan

#### Goal

- Engage and inform tourism industry to position RTO7 for success

#### Desired outcomes

- Tourism industry and key stakeholders are informed about transition process through regular, open and transparent communication
- Tourism industry is supportive of an industry led RTO7 and mandate of RTO7

#### Methodology

- Planning and oversight: Communication Committee
  - Develop & execute detailed communication/work plan (Exhibit 3)
  - Develop key messages, ensure consistency of messaging
  - Designate media spokespersons
  - Develop communication materials
  - Oversee web site
- Project management /coordination
  - Oversight: Communication Committee
  - Project coordinator/resource
- Industry engagement
  - Transition web site
  - Ensure dissemination of communications to tourism industry and stakeholders through established channels: Transition Team Members & Represented Organizations (Businesses and DMOs)
  - Conduct series of information forums across region to inform, engage, support Board recruitment process, solicit input from industry

#### Constraints

- Ability to engage industry and capacity of Member Partner resources is curtailed until mid-September

## RTO7 Transition Plan

### Transitional Engagement and Communication: critical path

Responsibility - Key	
TT	Transition Team
AB	Accountable Body
PM	Project Manager
EC	Executive Committee
GC	Governance Committee
CC	Communication Committee
PPC	Priority Projects Committee
MTC	Ministry of Tourism & Culture
??	To be determined

Task / milestone	Responsibility	Timing (commencing 2010)
1. Develop transition plan and communication work plan	PM, EC	Jul 5 – Jul 26
2. Present transition/communication plan	PM	Jul 27
3. Finalize transition/communication plan 4. Approve transition/communication plan 5. Submission to MTC	EC, AB TT AB	Jul 28 – Aug 15
6. Approval of transition/communication plan 7. Procurement of project resources 8. Approvals 9. Communication / web site planning	MTC EC, CC, AB TT CC, AB	Aug 16 – Aug 31
10. Launch full web site, post plan documents 11. Schedule & plan industry engagement sessions	PM, CC, AB PM, CC, AB	Sep 1 – Sep 15



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12. Finalize sessions	PM, CC, AB	Sep 16 – Sep 30
13. Develop nomination ad, ad buy	PM, CC, AB	
14. Approvals	TT	
15. Deliver industry engagement sessions	TT	Oct 1 – Oct 31
16. Evaluate industry engagement session results, feedback	PM, CC	
17. Follow-on engagement communication	PM, CC, AB	
18. Issue release, ad - formal call for board nominations	AB	
19. Support board nomination process	CC, AB	
20. Ongoing communication	PM, CC, AB	Nov 1 – Dec 31
21. Announce incorporation, board, next steps	PM, CC, AB	Jan 1 – Jan 31
33. Develop final report to MTC	CC, EC, AB	Feb 1 – Feb 28
34. Approval of final report	TT	Mar 1 – Mar 15
35. Final report to MTC	AB	

**Exhibit 1**

**Budget – Final**  
**(“Schedule D” – September 2010)**

**SCHEDULE "D"**  
**BUDGET**

Eligible Items	Funding Amount
<b>Administration and Overhead</b>	
Project Coordination, financial management and facilitation (8hr/wk x 25 wks @ \$50/hr) – GTTA	10,650
Administrative support, meetings, minutes and record keeping (16/hr/wk x 25 wks @ \$25/hr) – GTTA	10,650
Office supplies, photocopying, etc	5,650
Book keeping (through March 31, 2011) – 4 hr/wk x 25 wks @ \$85/hr	8,500
Banking Fees / service charges	300
D&O Liability Insurance	2,260
Incorporation Fees	3,390
Transition Team - meeting costs and travel expenses	6,780
<b>Consulting and contract services</b>	
- Organizational Planning	10,000
- Project Management	55,000
- Priority Project Coordinator	55,000
- Governance Support	22,500
- Communications support	22,500
Travel and Administration (consulting services)	10,000
Post-Incorporation / Board defined activities – still TBA (Due by: Dec 15 as part of progress report)	90,000
<b>Engagement &amp; Communications</b>	
Teleconference and webinar bridges (for meetings as required)	11,300
Website (set up, hosting and support)	5,085
Advertising (Call for Nominations) – 30 ads	10,170
Information Sessions (Meeting costs & incidentals) - 8 sessions	9,040
<b>TOTAL ELIGIBLE INITIATIVE COSTS</b>	<b>\$ 348,775</b>

**Exhibit 2**

**Timeline – Final  
(September 2010)**

## 2. Initiative 2010–2011 Timeline:

Timeline	Governance & Administration (and incorporation)	Communications & Engagement	Priority Projects
<b>July</b>	<ul style="list-style-type: none"> <li>Development and approve Terms of Reference and Transition Plans</li> <li>Establish committees and mandates</li> </ul>	<ul style="list-style-type: none"> <li>Develop communications plan</li> <li>Finalize and approve communications plan</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>Finalize Transition Plan and submit to MTC</li> <li>Define project requirements and procure for resources as appropriate for consulting and contract services such as: <ul style="list-style-type: none"> <li>Organizational Planning</li> <li>Project Management</li> <li>Priority Project coordinator</li> <li>Governance Support</li> <li>Communications support</li> </ul> </li> <li>Retain support services as required</li> </ul>	<ul style="list-style-type: none"> <li>Develop communications sub-committee to implement industry communications</li> <li>Identify requirements, roles &amp; responsibilities</li> <li>Define target audiences and delivery channels</li> <li>Define key messages / talking point</li> <li>Identify spokesperson</li> <li>Define web scope, functionality and develop copy / content</li> <li>Begin communications tactics and website planning</li> </ul>	<ul style="list-style-type: none"> <li>Identify priority key projects and develop proposals</li> <li>Define specific projects goals, objectives and desired outcomes</li> <li>Engage tourism industry / organizations as required</li> <li>Define project requirements and procure for resources as appropriate (ongoing)</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>Retain support services as required</li> </ul>	<ul style="list-style-type: none"> <li>Launch RTO website and post planning documents</li> <li>Plan industry engagement sessions</li> </ul>	<ul style="list-style-type: none"> <li>Submit proposals to MTC for consideration</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>Define Board and governance structure</li> <li>Approve structure, criteria and nominations process</li> </ul>	<ul style="list-style-type: none"> <li>Schedule and finalize industry engagement sessions</li> <li>Develop Board nominations ads and place media buys</li> </ul>	<ul style="list-style-type: none"> <li>Confirm priority projects with MTC, sign agreements</li> <li>On-going performance tracking / measurement and reporting with industry partners</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>Commence Board recruitment</li> <li>Call for Nominations</li> <li>Draft Bylaws</li> <li>Secure legal and insurance proposals</li> </ul>	<ul style="list-style-type: none"> <li>Deliver industry engagement sessions, evaluate feedback</li> <li>Issue release and ads for Board nominations</li> </ul>	<ul style="list-style-type: none"> <li>On-going measurement with industry partners</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>Review nominations and recommend slate of Directors</li> <li>Approve slate, draft bylaws, secure D&amp;O insurance quote</li> <li><b>Submit DRAFT of 2011/12 Financial and Operational Business Plan for 2011 / 2012 and submit to MTC by Dec 15</b></li> </ul>	<ul style="list-style-type: none"> <li>Support Board nominations process</li> <li>Follow Up engagement communications</li> </ul>	<ul style="list-style-type: none"> <li>On-going performance tracking / measurement and reporting with industry partners</li> <li><b>December 15, 2010 - Final Priority Project proposals to MTC for consideration</b></li> </ul>
<b>January 2011</b>	<ul style="list-style-type: none"> <li>Install Board of Directors</li> <li>File Letter Patent</li> <li>Complete incorporation</li> <li>New Board of Directors to review DRAFT of 2011/12 Financial and Operational Business Plan for 2011 / 2012 and <b>submit FINAL PLAN to MTC by January 31, 2011 for consideration</b></li> </ul>	<ul style="list-style-type: none"> <li>Announce incorporation, Board and next steps</li> </ul>	<ul style="list-style-type: none"> <li>On-going performance tracking / measurement and reporting with industry partners</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>Finalize incorporation - February 01, 2011</li> <li>Develop final report for MTC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communications (web updates, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>On-going performance tracking / measurement and reporting with industry partners</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>Approve Final Report</li> <li>Submit report to MTC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communications (web updates, etc.)</li> </ul>	<ul style="list-style-type: none"> <li><b>Create and submit all outstanding final reports to MTC by March 31, 2011</b></li> </ul>

### Exhibit 3: RTO7 Transition Engagement & Communication Work Plan

Created: July 27, 2010

#### Purpose

This communication and work plan provides additional detail regarding methodology, tasks, resources, roles and responsibilities and supplements the RTO7 Transition (Engagement & Communication) Plan:

1. Strategy and tactics
2. Transition web site
3. Engagement sessions
4. Call for board nominations / report to MTC

Responsibility - Key	
TT	Transition Team
AB	Accountable Body
PM	Project Manager
CC	Communication Committee
MTC	Ministry of Tourism & Culture

## RTO7 Transition Engagement & Communication Work Plan

### 1. Strategy and tactics

Requirement	Methodology / tactics	Resource / timing
<b>Resourcing</b> <ul style="list-style-type: none"> <li>Identify requirements</li> <li>Roles/responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Project resource, transition resources (TT, AB, CC, DMOs)</li> <li>Procure project resource</li> </ul>	<ul style="list-style-type: none"> <li>CC, EC, TT / Aug</li> <li>CC, EC, TT / Aug</li> </ul>
<b>Develop messaging and process</b> <ul style="list-style-type: none"> <li>Identify audiences, channels</li> <li>Key / talking points</li> <li>Spokespersons</li> </ul>	<ul style="list-style-type: none"> <li>Utilize TT, DMOs expertise, gap analysis</li> <li>Adhere to MTC / TT approved messaging</li> <li>Identify, roles/responsibilities, TT approval</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB</li> <li>PM</li> <li>CC, PM, AB</li> </ul>

### 2. Transition web site

Requirement	Methodology / tactics	Resource / timing
<b>Set up</b> <ul style="list-style-type: none"> <li>Scope, content*, functionality</li> <li>Development, copy writing</li> <li>Set up, launch</li> </ul>	<ul style="list-style-type: none"> <li>Establish objectives</li> <li>Wire frame, design, draft copy</li> <li>Approve, release communication</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB/provider / Aug</li> <li>CC, PM, AB/provider / Aug</li> <li>TT, AB/provider / Sep 1</li> </ul>
<b>Maintenance</b> <ul style="list-style-type: none"> <li>Update site, post documents</li> </ul>	<ul style="list-style-type: none"> <li>Posting, monitoring</li> </ul>	<ul style="list-style-type: none"> <li>PM, AB/provider / ongoing</li> </ul>

#### \* Content

- RTO7 transition plan
- Documents, Q&As, relevant links
- Releases, notices and information
- Nomination information / process
- Facilitate two-way communication (queries, comments)

## RTO7 Transition Engagement & Communication Work Plan

### 3. Engagement sessions

Requirement	Methodology / tactics	Resource / timing
<b>Plan</b> <ul style="list-style-type: none"> <li>Engagement</li> <li>Objectives: see Transition Plan</li> </ul>	<ul style="list-style-type: none"> <li>Confirm sessions, dates, locations, etc.</li> <li>Create presentation, confirm speakers</li> <li>Announce / invite industry, stakeholders</li> <li>Conduct sessions</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB / Sep</li> <li>CC, PM, TT / Sep</li> <li>PM, AB / late Sep</li> <li>Oct</li> </ul>
<b>Follow-up</b> <ul style="list-style-type: none"> <li>Report session results</li> <li>Reinforce Board nomination process</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate feedback, messaging to inform ongoing strategy &amp; messaging</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB / late Oct</li> <li>Oct – Nov</li> </ul>

### 4. Call for board nominations

Requirement	Methodology / tactics	Resource / timing
<b>Information / press release</b> <ul style="list-style-type: none"> <li>Objectives: see Transition Plan</li> <li>Issue to coincide with ad &amp; info sessions</li> </ul>	<ul style="list-style-type: none"> <li>Draft, approve media plan</li> <li>Update web site</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB / Sep</li> <li>PM, AB/provider / Oct</li> </ul>
<b>Paid advertisement</b> <ul style="list-style-type: none"> <li>Objectives: as above</li> </ul>	<ul style="list-style-type: none"> <li>Draft and approve ad</li> <li>Negotiate ad buy</li> <li>Publish ad</li> </ul>	<ul style="list-style-type: none"> <li>CC, PM, AB / Sep</li> <li>PM, AB / Sep</li> <li>Oct</li> </ul>
<b>Announce Board</b> <ul style="list-style-type: none"> <li>Announce appointees, next steps</li> <li>Final report to MTC</li> </ul>	<ul style="list-style-type: none"> <li>TBD in concert with Board</li> <li>TBD in concert with transition plan</li> </ul>	<ul style="list-style-type: none"> <li>TBD / Jan</li> <li>CC, TT, AB / Mar</li> </ul>