REGIONAL TOURISM ORGANIZATION 7
BUSINESS PLAN 2024/25

Evolution - Sustainable Tourism - A Balanced Approach to Tourism Destination Development

Board Approved
December 11, 2023
THIS PLAN MAY CHANGE AS MORE DETAIL IS RELEASED BY MINISTRY OF TOURISM, CULTURE AND SPORT

TABLE OF CONTENTS

Land Acknowledgement 4
Introduction – 2024/25 BUSINESS PLAN 6
Interpretation of the details 7
Executive Summary: 8
Success Stories 8
Focus 10
Organizational Structure 11
BruceGreySimcoe Tourism Today 12
Alignments 13
Principles 13
Definitions 14
Why is Sustainable Tourism the Best Path Forward? 15
Regional Tourism Organization 7 - Mission and Vision 18
Regional Tourism Organization 7 - Core Values 18
Regional Tourism Organization 7 Organizational Chart 2024/25 19
Human Resource Reporting Structure 19
Information Sources Reporting Structure 20
OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION 21
Continuing Our Evolution: Progressive Leadership and Sustainable Development 21
Continuing Our Evolution: Sustainable Partnerships and Collaboration 22
Continuing Our Evolution: Maximizing Municipal Accommodation Tax (MAT) Impact through Collaborative Tourism Management 22
Continuing Our Evolution - Dedicated to Research and Learning 22
Pillar: Governance and Administration – General 23
OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT 39
Pillar: Product and Experience Development 40
OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT 47
Pillar: Workforce Development 48
OVERVIEW AND FUTURE DIRECTION – INVESTMENT ATTRACTION/INVESTOR RELATIONS 55
Pillar: Investment Attraction/ Investor Relations 56
Continuing Our Evolution: Through Responsible Marketing and Promotion 58
Pillar: Marketing 59
OVERVIEW AND FUTURE DIRECTION – PARTNERSHIP PROGRAM 63
Pillar: Partnership Program 64
PARTNERSHIP PROGRAMS 67
OPERATIONAL IMPLEMENTATION PROGRAM for festivals, tourism products and sustainable inclusivity products 68
At A Glance (OIP) 68
RECRUTIMENT IMPLEMENTATION PROGRAM 69
At A Glance (RIP) 69
Key Risks and Mitigation Strategies: 71
Budget notes and assumptions 73
Budget 2024/25 75
Appendices: 76
Job Descriptions 77
Chief Executive Officer 77
Project and Administration Manager 78
Communication Assistant 79

Experience and Administration Coordinator 81
Senior Communications Coordinator 81
Learning and Development Coordinator – Sustainable Tourism 84
Media Consumption 2023 – Canada 87
Primary Targets When targeting sustainable tourism initiatives 94
Appendix: Five Year Operational Action Plan for the the Destination Development Plan 100
OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION 100
Continuing Our Evolution: Progressive Leadership and Sustainable Development 100
Year 1: Establishing the Foundation 101
Year 2: Enhancing Stakeholder Engagement 101
Year 3: Strengthening Partnerships and Database Transformation: 102
Year 4: Institutionalizing a Culture of Sustainability: 102
Year 5: Continuous Review of Organizational Performance and Continuous Enhancement: 102
Continuing Our Evolution: Sustainable Partnerships and Collaboration 103
Year 1: Laying the Groundwork 103
Year 2 – Engaging the Community 104
Year 3 – Understanding the Tourism Network 104
Year 4 – Effective Communication 104
Year 5: Active Engagement Operational Plan 105
Continuing Our Evolution: Maximizing Municipal Accommodation Tax (MAT) Impact through Collaborative Tourism Management 106
Year 1: Establishing the Foundation for Collaboration Success 106
Year 2: Orchestrating Collaborative Initiatives 107
Year 3: Nurturing Sustainable Growth 107
Year 4: Strengthening Infrastructure for Enhanced Experiences 107
Year 5: Cultivating Responsible and Lasting Tourism 107
Continuing Our Evolution - Dedicated to Research and Learning 108
Year 1: Laying the Foundations and Research Advancement 108
Year 2: Toolkit Development and Stakeholder Engagement 109
Year 3: Deepening Visitor Insights and Engagement 109
Year 4: Workforce Empowerment and Professional Development 109
Year 5: Sustainability Integration and Future Roadmap 110
OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT 110
2024-2029 110
Year 1: Foundation and Assessment 110
Year 2: Experience Enhancement Training 111
Year 3: Implementation and Partnership 111
Year 4: Expansion and Refinement 111
Year 5: Sustainability and Continuous Improvement 111
OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT 112
Continuing Our Evolution: Through Responsible Marketing and Promotion 114
Year 1: Establishing the Foundation 115
Year 2: Crafting Messages and Engaging Stakeholders 115
Year 3: Enhancing Experiences and Encouraging Collaboration 115
Year 4: Continue Sustainable Practices 116
Year 5: Embracing Sustainable Growth and Continuous Improvement 116
Business Plan Approval 116

LAND ACKNOWLEDGEMENT

We want to acknowledge the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as the Ojibway, Odawa and Pottawatomie Nations. And further to give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as well as the Chippewas of Rama, the Chippewas of Georgina Island and Chippewa of Beausoleil, now known as the Chippewa Tri-Council. This was once the territory of the Petun and Huron-Wendat people. This territory is home to many Anishinabek people and citizens of the Metis Nation of Ontario as well as many other First Nations.

We make this acknowledgement as an act of reconciliation, an act of compassion and an act of mindfulness. Recognizing the traditional territories, we stand on is a small but important step we can all take towards recognizing and honouring the Indigenous Peoples who have lived on Turtle Island (aka: North America).

Acronyms & Definitions:

CEO – Chief Executive Officer.
PAM – Project and Administration Manager.
MSR – Manager Stakeholder Relations.
CC1 – Senior Communications Coordinator.
CA – Communication Assistant.
EAC – Experience and Administration Coordinator.
LDC – Learning and Development Coordinator.

Stakeholder – includes all organizations that are involved in the tourism industry, e.g., Operators, Municipalities, DMOs, COCs, BIAs, Support Agencies, etc.

Operator – includes organizations that service the tourist directly, e.g., Licenced Accommodation providers, Guide Services, Food and Beverage businesses, etc.

Status – Status of Activity – Repeat Activity, New Activity, Revised Activity, Amended Activity, Continued Activity.

INTRODUCTION – 2024/25 BUSINESS PLAN

In the world of regional tourism, change isn't just an option—it's a vital force that drives our growth. As we enter a new era in the tourism sector, one thing is clear: Regional Tourism Organization 7 (RTO7) has the potential to be the leading force in responsible Destination Development. The upcoming changes present us with both challenges and opportunities. We need not just a supportive organization but a strong leader to guide the way in tourism. The next five years are crucial for refining our role, encouraging innovation, and bringing about positive change across the entire region.

Adapting to Changing Landscapes: The tourism landscape is going through significant changes, especially with the introduction of the Municipal Accommodation Tax (MAT) in many tourism-driven areas. This shift has financial and operational implications for our industry and organization. It's prompting us to rethink how we connect and work with the municipalities and Non-Profit Organizations (NFPs) overseeing the MAT. We need to find new ways to collaborate effectively.

Responding to Climate Change: The climate crisis demands our immediate attention. RTO7 has an essential role in promoting sustainability, and its geographic focus allows us to make a significant impact in reducing the environmental effects of tourism. Leading destination development aligns perfectly with our potential to fight climate change.

Championing Responsible Tourism: Responsible tourism is a significant concern as people become more aware of the impact of tourism on local cultures, economies, and ecosystems. Our role is to guide and show how responsible tourism benefits both visitors and the communities they visit. Through education, advocacy, and collaboration, RTO7 will continue to drive positive change beyond our region.

Prioritizing Sustainability: Sustainability remains at the core of our approach, focusing on environmental, economic, and social aspects. As the world seeks practical solutions, RTO7 will lead the way in demonstrating how sustainable practices can be seamlessly integrated into every aspect of the tourism industry, from accommodations to attractions.

Empowering Recovery and Growth: The ongoing effects of the global pandemic still cast a shadow on tourism operators, who need support to recover. RTO7 is ready to provide innovative solutions to enhance industry resilience and establish a strong foundation. The labor shortage is another pressing issue, and RTO7 is committed to addressing it head-on by fostering partnerships and initiatives to rejuvenate the labor market and stimulate growth.

A Call to Evolution: In summary, change is essential, and RTO7 is ready to lead the way. The next five years are not just about adapting but evolving. We are shifting from a supportive role to a proactive one, becoming pioneers with an unwavering purpose. Our Destination Development and Action Plan will guide us towards a future marked by sustainability, responsibility, and prosperity. With dedication and collaboration, we will overcome challenges and shape a more resilient and vibrant tourism industry across our region.

INTERPRETATION OF THE DETAILS

Where possible, RTO7 will leverage existing relevant reporting to achieve the Activities, Outputs and Outcomes outlined in the plan. This comprehensive business plan serves as a roadmap detailing both ongoing and proposed strategies, initiatives, and key projects for the collective operations of Regional Tourism Organization 7. While the plan introduces various initiatives, it's essential to recognize that many activities are already in progress and actively underway with current partners and other organizations that support our goals. Collaboration is at the forefront of our process and will be utilized as often as possible. This inclusive approach not only accelerates our progress but also amplifies the impact of our efforts by leveraging the collective expertise and resources of our valued partners and supporting organizations.

The plan's design aims to offer a cohesive and detailed overview, highlighting the strategies already in motion and those being prepared for further implementation. These endeavors play a crucial role in advancing our shared mission and objectives, shaping our organization's future trajectory, and sustaining our ongoing success.

The comprehensive plan encompasses established and upcoming initiatives, showcasing our continuous dedication to achieving goals and evolving as an organization. The forward-looking approach of the document is intended to steer our actions, ensuring they align with our overarching vision while remaining adaptable to the ever-evolving landscape of our industry.

While going through this business plan, you'll notice a blend of current and planned projects, emphasizing the ongoing nature of our strategic endeavors. This balance between past accomplishments and future aspirations sets the stage for our collective growth and success.

Thank you for your interest and attention. We're enthusiastic about embarking on this journey toward shared progress and success.

Sincerely, Bill Sullivan, CEO, Regional Tourism Organization 7.

EXECUTIVE SUMMARY:

SUCCESS STORIES

Introduction:

Within the landscape of tourism, RTO7 has not only weathered challenges but emerged as a beacon of innovation and resilience. Through proactive responses to industry needs, implementation of innovative solutions, dedicated research initiatives, and a strategic approach to workforce development, RTO7 has positioned itself as a driving force in shaping the future of tourism in BruceGreySimcoe. This success story unfolds through a series of strategic initiatives and collaborative efforts that showcase RTO7's commitment to not just overcoming obstacles but transforming them into opportunities.

Proactive Response to Industry Needs:

COVID - RTO7 swiftly responded to industry needs through the Operations Implementation Program (OIP), promptly addressing businesses' urgent requirements for targeting marketing efforts that can be ‘turned on and off quickly’ with no cost to the operator. The initiation of the Personal Protective Equipment (PPE) program, conceived by RTO7, resulted in the approval and issuance of essential funding within just 10 days to support tourism operators after endorsement by the Province. RTO7 successfully secured over $11 million in non-Ministry of Tourism, Culture, and Sport (MTCS) funding for tourism in BruceGreySimcoe (BGS) in December 2020. Alongside three other RTOs, RTO7 exceeded expectations of a federal funding agency, prompting the agency to offer a $68 million program in 2022/23 to the 11 Southern Ontario RTOs. This substantial funding is directly allocated to support tourism operators in areas such as capital improvements, expansion, 'pivot' strategies, research and marketing, workforce development, and inclusivity training.

Collaborative efforts with other RTOs, led by RTO13, in securing funds and executing programming have proven beneficial for workforce development, Diversity, Equity, and Inclusivity initiatives, laying the groundwork for Sustainable Tourism. This collaboration in efforts has benefited the efforts in workforce development, and inclusivity training.

In a recent achievement in mid-January, RTO7 secured $2 million from another funder to facilitate the installation of EV Chargers in BruceGreySimcoe, further contributing to the region's progress.

Innovative Solutions:

In 2020, RTO7 showcased innovation through the "Close to Home" Local Musician Campaign, directing attention to the vibrant local music scene. Recognizing the challenges faced by artists due to COVID, RTO7 collaborated with a local promoter to record 20 musicians performing their original pieces. The resulting social media campaign, part of the "Close to Home" initiative, highlighted these artists and brought attention to the region's musical talent.

The success of the "Close to Home" mantra extended beyond music, influencing local campaigns that encouraged community members to support local businesses and minimize travel to other parts of the province. RTO7's forward-thinking approach in visual content development, initiated 11 years ago through the first Partnership Program, continues to drive investments in these efforts, setting a precedent for other organizations, including Destination Ontario, to follow suit.

The regional signage program, another successful Partnership Program, has set a benchmark by installing approximately $2 million in tourism signage throughout the region. Shared with other RTOs, this program remains adaptive to the evolving needs of the traveling public, complementing the Ontario TODS program, and fostering effective private-public partnerships.

Since 2016, RTO7 has been actively steering the region towards a more sustainable tourism model. Despite interruptions caused by COVID, the necessity for a comprehensive strategy became increasingly evident during the pandemic. The current 5-year strategy and business plan reflect a balanced approach, positioning BruceGreySimcoe as a leader in the adoption of sustainable tourism practices in Ontario.

Research

RTO7 has emerged as the primary resource for tourism research and guidance. While two additional counties collaborate with RTO7 to obtain Research Platforms and data, RTO7 has distinguished itself as the expert in delivering comprehensive reports to operators and municipalities across the region. The information provided to operators is proving instrumental in shaping product development and marketing strategies, while municipalities are leveraging the outputs for economic development planning, MAT research, tourism planning, and capital projects.

The utilization of this research has underscored the indispensable role of RTO7 in municipal planning. The organization is consistently included in the list of entities to consult when planning projects related to tourism, workforce, economic development and various other initiatives.

Workforce

In the tourism industry, workforce challenges persist as a critical issue often labeled as a crisis. These complex issues demand collaborative and creative solutions to ease the burden on tourism operators.

RTO7 has implemented several initiatives to tackle these challenges:

1. **Training Programs:** RTO7 provides Typsy training programs, covering Customer Service and Diversity, Equity, and Inclusion training. These programs aim to enhance knowledge and skills among operators and employees, proving to be well-received and consistently popular. These short lessons lead to certificates endorsed by the International Institute of Hospitality.
2. **T3 Accelerator Program:** This program offers personalized coaching to businesses, connecting them with industry experts to navigate challenges. Additionally, it assesses technology use in tourism businesses, identifying opportunities for operational optimization.
3. **Skills Development Fund Application:** RTO7 collaborated with Destination Northern Ontario and RTO9 to support the Tourism SkillsNet Program. This initiative matches job seekers with employers, provides training to new hires, and offers wage subsidies. It also supports the Careers in Tourism series, aiming to change perceptions of careers in tourism.
4. **High School Hospitality Challenge:** The Simcoe High School Hospitality Challenge Expanded to include Bruce and Grey Counties, this program engaged 220 students from 9 schools and 8 tourism operators. It highlights the skills needed for success in the tourism industry and fosters connections with local businesses.
5. **Diversity, Equity, and Inclusion training**: Provided by the Canadian Gay and Lesbian Chamber of Commerce, is available in both online and instructor-led formats.

Conclusion:

Navigating the complex landscape of the tourism industry, RTO7 has showcased adaptability and collaborative efforts. From addressing urgent needs during the COVID crisis to introducing the "Close to Home" campaign, RTO7 has played a pivotal role in propelling the region forward. Serving as a central hub for tourism research and contributing to workforce development, RTO7 has become a valuable resource for operators and municipalities. The outlined strategic vision positions BruceGreySimcoe as a leader in sustainable tourism practices, emphasizing a future where challenges are met with practical solutions. RTO7's journey isn't just a success story; it's a practical guide for thriving in the ever-evolving tourism landscape.

FOCUS

Progressive Leadership and Sustainable Development: As RTO7 begins its journey of Evolution, we're taking steps that promise positive outcomes. Our operational assessment helps us find areas for growth and align with society's changing needs. We believe in clear communication to set the stage for better tourism Development, collaboration, and direction. We're also working to involve industry stakeholders, giving them information and insights for better decisions and innovation. Improving the experiences of frontline staff ensures visitors have great interactions and service. We use creative visualization to deepen our understanding and commitment to sustainability. Our partnerships are evaluated based on their impact on the economy, society, and the environment. This balanced approach ensures a vibrant and resilient future for our community and stakeholders.

Sustainable Collaboration: We know that partnerships and collaboration are key to sustainable growth. We're dedicated to working with various stakeholders, including local businesses and government entities. We're committed to transparent communication and a shared vision, which we demonstrate through our "Pledge to Tourism Destination Development." This forms a strong foundation for collaboration, ensuring stakeholders understand our approach and objectives. This collaboration enhances engagement and provides a clear direction for tourism Development.

Workforce / Labour Force Development: A thriving tourism industry needs a skilled workforce. We're dedicated to workforce development. We aim to connect industry needs with workforce capabilities by promoting tourism career opportunities and collaborating with educational institutions. Initiatives for diversity and inclusion create a workforce that reflects our region's unique identity, preserving culture and promoting responsible tourism.

Municipal Accommodation Tax (MAT) - Engagement with Municipalities and NFPs through Collaborative Tourism Management: We believe in collaboration and local influence in shaping tourism. We're sharing our tourism knowledge and actions with municipalities and non-profit organizations (NFPs) responsible for the MAT. We aim to streamline their delivery of tourism services, creating a sustainable ecosystem benefiting tourism operators, visitors, and local communities. Our strategy focuses on collaboration, capacity building, and sustainable growth.

Planned Product and Experience Development: Our approach to product and experience development focuses on creating authentic, enriching, and responsible experiences for visitors. We highlight our region's natural and purpose built assets, introducing a unique tourism product that aligns with our area's unique qualities. Collaboration ensures these experiences resonate with visitors and local communities, creating authenticity and cultural connections. Ethical and responsible practices are integrated seamlessly, raising awareness about environmental preservation and sustainable tourism.

Responsible Marketing and Promotion: Effective marketing shapes how people view a destination. Our responsible marketing approach includes improving wayfinding, dynamic calls to action, unified messaging, and a strategic destination marketing plan. We're enhancing wayfinding and interpretive signage to create a seamless visitor experience that deepens their understanding of our region's cultural and natural treasures. Dynamic calls to action and good practices empower businesses to go beyond traditional marketing, connecting with visitors' values and enhancing their experiences.

Research and Learning: Our commitment to research and learning helps us make data-driven decisions and stay informed about industry trends. We conduct year-over-year research, comprehensive impact assessments, and workforce empowerment initiatives. Collaborating with experts and stakeholders fosters continuous improvement, enriching the tourism ecosystem with informed strategies aligned with sustainability.
In our evolution, RTO7 envisions a future where economic success, responsible environmental practices, and social responsibility exist in harmony. This strategic roadmap enhances visitor experiences while ensuring the well-being of local communities and the preservation of our region's natural and cultural heritage. Through these initiatives, RTO7 sets a benchmark for responsible tourism growth, positioning the BruceGreySimcoe region as a leader in Sustainable Destination Development.

The following Business Plan outlines a transformation in direction and operational processes for RTO7. It offers a roadmap for the upcoming five years as background information, allowing readers to envision the journey and ultimate destination.

ORGANIZATIONAL STRUCTURE

Biographies
Scott Allison
Chair/President
Scott Allison is the previous chair of the board of Governors for Centennial College, one of Ontario's largest community colleges. Scott volunteers as a business coach with the T3 Accelerator Program, supporting tourism businesses across BruceGreySimcoe. As a frequent speaker on business strategy, innovation and industry trends, Scott draws on experience gained through a career that spanned the airline, hotel and travel industries in both Canada and the United States.

Bill Sullivan
Chief Executive Officer
Regional Tourism Organization 7
BruceGreySimcoe
Bill Sullivan is the CEO of Regional Tourism Organization 7, BruceGreySimcoe. Bill has over 40 years in senior management roles within the hospitality and tourism industry in rural Ontario. Bill's operational experience during previous crisis's which include SARS and the COVID pandemic and many financial downturns has been beneficial during these recovery times. Bill has been the CEO of RTO7 since January 2014. Bill is responsible for strategic planning and operations of the organization. Bill originally joined RTO7 in 2010 as a Project Manager, with oversight for the Priority Projects that informed future development of strategies for RTO7. Prior to joining RTO7, Bill held progressive management positions over a 30-year career in resort operations. Bill is also a former Marketing Chairman and held various executive committee roles with Resorts of Ontario and Muskoka Tourism. Bill received his education in the Hospitality and Tourism program at Ryerson (TMU).

BRUCEGREYSIMCOE TOURISM TODAY

In BruceGreySimcoe, community members clearly recognize how important tourism is for the area's future. They understand that tourism helps businesses grow, create jobs, and attract more people. However, some folks worry that too many visitors might harm the environment and local communities. This could mean more trash, crowded places, and less access to local spots. People are also concerned that tourism might affect housing affordability and the traditional way of life. At the same time, tourism operators are recovering from the COVID Pandemic and the effects of shepherding their businesses through the obstacles, debt load, and changing consumer trends is overwhelming, and many are rightly concerned about their viability.

Outside Influences on Tourism in BruceGreySimcoe

People know that planning for tourism doesn't happen alone. The decisions of the 37 municipal governments and 4 Indigenous Bands in BruceGreySimcoe about things like roads and communication impact tourism too. Looking at the bigger picture, issues like racism, diversity, and fairness are important. The community is changing, and it's important to welcome everyone, including new residents and visitors. To do this, groups can work together and use committees, like the ones we already have, to build strong relationships with all types of communities.

When looking at how politics affect tourism, some people worry about what locals think of tourism. Some residents might not like it because of their personal experiences. To address this, it's important to help everyone understand the benefits of tourism through research and sharing information.

Technology is crucial to use new tools to learn what visitors like. This helps to make their experience better and attract the right kind of tourists. Working with partners and using data to make decisions can help everyone involved.

Economic matters are also important. Investing in things like roads and communication helps people move around easily. A tax on accommodations could help with this and support efforts to protect the environment from things like climate change and address social and health issues within the community.

Another big issue is following the rules. Regulations are needed for short-term rentals so they're fair. A tax on these rentals could also bring in money to support tourism and the community.

Lastly, the environment is a major concern. Climate change affects everyone, and water bodies like beaches are really important. It's necessary to work together to understand how human activities impact the environment and find ways to restore it for the future.

ALIGNMENTS

The vision for the destination aligns with RTO7's vision of collaboratively constructing lively, healthy, and sustainable tourism communities. The values upheld by RTO7 also resonate with tourism stakeholders.

1. Collaborative
2. Transparent
3. Trustworthy
4. Innovative
5. Friendly and Welcoming
6. Sustainable Practices
7. Committed to Inclusivity

PRINCIPLES

1. **Guiding by Demonstrated Leadership:** RTO7 believes in leading by example, showcasing commitment through actions that set the standard for others to follow. Whether promoting sustainable practices or fostering hospitality, RTO7 is at the forefront, demonstrating dedication and responsibility.

2. **Setting the Standard for Industry Best Practices:** RTO7 operates at the highest level of excellence, implementing best practices that serve as the foundation for their initiatives. This pursuit of operational excellence sets a benchmark for others in the industry, leading to a more competitive and prosperous destination.

3. **Promote Meaningful Connections:** Building strong relationships is essential for destination growth. RTO7 facilitates connections among stakeholders, enhancing communication and creating a sense of unity and shared purpose.

4. **Champion Holistic Tourism Engagement:** RTO7 believes in a holistic approach to tourism development, considering the entire ecosystem, including businesses, the local community, culture, and environment. Inclusive and participatory practices ensure a balanced, diverse, and resilient tourism ecosystem.

5. **Strengthening Local Facilitators:** RTO7 recognizes that the success of a destination relies on the collective efforts of all stakeholders. Empowering destination enablers taps into local knowledge and fosters a sense of ownership and collaboration for sustainable development.

DEFINITIONS

Ambassadors of Responsible Practices: Ambassadors of Responsible Practices are individuals, organizations, or groups that actively advocate for and exemplify ethical and sustainable behaviors within the context of destination management. These ambassadors play a vital role in promoting responsible tourism, encouraging positive interactions between visitors and the local environment or community, and fostering a culture of conscientious travel.

Calls to Action: Calls to Action are specific, compelling messages or directives designed to motivate and encourage the target audience to engage in desired behaviors, activities, or initiatives. In the context of destination management, Calls to Action can be used to prompt visitors, stakeholders, or the community to participate in responsible tourism practices, support local businesses, or contribute to destination preservation.

Good Practices: Good Practices refer to well-established and proven approaches, methods, or behaviors that contribute positively to destination management, development, and sustainability. These practices typically align with ethical, environmental, and social principles, aiming to balance the interests of various stakeholders while minimizing negative impacts.

Good Practices Checklist: A Good Practices Checklist is a comprehensive document outlining a set of guidelines, standards, or actions that are deemed positive, effective, and ethical in managing and promoting a destination. This checklist serves as a tool to ensure that all aspects of destination management adhere to best practices, contributing to sustainability, visitor satisfaction, and overall success.

Maximum Yield: Maximum Yield refers to the optimal utilization and generation of positive outcomes from available resources, activities, or initiatives within a destination. It entails maximizing benefits to their fullest extent, while simultaneously achieving a balance among economic, social, and environmental successes, all within the framework of sustainability and responsible practices.

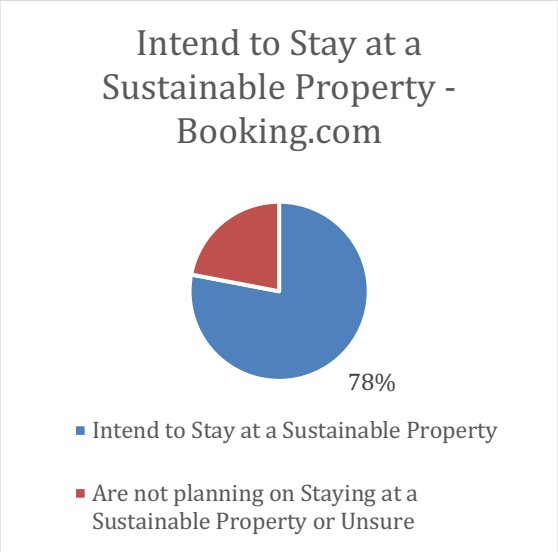
WHY IS SUSTAINABLE TOURISM THE BEST PATH FORWARD?

Preservation of Natural Resources: Sustainable tourism seeks to minimize its environmental footprint by promoting responsible resource management and reducing carbon emissions. This includes energy and water conservation, waste reduction, and sustainable transportation. The World Tourism Organization (UNWTO) emphasizes the importance of sustainable practices in tourism to mitigate environmental impacts.

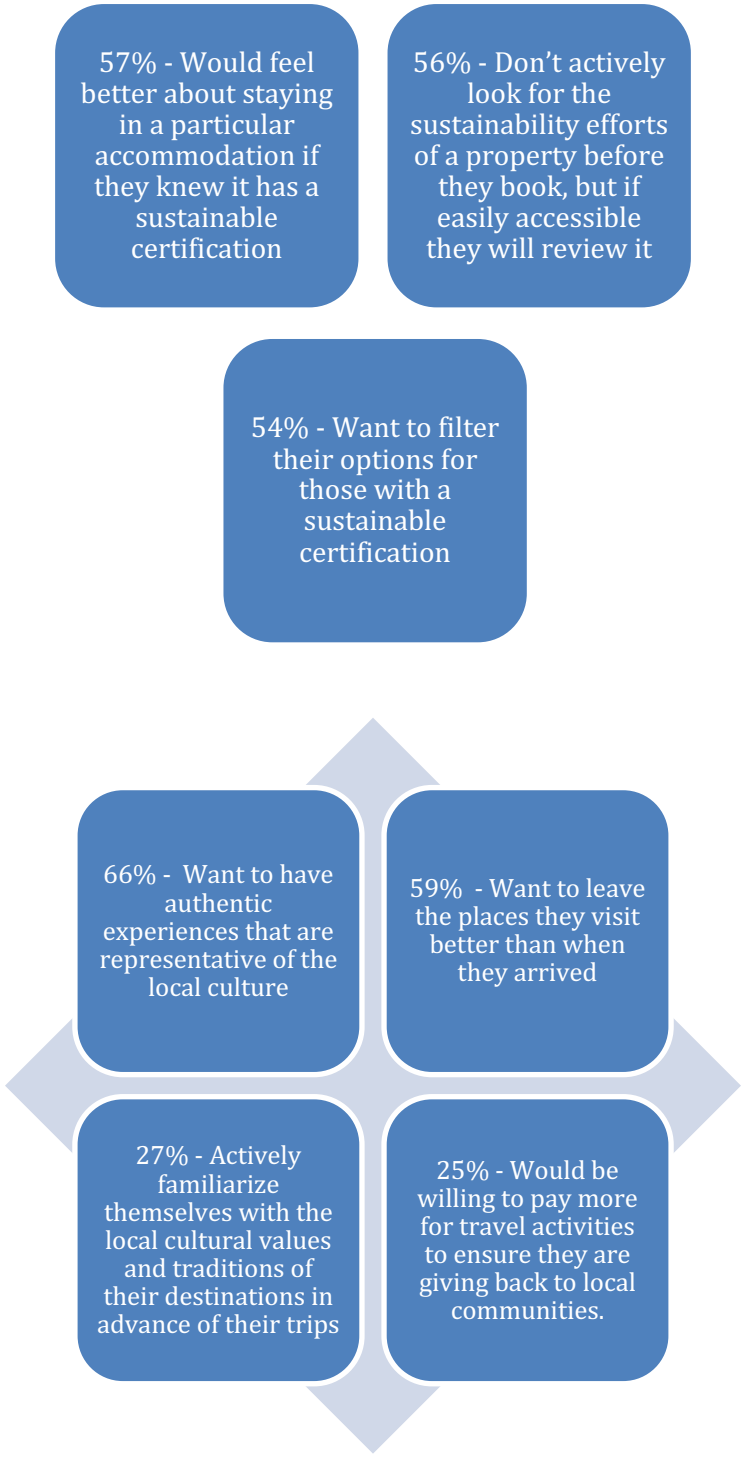
Economic Growth and Poverty Alleviation: Sustainable tourism can stimulate economic growth, create employment opportunities, and contribute to poverty alleviation. The United Nations Development Programme (UNDP) highlights the potential of tourism to promote inclusive economic growth and support local communities. Sustainable tourism practices aim to distribute the economic benefits of tourism more equitably, particularly benefiting small businesses and local economies.

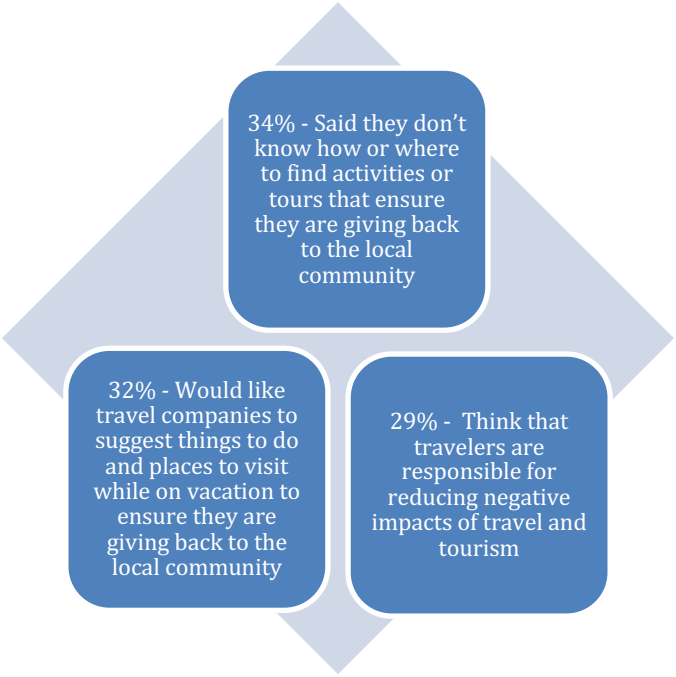
Cultural Preservation and Heritage Protection: Sustainable tourism plays a crucial role in preserving cultural heritage and traditions. Responsible tourism practices ensure that the cultural authenticity and integrity of destinations are maintained. UNESCO emphasizes the need for sustainable tourism to protect cultural heritage.

Enhanced Quality of Tourism Experiences: Sustainable tourism enhances the overall quality of the travel experience by providing authentic and meaningful interactions with local cultures, environments, and communities. Travelers increasingly seek unique and sustainable experiences that align with their values, as shown in Booking.com's Sustainable Travel Report. This report is based on insights from 30,000 travelers across 32 countries and territories (including 1,000 from USA and 958 from Canada).



Consumer Demand and Preferences: Consumer demand for sustainable travel is on the rise. Travelers are increasingly looking for experiences that are environmentally friendly, socially responsible, and culturally immersive. Booking.com's report highlights the growing expectation of travelers for sustainable travel options and some of the obstacles to adoption(Booking.com - Sustainable Travel Report).


57% - Would feel better about staying in a particular accommodation if they knew it has a sustainable certification
56% - Don't actively look for the sustainability efforts of a property before they book, but if easily accessible they will review it
54% - Want to filter their options for those with a sustainable certification
66% - Want to have authentic experiences that are representative of the local culture
59% - Want to leave the places they visit better than when they arrived
27% - Actively familiarize themselves with the local cultural values and traditions of their destinations in advance of their trips
25% - Would be willing to pay more for travel activities to ensure they are giving back to local communities.



Destination Canada highlights how travel is changing. They're focusing on a new type of traveler who cares about personal growth, enjoys local culture, and looks for genuine experiences. These travelers also care about being responsible and having a positive impact. According to their research, 62% of travelers try to avoid crowded places, 46% think about their own impact, 37% prefer places that are responsible, and 34% are willing to pay extra for sustainability. Authenticity is really important, especially experiences like exploring nature, focusing on health, and connecting with Indigenous culture. They found that one in three Canadians (33%) is interested in Indigenous experiences. When people choose where to go, they want to relax and spend time outdoors. Around 39% prefer staying within their province, and 32% look outside their province for these experiences. The big ideas to take away are that people are becoming more aware of responsible travel and are looking for genuine and enriching experiences that also help local communities and the environment. (Destination Canada – Tourism's Big Shift: November 2021)

Sustainable tourism is an essential paradigm shift in the travel industry, promoting responsible tourism practices that benefit destinations, communities, and the environment. It's crucial for a more equitable, resilient, and sustainable future in tourism.

REGIONAL TOURISM ORGANIZATION 7 - MISSION AND VISION

Our vision is to establish BruceGreySimcoe as Ontario's four-season destination of choice.

Our mission is to work collaboratively with tourism partners and stakeholders to build, sustain and grow visitation, investment, and visitor spending.

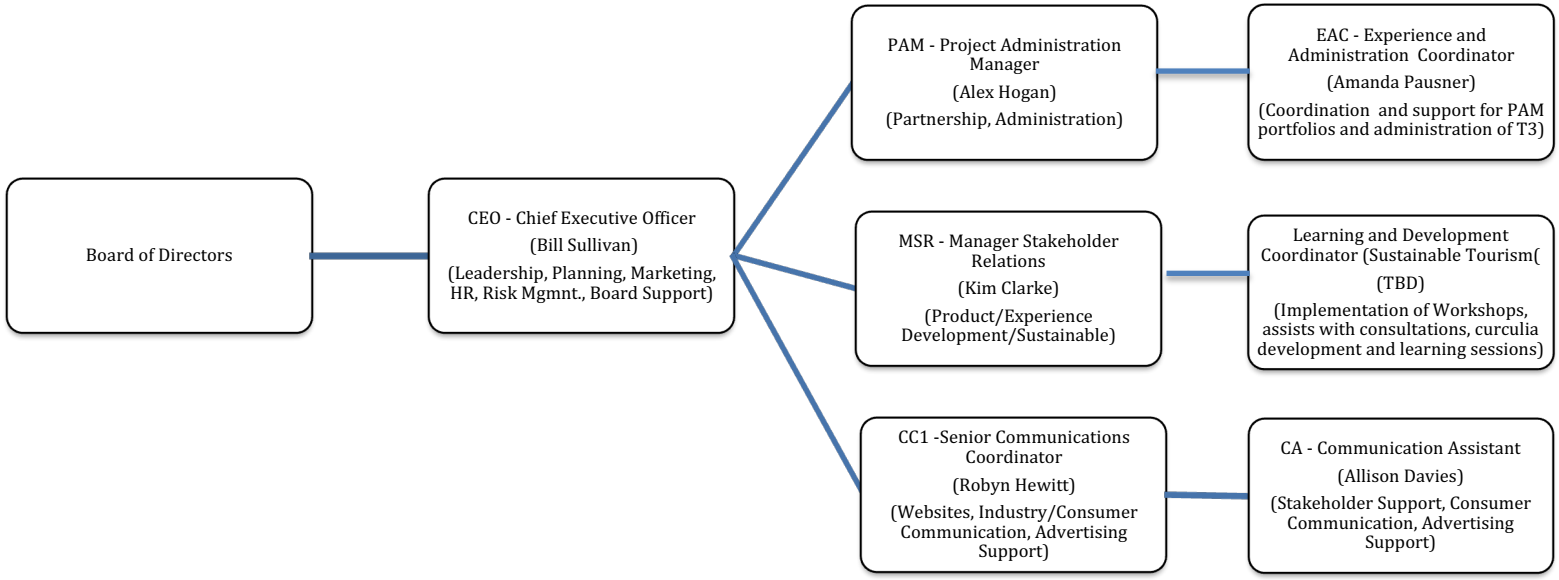
RTO7 is committed to developing and supporting the region as a four-season destination, all programs are developed and offered with this in mind. The only distinction between the seasons can be found in our marketing campaigns.

REGIONAL TOURISM ORGANIZATION 7 - CORE VALUES

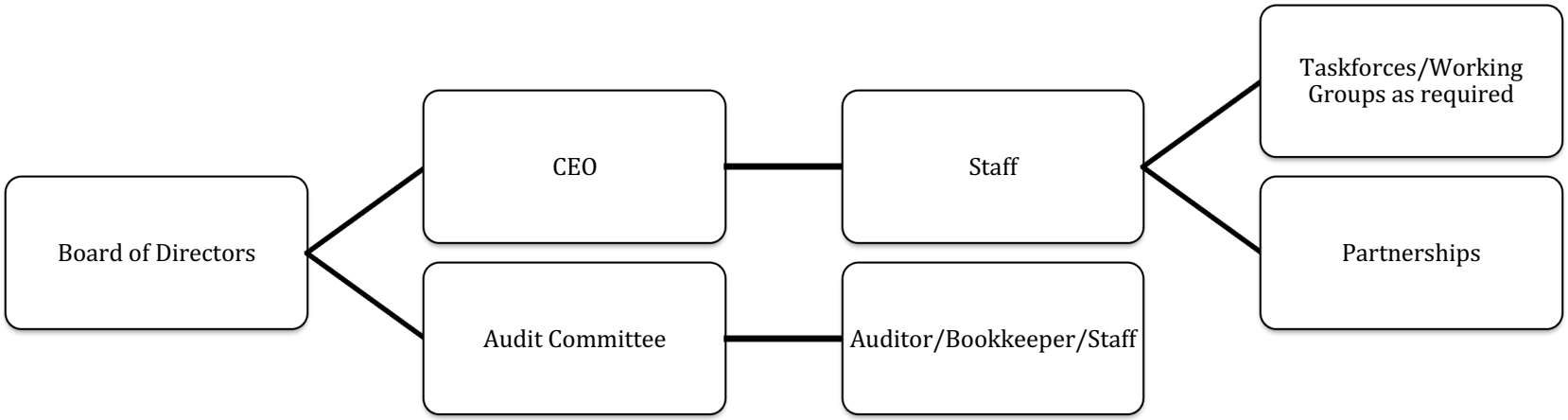
1. Collaborative
2. Transparent
3. Trustworthy
4. Innovative
5. Friendly and Welcoming
6. Sustainable Practices
7. Committed to Inclusivity

REGIONAL TOURISM ORGANIZATION 7 ORGANIZATIONAL CHART 2024/25

Human Resource Reporting Structure



INFORMATION SOURCES REPORTING STRUCTURE



OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION

Over the years, RTO7 has consistently upheld a standard of excellence in governance and administration, proactively implementing changes to enhance and streamline its organizational processes. The current 2023/24 Business Plan specifically called for an update to the Strategic Plan, a task that RTO7 effectively accomplished internally. This updated plan serves as a detailed roadmap guiding RTO7's progression and the region's development into a Sustainable Tourism Destination.

This strategic evolution is set to be integrated into RTO7's operations, ensuring that stakeholders not only receive ongoing support but also guidance as they transition toward a more sustainable tourism model. The forthcoming Governance and Administration section will encapsulate RTO7's transformation into the foremost authority in driving Sustainable Tourism Destination Development for the BruceGreySimcoe region (Region 7). This pledge reaffirms RTO7's commitment to leading the charge in sustainable tourism development and setting new industry standards.

CONTINUING OUR EVOLUTION: PROGRESSIVE LEADERSHIP AND SUSTAINABLE DEVELOPMENT

At RTO7, our commitment to progress is deeply rooted in a comprehensive approach that harmonizes economic success with environmental and social responsibility. We strive to build upon our current strengths and operational efficiency, aligning our future plans with the evolving needs and expectations of our society. Our core focus revolves around sustainability and forward progress while remaining steadfast in upholding our core values.

Understanding and Adapting Our Operations: We begin our journey by closely examining how we operate and understanding the impact we have on our ecosystem. This introspection helps us identify areas where we can strengthen our role and align better with the changing needs of a society that places significant importance on sustainability and progress. Our objective is to examine our current practices, identify potential areas for improvement, and plan specific actions that contribute to a forward-thinking and resilient society.

Sustainable Collaboration: Transparency and collaboration form the bedrock of our operations. We firmly believe in openly communicating our strategies and actions. At RTO7, we are in the process of formulating a clear promise outlining how we intend to manage tourism and destinations. This promise underscores our dedication to strategic management, ensuring that all stakeholders, from local businesses to government bodies, comprehend our plans and work cohesively towards a unified goal in tourism development.

Empowering the Industry: An essential aspect of our strategy involves emphasizing the significance of each individual within the tourism industry. We advocate for a deep understanding of how every role interconnects, illuminating the complexity of our industry's network. We provide various learning opportunities, enabling industry professionals to comprehend their roles better, make informed decisions, and collaborate effectively, ultimately enhancing the industry's overall effectiveness.

Crafting Exceptional Visitor Experiences: We are unwavering in our commitment to enhancing the visitor experience in our region. To achieve this, we facilitate special tours for our staff who directly interact with visitors. These tours provide them with invaluable firsthand experiences of the place’s visitors frequent, such as

attractions, hotels, local businesses, and cultural sites. Armed with this insider knowledge, our staff can offer superior service to visitors, ensuring their experiences are nothing short of memorable.

Strategic Partnership Selection for Maximum Impact: We place immense emphasis on forging partnerships that create a meaningful difference. Our team meticulously evaluates potential partners based on stringent criteria, prioritizing their positive impact on the environment, the economy, and our community over purely financial gains. We carefully consider how these partnerships align with our goals, taking into account the environment, local culture, and the overall benefit to our region. This deliberate approach ensures that the projects we endorse have a lasting positive effect, contributing to the appeal, resilience, and sustainability of our region.

CONTINUING OUR EVOLUTION: SUSTAINABLE PARTNERSHIPS AND COLLABORATION

At RTO7, our commitment to progress is deeply rooted in the fusion of economic success with environmental and social sustainability. We are dedicated to building upon our existing strengths and promoting teamwork through effective collaboration processes and a clear promise for developing tourism destinations. Our approach is centered around enhancing industry awareness, empowering frontline staff, and meticulously evaluating the impacts of our partnerships. We believe in nurturing enduring relationships by providing resources, fostering strong communication, and promoting collaboration. As RTO7's journey continues, our commitment remains steadfast in creating a balanced and flourishing tourism destination.

CONTINUING OUR EVOLUTION: MAXIMIZING MUNICIPAL ACCOMMODATION TAX (MAT) IMPACT THROUGH COLLABORATIVE TOURISM MANAGEMENT

At RTO7, we emphasize the power of collaboration with local entities to enhance our tourism landscape. Our primary objective is clear: to cultivate a thriving tourism destination. To achieve this, we strategically share our extensive tourism knowledge with municipalities, non-profit organizations (NFPs) tasked with managing the Municipal Accommodation Tax (MAT), and other tourism organizations. By optimizing service delivery models within these entities and promoting tourism-related services, we aim to establish a sustainable ecosystem that benefits tourism operators, visitors, and local communities. Our strategy centers around collaboration, capacity building, and sustainable growth, steering us towards a harmonious future for our destination.

CONTINUING OUR EVOLUTION - DEDICATED TO RESEARCH AND LEARNING

In alignment with the RTO7's commitment to perpetual learning and innovation within the tourism industry, this operational plan outlines a detailed 5-year trajectory focusing on continuous research, insightful assessment tools, enhanced visitor understanding, and empowered workforce for sustainable tourism practices. This plan aims to harmonize economic triumph with responsible practices, enriching the tourism ecosystem in RTO7.

DETAILS

Pillar: Governance and Administration – General

Objective: Continuously improve the operation of the organization							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate # / %**	**Quarter**	**Status**	**Staff**	**% of Time within Pillar**
Operational Assessment							
Conducting a thorough assessment of current operational practices: Activity Description: Utilize tools such as process mapping, interviews, and performance metrics to identify bottlenecks, redundancies, and areas for improvement. Activity Description: Implement Tech in Tourism Recommendations breaking down into 2 phases – phase one to be completed in 2024/25	Operational Assessment Report: Output Description: Comprehensive report identifying bottlenecks, redundancies, and areas for improvement in operational processes. Output Description: Report detailing which of the 8 recommendations can be achieved with resources available. Implement the changes.	Streamlined Operational Processes: Outcome Description: Identification of bottlenecks and areas for improvement leads to more efficient and effective operations. 80% of identified bottlenecks are addressed. Outcome Description: Technology process to increased productivity of staff and security of data stored. 15% increased operational efficiency as determined by review by staff.		1-3	New	CEO	5
				1-3	New	PAM	3
						MSR	
			80%			CC1	
						CA	
				1-3	New	EAC	2
			15%			LDC	
Engaging cross-functional teams within RTO7: Activity Description: Analyze all operational processes, including administrative, marketing, stakeholder engagement, product development, and investment attraction.	Operational Assessment Report: Output Description: Comprehensive report identifying bottlenecks, redundancies, and areas for improvement in operational processes.	Streamlined Operational Processes: Outcome Description: Identification of bottlenecks and areas for improvement leads to more efficient and effective operations. 80% identified bottlenecks are addressed.		1-3	New	CEO	5
				1-3	New	PAM	3
						MSR	
			80%			CC1	
						CA	
				1-3	New	EAC	2
						LDC	
Engaging industry experts, stakeholders, and local communities in sustainability talks: Activity Description: Seek insights on environmental, economic and social impacts, resource usage, and alignment with sustainability goals from key stakeholders.	Stakeholder Insights Compilation: Output Description: A document summarizing insights gathered from industry experts, stakeholders, and local communities about environmental and social impacts, resource usage, and alignment with sustainability goals.	Enhanced Stakeholder Collaboration: Outcome Description: Increased engagement with stakeholders leads to a shared understanding of sustainability goals and potential improvements. 80% participation of invited stakeholders, 20% increase of engaged stakeholder awareness, 5 stakeholder operational improvement proposals confirmed.		1-4	Continued	CEO	2
				1-4	Continued	PAM	3
				1-4	Continued	MSR	3
			80%			CC1	
			20%			CA	
			5			EAC	
						LDC	
Personnel Management							

Activity Description: Review the existing business plan.	Revised Task Allocation and Documentation: Output Description: Documented updates to the task allocation of each staff member.	Outcome Description: Increased Alignment: Improved alignment of staff tasks with the current business plan. 15% increase in alignment as determined by review by staff.		1-4	Repeat	CEO	5
				1-4	Repeat	PAM	2
						MSR	
			15%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Identify changes, new priorities, or revised objectives that affect duties:	Output Description: Reports outlining changes made to align tasks with the updated business plan.	Outcome Description: Enhanced Performance: Greater task relevance resulting in more effective outputs and services for stakeholders and tourists. 10% improvement in engaged stakeholder and tourist satisfaction.		1-3	New	CEO	2
				1-3	New	PAM	2
						MSR	
			10%			CC1	
						CA	
						EAC	
						LDC	
Empowering Staff and Streamlining Processes							
Activity Description: Provide guidance and clarification on new goals and requirements.	Output Description: Reports summarizing feedback and adaptation of staff to the modified tasks.	Outcome Description: Enhanced Performance: More clarity of purpose will enhance the job enjoyment and quality of outputs and outcomes. 15% increase in job satisfaction.		1-4	New	CEO	3
						PAM	
						MSR	
			15%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Facilitating collaborative discussions to identify development needs:	Output Description: A comprehensive report outlining staff training needs and development areas.	Outcome Description: Targeted training fills skill gaps and enhances staff expertise in sustainable tourism. Identify and document skill gaps for at least 90% of the staff		1-3	New	CEO	2
				1-3	New	PAM	2
				1-3	New	MSR	0.5
			90%			CC1	
						CA	
						EAC	
				1-4	New	LDC	2.5
Activity Description: Organize focus group sessions and interviews with staff to understand their training needs, skill gaps, and areas for professional growth.	Output Description: A comprehensive report outlining staff training needs and development areas.	Outcome Description: Targeted training fills skill gaps and enhances staff expertise in sustainable tourism. 20% increase in assessed competencies after targeted staff training.		1-3	New	CEO	1
						PAM	
						MSR	
			20%			CC1	
						CA	
						EAC	
				1-4	New	LDC	5
Stakeholder Education							
Activity Description: Designing specialized training courses:	Output Description: Developed courses tailored to sustainable tourism and responsible destination management.	Outcome Description: Collaboration with experts leads to more efficient and sustainable tourism-friendly practices, aligning operations with best practices.		1-4	Revised	CEO	1
						PAM	
			90%			MSR	

Partner with educational institutions and industry experts to develop tailored training programs focused on sustainable tourism, stakeholder engagement, and responsible destination management.		90% alignment with recognized best practices in sustainable tourism of engaged stakeholders.				CC1	
						CA	
						EAC	
				1-4	Revised	LDC	5
Activity Description: Collaborating with experts to understand business needs	Output Description: A comprehensive report outlining business and development areas.	Outcome Description: Collaboration with experts leads to more efficient and sustainable tourism-friendly practices, aligning operations with best practices. 75% alignment with expert recommendations in optimizing operations for sustainability of engaged stakeholders.		1-4	Continued	CEO	2
				1-4	Continued	PAM	2
				1-4	Continued	MSR	1
			75%			CC1	
						CA	
						EAC	
				1-4	Continued	LDC	1.5
Promote stakeholders by sharing stakeholder industry events and successes							
Industry Events and Success Collection: Activity Description: All staff members gather information on upcoming industry events and successes.	Compiled Industry Events and Successes: Output Description: Documented list of upcoming industry events and stakeholder successes.	Enhanced Stakeholder Promotion: Outcome Description: Increased visibility of stakeholder achievements through shared events and successes. 25% or higher increase in stakeholder visibility.		1-4	Repeat	CEO	1
				1-4	Repeat	PAM	1
				1-4	Repeat	MSR	1
			25%	1-4	Repeat	CC1	2
				1-4	Repeat	CA	2
				1-4	Repeat	EAC	1
				1-4	Repeat	LDC	1
Activity Description: Collate information about relevant industry events, successful initiatives, and key achievements.	Output Description: Reports or databases containing details of industry achievements shared with the Senior Communications Coordinator.	Outcome Description: Improved communication among stakeholders and industry participants. 90% of regularly engaged stakeholders who complete survey find the collated information easily accessible and comprehensible.				CEO	
						PAM	
						MSR	
			90%	1-4	Repeat	CC1	2
				1-4	Repeat	CA	5
						EAC	
				1-4	Repeat	LDC	1
Programming Development							
Activity Description: Ensure all programming considers industry recovery in its design.	Output Description: Comprehensive programming plans highlighting industry recovery considerations.	Outcome Description: RTO7's deliberate shift towards sustainability in tourism and how recovery is included in the shift. Achieve a 30% integration rate of sustainability principles into programming.		1-4	Repeat	CEO	4
				1-4	Repeat	PAM	2
						MSR	
			30%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Concentrate on Economic, Environmental, and Social factors related to tourism.	Output Description: Reports outlining the concentration on Economic, Environmental, and Social aspects.	Outcome Description: Better-balanced programming focusing on economic, environmental, and social factors,		1-4	Repeat	CEO	1
				1-4	Repeat	PAM	2
				1-4	Repeat	MSR	2

		aiding industry recovery. An overall 25% combined increase in positive economic impact, improved environmental and social factors for participating stakeholders.				CC1	
			25%			CA	
						EAC	
						LDC	
Audit and Performance Reports							
Activity Description: Perform regular audits to ensure compliance with established policies and regulations.	Output Description: Reports from conducted audits and evaluation.	Outcome Description: Reports from conducted audits and evaluations. 100% compliance with GAAP.		1-4	Repeat	CEO	3
						PAM	
				1-4	Repeat	PAM	4
			100%			MSR	
						CC1	
						CA	
				1-4	Repeat	EAC	4
Activity Description: Develop and distribute internal report templates for required areas.	Output Description: Documents indicating compliance levels and policy adherence.	Outcome Description: Documents indicating compliance levels and policy adherence. 100% compliance.				LDC	
				1-3	Revised	CEO	1
				1-3	Revised	PAM	3
			100%			MSR	
						CC1	
						CA	
				1-3	Revised	EAC	2
Activity Description: Review internal reports, including financial reports, performance reviews, and operational assessments. Interest accumulated in 2024/25 may be held in reserve or used for other RTO purposes. Set up enhanced cashflow mechanisms to gain increased interest.	Output Description: Produced internal reports in line with organizational requirements.	Outcome Description: Produced internal reports in line with organizational requirements. 100% compliance.				LDC	
				1-4	Continued	CEO	2
				1-4	Continued	PAM	2
			100%			MSR	
						CC1	
						CA	
				1-4	Continued	EAC	4
Policy Compliance and Reporting							
Activity Description: Ensure compliance with policies and regulatory requirements, including MTCS (Ministry of Tourism and Culture Standards).	Output Description: Evidence of compliance with MTCS standards and regulations.	Outcome Description: Evidence of compliance with MTCS standards and regulations releases funding payments. 100% compliance.		1-4	Continued	CEO	3
				1-4	Continued	PAM	1
						MSR	
			100%			CC1	
						CA	
				1-4	Continued	EAC	1
						LDC	
Meeting Deadlines and Quality Standards:							

Activity Description: Manage and coordinate tasks to meet set deadlines.	Output Description: Documentation showing timely completion of tasks and achievement of expected outcomes.	Outcome Description: Identifies timeliness and slippage on projects. Achieve 80% of deadlines outlined in project outlines and provide reasoning for slippage.		1-4	Continued	CEO	2
			80%	1-4	Continued	PAM	2
						MSR	
						CC1	
						CA	
				1-4	Continued	EAC	2
						LDC	
Revenue Diversification							
Activity Description: Explore and implement various revenue streams that align with the organization's mission without undermining the sustainability of partners.	Output Description: Documented strategies and initiatives aimed at diversifying revenue sources.	Outcome Description: Establishment of profit centers that do not negatively impact the viability of partners. 100% effectiveness with no negative impacts. Outcome Description: Successful generation of revenue through diverse avenues that enhance the organization's financial sustainability. 75% effectiveness of proposed revenue streams.		1-4	Continued	CEO	3
				1-4	Continued	PAM	
			100%			MSR	1
						CC1	
						CA	
			75%			EAC	
						LDC	
Activity Description: Identify and launch new services or products that add value to stakeholders without conflicting with their viability.	Output Description: Reports on potential new services or products that could be profitable without jeopardizing partners' sustainability.	Outcome Description: Successful generation of revenue through diverse avenues that enhance the organization's financial sustainability. 100% effectiveness of proposed revenue streams that do not jeopardize partners' sustainability.		1-4	Continued	CEO	
						PAM	2
				1-4	Continued	MSR	
			100%			CC1	2
						CA	
						EAC	
						LDC	
Revenue Generation Feasibility Studies and Planning							
Activity Description: Standardize reporting to ensure compatibility with organization needs.	Output Description: Studies and analysis reports indicating the feasibility of profit-generating ventures.	Outcome Description: Successful generation of revenue through diverse avenues that enhance the organization's financial sustainability. 90% accuracy rate in predicting revenue outcomes from feasibility studies.		1-4	Continued	CEO	2
						PAM	
						MSR	
			90%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Conduct market research and feasibility studies to assess potential profit-generating initiatives.	Output Description: Detailed business plans outlining the implementation and operational aspects of each identified profit center.	Outcome Description: Successful generation of revenue through diverse avenues that enhance the organization's financial sustainability. 15% increase in revenue attributed to market research findings.		1-4	Continued	CEO	3
						PAM	
				1-4	Continued	MSR	2
			15%			CC1	
						CA	
						EAC	
				1-4		LDC	
				1-4	New	CEO	1

Activity Description: Develop business plans for each identified profit center to ensure their sustainability and success.	Output Description: Detailed business plans outlining the implementation and operational aspects of each identified profit center.	Outcome Description: Successful generation of revenue through diverse avenues that enhance the organization's financial sustainability. 10% year over year increase in revenue from profit centres.				PAM	
						MSR	
			10%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Collaborate with partners to establish sustainable profit centers that mutually benefit all involved parties.	Output Description: Detailed business plans outlining the implementation and operational aspects of each identified profit center.	Outcome Description: Introduction of collaborative projects that generate income while supporting the well-being of partners and the community. 5% increased income through collaborative efforts.		1-4	New	CEO	1
						PAM	
				1-4	New	MSR	0.5
			5%			CC1	
						CA	
						EAC	
						LDC	
Unified Commitment and Partnership Criteria							
Developing a "Pledge to Tourism Destination Development" document. Activity Description: Collaborate with stakeholders and communication experts to craft a comprehensive and inspiring pledge document reflecting RTO7's commitment to sustainable tourism in the development of the region.	Pledge to Tourism Destination Development Document. Output Description: A finalized document reflecting a commitment to sustainable tourism and developed with stakeholder input.	Outcome Description Stakeholder collaboration results in a shared vision and commitment to sustainable tourism. 50% satisfaction rate by engaged stakeholders regarding the development of the unified vision. Unified Vision and Commitment: Outcome Description Stakeholder collaboration results in a shared vision and commitment to sustainable tourism. 25% commitment rate by engaged stakeholders of the unified vision.		1-3	New	CEO	1
				1-3	New	PAM	2
			50%	1-3	New	MSR	2
				1-4	New	CC1	1
						CA	
						EAC	
			25%			LDC	
Activity Description: Formulating and integrating "Maximum-Yield Criteria".	Output Description: Maximum-Yield Criteria Framework.	Outcome Description: Clear criteria ensure partnerships are aligned with sustainability goals, fostering more impactful collaborations. 80% clarity rating among engaged stakeholders.		1-3	New	CEO	2
				1-3	New	PAM	2
				1-3	New	MSR	2
			80%	1-3	New	CC1	2
						CA	
						EAC	
						LDC	
Activity Description: Convene a dedicated task force involving sustainability experts, business specialists, and community representatives to define clear and	Output Description: Clearly defined criteria for evaluating potential partnerships based on environmental impact, economic growth, community	Outcome Description: Clear criteria ensure 2025/26 partnerships are aligned with sustainability goals, fostering more impactful collaborations. Maximum Yield				CEO	
			50%	1-4	Continued	PAM	1
				1-4	Continued	MSR	2
						CC1	

measurable criteria for evaluating potential partnerships for implementation in future years.	engagement, and alignment with sustainability goals	Criteria will lead to 50% of partnerships align with the established 'Maximum Yield Criteria' in 2025/26.				CA	
						EAC	
						LDC	
MAT							
Stakeholder Engagement: Initiating dialogues and workshops: Activity Description: Initiate dialogues with municipalities, NFPs, and key tourism stakeholders involved with tourism and/or Municipal Accommodation Tax (MAT) to communicate the benefits of collaboration and encourage alignment of goals.	Stakeholder Engagement Reports: Detailed reports summarizing the outcomes of dialogues and workshops, including stakeholder responses and identified areas of collaboration. Workshop Materials: Workshop materials and resources provided to stakeholders, including presentations, handouts, and multimedia content.	Outcomes: Enhanced Stakeholder Engagement: Improved engagement and understanding among stakeholders about the benefits of collaboration, resulting in increased alignment of goals and objectives. Overall, 25% increase in engaged stakeholder understanding of the benefits of MAT collaboration efforts.		1-4	Revised	CEO	3
						PAM	
				1-4	Revised	MSR	1
			25%			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Organize workshops to provide stakeholders with a clear understanding of the potential impact of MAT collaboration.	Output Description: Workshop Materials: Development of presentations, handouts, and visual aids to illustrate the impact of MAT collaboration. Attendance Records: Detailed documentation of participant attendance at the workshops. Output Description: Workshop Materials: Development of presentations, handouts, and visual aids to illustrate the impact of MAT collaboration.	Outcomes Description: Enhanced Awareness: Increased stakeholder understanding of the potential impact and benefits arising from collaboration with MAT. 25% increase in understanding of engaged stakeholders. Clarity and Engagement: Improved comprehension and engagement of stakeholders with the objectives and outcomes of MAT collaboration. 25% increase in understanding of engaged stakeholders. Alignment of Goals: Enhanced stakeholder alignment regarding MAT collaboration goals and its role in promoting tourism growth and local development. 25% increase	25%	1-4	Revised	CEO	1
						PAM	
			25%	1-4	Revised	MSR	1
			25%			CC1	

	Attendance Records: Detailed documentation of participant attendance at the workshops.	in understanding of engaged stakeholders.				CA	
						EAC	
				1-4	Revised	LDC	1
Activities Descriptions: Research Compilation: Gathering information on various governing models and operational structures utilized for managing Municipal Accommodation Tax (MAT) in the tourism industry. Activities Descriptions: Investigative Analysis: Examining the roles and responsibilities of entities acting as responsible administrators or merely as administrators for MAT implementation. Activities Descriptions: The administration and/or management of MAT for NFPs or Municipalities.	Outputs Descriptions: Comparative Analysis Report: Producing a comprehensive report detailing the various MAT governing models and the nuanced differences between being a responsible entity versus acting solely as an administrator. Outputs Descriptions: Best Practices Compilation: Generating a document summarizing best practices and potential challenges associated with each MAT model. Outputs Descriptions: Comparative Analysis Report: Producing a comprehensive report detailing the various MAT governing models and the nuanced differences between being a responsible entity versus acting solely as an administrator.	Outcomes Description: Informed Decision-Making: Equipping RTO7 with the necessary information to make an informed decision regarding the most suitable MAT governance model for its operations. 20% improvement in outcomes attributed to informed decisions. Outcomes Description: Efficient MAT Implementation: Optimal selection of the governing structure leading to a more efficient and streamlined implementation of MAT, enhancing its effectiveness within the tourism industry. 85% efficiency index in MAT Implementation. Outcomes Description: Efficient and productive administration/management of MAT funding to enhance the development of the tourism industry	20%	1-3	New	CEO	2
						PAM	
			85%	1-3	New	MSR	1
						CC1	
			15%			CA	

	Outputs Descriptions: Best Practices Compilation: Generating a document summarizing best practices and potential challenges associated with each MAT model. Outputs Descriptions: Administration of at least 1 MAT for and NFP and securing 1 new Administration/Management of a MAT.	for/in the NFPs/ municipalities that engaged RTO7. 15% improvement in administrative effectiveness.				EAC	
						LDC	
Collaboration							
Identifying Collaboration Opportunities: Activity Description: Facilitate matchmaking sessions to identify potential collaborative projects and initiatives among stakeholders.	Output Description: Collaboration Proposals: Compilation of collaborative project proposals resulting from matchmaking sessions. Collaboration Dossiers: Detailed dossiers outlining identified collaborative initiatives, including objectives, participants, and expected outcomes.	Outcomes Description: Enhanced Collaborative Initiatives: Successful identification of potential collaborative projects, fostering synergy and cooperation among stakeholders. Identify 2 potential projects.				CEO	
				1-3	New	PAM	1
				1-3	New	MSR	1
			2	1-3	New	CC1	1
						CA	
						EAC	
				1-4	New	LDC	2
Skill Development							
Skill Development: Tailored Training Programs: Activity Description: Customize training programs to address the specific needs and capacities of municipalities and NFPs involved in MAT and tourism management	Output Description: Enhanced Collaborative Initiatives: Successful identification of potential collaborative projects, fostering synergy and cooperation among stakeholders.	Outcomes Description: Enhanced Capacity Building: Improved skills and capabilities among municipalities and NFPs to effectively manage MAT and tourism-related activities. 20% increase in capacity to effectively manage a MAT.				CEO	
						PAM	
				1-3	Revised	MSR	1
			20%	1-3	Revised	CC1	1
						CA	
						EAC	
				1-4	Revised	LDC	2
Research							
Data Collection Framework: Collaborative Data Collection Design: Activity Description: Collaboratively design a data collection framework	Output Description: Data Collection Framework Proposal: A comprehensive proposal for a collaborative data collection	Outcomes Description: Holistic Tourism Insights: A well-structured data collection framework that provides a holistic				CEO	
						PAM	
				1-4	New	MSR	1

involving all stakeholders to ensure a holistic understanding of tourism trends and preferences.	framework, including strategies, methodologies, and data points. Stakeholder Agreements: Signed agreements from participating stakeholders to collaborate on data collection.	understanding of tourism trends, enabling data-driven decision-making. 15% participation rate among targeted stakeholders.	15%	1-4	New	CC1	1
						CA	
						EAC	
						LDC	
Activity Description: Training on Data Collection: Activity Description: Provide training on the proper implementation of the data collection framework, ensuring accurate and consistent data capture.	Output Description: Training Modules: Modules and materials for data collection training sessions. Trained Stakeholders: Stakeholders who have completed the training and received certification.	Outcomes Description: This outcome strengthens the organization's data collection capabilities, emphasizing practical skills and a commitment to high standards. 30% participation rate among targeted stakeholders.				CEO	
						PAM	
				1-4	New	MSR	0.5
			30%	1-4	New	CC1	0.5
						CA	
						EAC	
				1-4	New	LDC	2
Sustainable Tourism - DEFER TO RTO7 – 'Sustainability Action Plan Tracker Revised by Year' in the event there is a conflict between Business Plan and Sustainability Action Plan							
Activity Description: Sustainability Workshops, conduct workshops on sustainability practices, engaging stakeholders including Municipal staff and elected officials and promoting their integration into MAT-supported tourism initiatives. .	Output Description: Workshop Reports, reports summarizing the outcomes of sustainability workshops and stakeholder feedback.	Outcomes Description: Increased Sustainability Integration, stakeholders better equipped to integrate sustainability practices into MAT-supported tourism initiatives, leading to more responsible and eco- friendly tourism offerings. 20% increase in integration.		1-4	New	CEO	1
				1-4	New	PAM	0.5
				1-4	New	MSR	0.5
			20%			CC1	
						CA	
						EAC	
				1-4	New	LDC	1

Activity Description: Develop an inventory of operators and organisations involved in sustainability efforts Activity Description: Continue to advocate for capital investments in infrastructure projects, such as EV Charging stations, refillable water stations, active transportation networks, garbage and recycling bins, number of accessible sites etc. Activity Description: Stakeholder Engagement, initiate dialogues with relevant authorities, municipalities, and community stakeholders to discuss the importance of sustainable tourism infrastructure. Activity Description: Proposal Development, collaborate with stakeholders to create proposals advocating for capital investments in infrastructure projects, emphasizing EV charging stations, refillable water stations, active transportation networks, waste management solutions, and accessible sites. Activity Description: Public Awareness Campaigns, launch public awareness campaigns to educate the community and tourists on the benefits of sustainable tourism infrastructure and garner support.	Output Description: Comprehensive Inventory, Develop a detailed inventory listing operators and organizations actively involved in sustainable tourism practices. Data Collection Reports: Generate reports summarizing the sustainability initiatives and practices of identified stakeholders. Output Description: Advocacy Proposals: Develop and present advocacy proposals highlighting the need for specific sustainable infrastructure projects. Output Description: Collaborative Partnerships, establish partnerships with relevant stakeholders, local governments, and community groups to support sustainable tourism infrastructure initiatives. Outcomes: Output Description, infrastructure Investments: Secure funding and support for the implementation of sustainable tourism infrastructure projects, enhancing the region's overall sustainability. Output Description: Improved Visitor Experience, enhance the tourism experience by providing essential infrastructure, contributing to visitor	Outcomes Description: Enhanced Collaboration, strengthened collaboration between RTO7 and sustainable tourism stakeholders, fostering a network for sharing best practices and initiatives. 10% increase of engaged stakeholders. Outcomes Description: Recognition and Promotion, increased visibility and recognition for operators and organizations committed to sustainability through inclusion in the inventory and related promotional materials. 10% increase of engaged stakeholders. Outcomes Description: Industry Improvement, facilitate the sharing of knowledge and ideas among stakeholders, contributing to the overall improvement of sustainable tourism practices in the region. 10% increase of engaged stakeholders. Outcome Description: Infrastructure Investments, Secure funding and support for the implementation of sustainable tourism infrastructure projects, enhancing the region's overall sustainability. .25% increase in the number of stakeholders engaged in infrastructure improvements. Outcome Description: Improved Visitor Experience, enhance the tourism experience by providing essential infrastructure, contributing to visitor satisfaction and encouraging	10%	1-4	Continued	CEO	1
			10%	1-4	Continued	PAM	0.5
				1-4	Continued	PAM	1
			10%	1-4	Continued	MSR	0.5
			.25%	1-4	Continued	CC1	1
			10%			CA	

	satisfaction and encouraging responsible travel. Output Description: Environmental and Social Impact, contribute to environmental conservation and positive social impacts by promoting eco-friendly infrastructure and accessibility for all.	responsible travel. 10% increase as identified by tourists. Outcome Description: Environmental and Social Impact, contribute to environmental conservation and positive social impacts by promoting eco-friendly infrastructure and accessibility for all. 10% increase in number of initiatives undertaken by engaged stakeholders.				EAC	
			10%			LDC	
Activity Description: Reaffirm and test key sustainability KPIs for ongoing measurement. Activity Description: Continuing stakeholder consultation, engage with key stakeholders, including local communities, businesses, and environmental experts, to identify relevant sustainability indicators and key performance indicators (KPIs). Activity Description: Research and Benchmarking, conduct research and benchmarking to identify industry best practices and standards for sustainability KPIs in the tourism sector. Activity Description: Workshop and Training Sessions: Organize workshops and training sessions to educate stakeholders on the importance of sustainability KPIs and involve them in the identification and prioritization process.	Output Description: List of Identified KPIs, compile a comprehensive list of sustainability KPIs relevant to the tourism industry, considering environmental, social, and economic aspects. Output Description: Stakeholder Engagement Reports, document the outcomes of stakeholder consultations, research findings, and input from workshops to ensure transparency and inclusivity.	Outcome Description: Informed Decision-Making, enable stakeholders to make informed decisions by providing a clear set of sustainability KPIs for ongoing measurement and evaluation. 5% of engaged stakeholders report improved decisions making processes due to sustainability KPIs. Outcome Description: Improved Sustainability Practices, encourage businesses and organizations to adopt sustainable practices by aligning with identified KPIs. 5% of engaged stakeholders adopt sustainable practices aligned with KPIs. Outcome Description: Industry Recognition: Enhance the region's reputation by showcasing a commitment to sustainability through the measurement and improvement of key indicators. 10% of mentions of the region reference sustainability efforts.				CEO	
			5%	1-4	New	PAM	0.5
				1-4	New	MSR	1
			5%			CC1	
						CA	
			10%			EAC	
				1-4	New	LDC	1

Activity Description: Share information with visitors about the positive impact they can have on the region while traveling Activity Description: Content Creation, develop informative and engaging content, including signage, and digital media, highlighting the positive impact visitors can have on the region through sustainable practices. Activity Description: Collaboration with Tourism Operators, partner with local tourism operators to integrate sustainability messages into their communication channels and materials.	Output Description: Educational Materials, create and disseminate educational materials that clearly communicate the positive impact visitors can make, emphasizing sustainable actions.	Outcome Description: Increased Awareness, enhance visitor awareness about the positive influence they can exert on the region's sustainability, fostering a sense of responsibility. 5% of surveyed tourists identify an awareness. Outcome Description: Adoption of Sustainable Practices, encourage visitors to adopt sustainable behaviors, such as supporting local businesses, reducing waste, and respecting natural and cultural resources. 5% of surveyed tourists identify adopting sustainable practices. Outcome Description: Community and Visitor Connection, strengthen the connection between the local community and visitors by promoting shared values of environmental stewardship and responsible tourism. 15% of communication by RTO7 aimed at strengthening connection.				CEO	
			5%			PAM	
				1-4	Revised	MSR	1
			5%	1-4	Revised	CC1	1
				1-4	Revised	CA	1
						EAC	
			5%			LDC	
Activity Description: Continue to investigate opportunities to partner with and support Indigenous operators/stakeholders. Activity Description: Stakeholder Outreach, initiate direct communication and engage in dialogue with Indigenous operators and stakeholders to understand their needs, challenges, and aspirations. Activity Description: Collaborative Workshops, organize workshops that bring together Indigenous operators, RTO7 representatives, and other stakeholders to foster collaboration and knowledge exchange.	Output Description: Stakeholder Engagement Reports, compile reports detailing the outcomes of stakeholder outreach, capturing insights and feedback from Indigenous operators. Output Description: Workshop Documentation, create documentation summarizing the key takeaways and action points from collaborative workshops. Output Description: Partnership Proposals, develop proposals outlining potential partnerships, including details	Outcome Description: Strengthened Relationships, foster stronger relationships and understanding between RTO7 and Indigenous operators, laying the foundation for future collaborations. Expand number of relationships with Indigenous Operators by 10%. Outcome Description: Increased Participation, encourage active participation from Indigenous operators in sustainable tourism initiatives, demonstrating a shared commitment to responsible practices. Increase by 20% acknowledgement of Indigenous		1-4	Continued	CEO	1
			10%			PAM	
				1-4	Continued	MSR	1
			20%	1-4	Continued	CC1	0.5
						CA	

Activity Description: Partnership Identification, identify potential partnerships and opportunities for collaboration with Indigenous operators and stakeholders to promote sustainable tourism.	on how RTO7 can support Indigenous operators in sustainable tourism efforts.	operators demonstrating responsible practices. Outcome Description: Diversified Tourism Offerings, contribute to the diversification of tourism offerings by supporting Indigenous operators, enriching the overall regional tourism experience. 5% increase in number of Indigenous offerings assisted by RTO7.				EAC	
			5%			LDC	
Activity Description: Continue to ensure partnerships with and explore equitable opportunities with all stakeholders. Activity Description: Equity Assessment, conduct an assessment to identify current disparities and inequities in existing partnerships and opportunities. Activity Description: Stakeholder Consultation, engage in consultative sessions with various stakeholders, including marginalized communities, to understand their perspectives and needs. Activity Description: Policy Review, evaluate existing policies and practices to identify areas where inclusivity and equity can be enhanced in partnerships.	Output Description: Equity Report, generate a comprehensive report outlining the findings of the equity assessment, including identified disparities and recommendations for improvement. Output Description: Stakeholder Feedback Summary, compile a summary of feedback and insights gathered from consultative sessions with stakeholders, highlighting key considerations for equitable partnerships. Output Description: Revised Policy Guidelines, develop updated policy guidelines that emphasize inclusivity, diversity, and equitable opportunities for all stakeholders.	Outcome Description: Improved Inclusivity, implement changes and initiatives based on the equity report, fostering a more inclusive environment for all stakeholders. 2 changes initiated. Outcome Description: Empowered Communities, through stakeholder consultation and feedback, empower marginalized communities to actively participate in and benefit from sustainable tourism initiatives. 5% increase in the number marginalized communities actively engaged in sustainable tourism initiatives. Outcome Description: Strengthened Partnerships, enhance the quality of partnerships by ensuring that they are built on principles of equity, creating a more collaborative and mutually beneficial ecosystem. 50% of partners identify that programming meets the objectives of equity.	2	1-4	Continued	CEO	0.5
				1-4	Continued	PAM	0.5
				1-4	Continued	MSR	1
			5%			CC1	
						CA	
						EAC	
			50%	1-4	Continued	LDC	0.5
Memorandums of Understanding (MOU)							
Activities Description: Preliminary Consultations: Initiate discussions and consultations with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+ communities, BIPOC communities, disabled individuals, and other relevant groups to express RTO7's intent to	Output description: Draft MOUs, prepare initial draft Memorandums of Understanding outlining the proposed terms, responsibilities, and commitments for each group.	Outcomes Description: Enhanced Collaboration, establishment of collaborative agreements that foster stronger partnerships with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+ communities, BIPOC communities, disabled individuals, and		1-4	Continued	CEO	1
			3			PAM	

establish or refine Memorandums of Understanding (MOUs). Activities Description: Needs Assessment: Conduct an assessment of the specific needs and expectations of each group involved in the MOUs to ensure alignment with their interests.	Output Description: Refined MOUs, revise and finalize the MOUs based on feedback and input received during consultations and negotiations.	other relevant groups, fostering inclusivity and representation. Establish or renew 3 MOUs. Outcomes Description: Strengthened Relationships, improved relationships and engagement with diverse communities, ensuring that their unique perspectives and needs are considered in RTO7's operations. 3 communities are actively engaged. Outcome Description: Inclusive Tourism Development, promotion of tourism development initiatives that celebrate cultural diversity, support marginalized groups, and create a more inclusive and welcoming tourism industry in the region. 25% of new products/experience developed and promoted fall within this category.		1-4	Continued	MSR	1
			3			CC1	
						CA	
			25%			EAC	
				1-4	Continued	LDC	1
Activities Description: MOUs with municipalities, DMOs, other tourism related organizations – Lay the groundwork to establish or refine MOUs, with municipalities, DMOs, other tourism related organizations.	Output description: Draft MOUs, prepare initial draft Memorandums of Understanding outlining the proposed terms, responsibilities, and commitments for each party. Output Description: Refined MOUs, revise and finalize the MOUs based on feedback and input received during consultations and negotiations. Output description: Draft MOUs, prepare initial draft Memorandums of Understanding outlining the proposed terms, responsibilities, and commitments for each party. Output Description: Refined MOUs, revise and finalize the MOUs based on	Outcomes Description: Enhanced Collaboration, establishment of collaborative agreements that foster stronger partnerships with municipalities, DMOs, other tourism related organizations. fostering inclusivity and representation. 2 MOUs are established. Outcomes Description: Strengthened Relationships, improved relationships and engagement with municipalities, DMOs, other tourism related organizations, ensuring that their unique perspectives and needs are considered in RTO7's operations. Relationships have led to at least 2 operational improvements for RTO7 operations and/or offerings.	2	1-4	New	CEO	1
						PAM	
			2	1-4	New	MSR	1
						CC1	

	feedback and input received during consultations and negotiations.					CA	
						EAC	
				1-4	New	LDC	1
Total Staff Time %						CEO	71.5
						PAM	40
						MSR	34
						CC1	14.5
						CA	9.5
						EAC	15.5
						LDC	23

OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT

At RTO7, our dedication extends to crafting innovative tourism experiences that highlight the inherent beauty of our region and purpose-built attractions. Through close collaboration with local communities and experts, we actively contribute to refining and promoting the unique attributes of these tourism assets, placing a distinct emphasis on creativity and sustainability.

Central to our approach is the formulation of a comprehensive checklist and criteria, slated for testing in 2024/25. This tool will serve as a benchmark for responsible experiences, underlining our commitment to ensuring that tourism initiatives align with ethical and sustainable practices. Additionally, our strategy encompasses professional development programs tailored for businesses, guided tours, and the establishment of a collaborative self-assessment system.

Collectively, we strive toward a future characterized by responsible and impactful tourism, all the while safeguarding our natural assets. Through these initiatives, RTO7 aims to play a pivotal role in shaping a tourism landscape that not only captivates visitors with its creativity but also upholds a commitment to sustainability, thus preserving the essence of our region for generations to come.

DETAILS

Pillar: Product and Experience Development

Objective: To enhance visitor experience through well-designed tourism products that meet current and future customer demand.							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate # / %**	**Quarter Active**	**Status**	**Staff**	**% of Time within Pillar**
Criteria Development							
Activity Description: Develop criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7's business plan and goals. 50% of all projects comply with the new criteria in the first year.		3-4	Continued	CEO	1
				3-4	Continued	PAM	1
			50%	3-4	Continued	MSR	1
				3-4	Continued	CC1	0.5
						CA	
						EAC	
						LDC	0.5
Understanding and Adapting:							
Activity Description: Reviewing and aligning current programs:	Program Alignment Report: Output Description: A document detailing how current programs have been aligned with the proposed direction and integrated into the Operational Plan.	Streamlined Program Alignment: Outcome Description: Improvement and adaptation of existing programs in line with the proposed direction enhances the overall coherence and efficiency of operational activities. 50% of all programs comply with the new criteria in the first year.		3-4	Continued	CEO	0.5
				3-4	Continued	PAM	1
				3-4	Continued	MSR	1
			50%	3-4	Continued	CC1	1
						CA	
						EAC	
						LDC	0.5
Good Practices Checklist							
Activity Description: Create a diverse team of experts and stakeholders to craft a "Good Practices Checklist" and criteria for responsible tourism.	Good Practices Checklist Document: Output Description: A comprehensive checklist outlining responsible tourism practices.	Standardized Responsible Practices: Outcome Description: Development and implementation of a clear set of responsible tourism practices. One set of guidelines per relevant pillar developed.				CEO	
				1-3	New	PAM	1
				1-3	New	MSR	1
						CC1	
			1			CA	
						EAC	
				1-3	New	LDC	1
Activity Description: Researching best practices: Study successful case studies and best practices to inform the content of the checklist.	Output Description: A comprehensive checklist outlining responsible tourism practices.	Outcome Description: Development and implementation of a clear set of responsible tourism practices. One set of guidelines for responsible		1-3	New	CEO	1
				1-3	New	PAM	0.5
						MSR	
			1			CC1	
						CA	

		practices per relevant pillar developed.				EAC	
				1-3	New	LDC	0.5
Activity Description: Piloting the checklist: Test the "Good Practices Checklist" with selected businesses and gather feedback for further refinement.	Output Description: A test that provides feedback and recommendations for improvement.	Outcome Description: Enhanced Community Collaborations: Outcome Description: Establishment of partnerships promotes and ensures the adoption of responsible practices within the local tourism community. 3 partnerships established.		1-3	New	CEO	1
				1-3	New	PAM	0.5
						MSR	
						CC1	
						CA	
			3			EAC	
				1-3	New	LDC	0.5
Activity Description: Establishing partnerships for promotion: Forge partnerships with local organizations to promote and advocate responsible tourism practices.	Feedback and Refinement Reports: Output Description: Documents summarizing feedback received from the checklist's pilot and suggested improvements.	Outcome Description: Enhanced Community Collaborations: Outcome Description: Establishment of partnerships promotes and ensures the adoption of responsible practices within the local tourism community. 3 partnerships established.		1-4	Revised	CEO	1
						PAM	
				1-4	Revised	MSR	1
						CC1	
			3			CA	
						EAC	
						LDC	
Development of Products/Experiences							
Enhanced Research and Analysis: Activity Description: Improve and expand research methodologies to deliver more comprehensive and detailed insights.	Advanced Research Solutions: Output Description: Reports detailing comprehensive data interpretations and trend analyses.	Outcome Description: Innovative research methodologies and tools to acquire in-depth insights and analyses, provide stakeholders with current and actionable data in order to improve and or expand product offerings. 50% of partners are made aware and offered assistance to action research methodologies.				CEO	
						PAM	
				1-4	Continued	MSR	1
			50%			CC1	0.5
						CA	
						EAC	
				1-4.	Continued	LDC	0.5
Activity Description: Integrate discussions and solutions related to overcrowding into training sessions.	Output Description: Compiled training materials addressing overcrowding issues for tourism management.	Outcome Description: Development of products that address overcrowding concerns in tourist destinations. 2 new products/experiences developed.				CEO	
				1-3	Revised	PAM	0.5
				1-3	Revised	MSR	1
			2	1-3	Revised	CC1	0.5
						CA	
						EAC	
				1-4	Revised	LDC	1
Cultural Inclusion and Heritage Emphasis:							
Activity Description: Encourage the incorporation of heritage and culture into the development of new experiences and products.	Output Description: Educational resources focusing on cultural heritage and community involvement.	Outcome Description: Introduction of new experiences that integrate cultural heritage, contributing positively to the			CEO		
				1-3	Revised	PAM	0.5
				1-3	Revised	MSR	1
			1	1-3	Revised	CC1	0.5

		community. 1 new products/experiences developed and launched.				CA	
						EAC	
						LDC	
Activity Description: Facilitate workshops or educational sessions to guide stakeholders on preserving and promoting the cultural aspects of the community.	Output Description: Educational resources delivered focusing on cultural heritage and community involvement.	Outcome Description: Introduction of new experiences that integrate cultural heritage, contributing positively to the community. 1 workshop conducted.		`		CEO	
				3-4	New	PAM	1
				3-4	New	MSR	1
			1	3-4	New	CC1	0.5
						CA	
						EAC	
				3-4	New	LDC	1
Resilient-Oriented Experience Development:							
Activity Description: Develop new strategies to develop products or experiences considering the resilience and adaptability of operators and the industry in the face of challenges.	Output Description: Documented plans and strategies for new experiences/products emphasizing resilience.	Outcome Description: Enhanced readiness and resilience among operators and the industry in the face of challenges. 50% of new products/experiences developed incorporate resilience strategies in the development.		1-3	New	CEO	0.5
				1-3	New	PAM	1
				1-3	New	MSR	1
			50%	1-3	New	CC1	1
						CA	
						EAC	
				1-3	New	LDC	1
Activity Description: Provide guidance and support to operators, ensuring their readiness to face adverse circumstances.	Output Description: Guidelines and frameworks to ensure industry readiness and adaptability.	Outcome Description: Implementation of plans that successfully embrace the resiliency and adaptability of operators and industry members. Conduct 1 workshop that provides guidance on the development and implementation of plans to enhance resiliency.		1-4	Continued	CEO	0.5
				1-4	Continued	PAM	1
				1-4	Continued	MSR	1
			1	1-4	Continued	CC1	1
					Continued	CA	
				1-4	Continued	EAC	2
				1-4	Continued	LDC	0.5
Inclusive Tourism Experience Leadership:							
Activity Description: Conduct research and gather insights on inclusive tourism practices.	Output Description: Provision of training programs and resources for stakeholders.	Outcome Description: Enhanced capability and knowledge among stakeholders in creating inclusive experiences. 40% satisfaction rating of training session(s).				CEO	
				1-4	Revised	PAM	0.5
			40%	1-4	Revised	Continued	1
				1-4	Revised	CC1	1
		Outcome Description: Improved capacity of stakeholders to integrate inclusive tourism practices in their offerings. 20% improvement in engaged				CA	
						EAC	
			20%	1-4	Revised	LDC	0.5

		stakeholders' capacity in creating inclusive experiences.					
Activity Description: Organize training programs for stakeholders on inclusive experience development.	Output Description: Accessible guidelines, manuals, and/or resources for creating inclusive tourism experiences. (Toolkits) Output Description: Development and delivery of 1-3 new inclusive tourism experiences. Output Description: Creation of detailed documentation for each new experience developed.	Outcome Description: Introduction of new experiences promoting inclusivity in tourism. 2 new experiences introduced. Outcome Description: Enriched tourism offerings reflecting diversity and catering to a wider audience. 2 products expanded to include diversity objective in the offering.				CEO	
						PAM	0.5
			2	3-4	Continued	MSR	1
						CC1	0.5
						CA	
			2			EAC	
				3-4	Continued	LDC	2
Activity Description: Collaborate with diverse communities and partners for feedback and insight.	Output Description: A document summarizing insights gathered from industry experts, stakeholders, and local communities regarding diversity.	Outcome Description: Increased engagement with stakeholders leads to a shared understanding of diversity goals and potential improvements. 10% increased engagement by stakeholders				CEO	
				1-2	New	PAM	0.5
				1-2	New	MSR	1
			10%	1-2	New	CC1	0.5
						CA	
						EAC	
				1-2	New	LDC	1
Developing Nature-Based Products:							
Activity Description: Conducting a study of the region's natural assets: Steps: Undertake a comprehensive study of the region's natural resources, considering recreational potential, ecological importance, and cultural relevance. Steps: Engage with local communities, stakeholders, and experts to gather insights for enhancing outdoor tourism offerings	Output Description: Detailed documentation highlighting the region's natural assets, their potential, and relevance.	Outcome Description: Creation of listing of immersive experiences based on regional assets, improving tourism offerings. 75% of all assets identified and baseline set to build from.				CEO	
				1-4	New	PAM	
				1-4	New	MSR	0.5
			75%			CC1	0.5
				1-4	New	CA	2
				1-4	New	EAC	2
						LDC	
Planning immersive nature-based experiences: Steps: Plan and design immersive experiences in nature considering diverse interests and abilities.	Output Description: Nature-Based Experience Prototypes and Feedback Summary:	Outcome Description: Creation of immersive experiences based on regional assets, improving tourism offerings. 2 new experiences developed or revamped.				CEO	
						PAM	
				1-4	New	MSR	2
			2	1-4	New	CC1	1
						CA	
						EAC	
				1-4	New	LDC	1

Acquisition and Analysis of Data:							
Activity Description: Sourcing data from various tourism-related sources (Environics Analytics, Stats Canada, etc.). Conducting thorough analysis based on stakeholder needs.	Output Description: Delivery of 5 – 7 reports with follow-up coaching.	Outcome Description: Stakeholder Utilization of Research: Partners and stakeholders use the reports to guide their product development, marketing strategies, and destination planning. A reliable program to secure data is established.				CEO	
						PAM	
				1-4	Continued	MSR	1
			1	1-4	Continued	CC1	1
						CA	
						EAC	
				1-4	Continued	LDC	1
Activity Description: Using the acquired data to generate detailed reports. Offering these reports as a fee-for-service product	Output Description: Detailed Reports: These reports are the tangible output of the acquired data. Output Description: Informative Analysis: These reports are intended to provide actionable insights for stakeholders.	Outcome Description: Enhanced Decision-Making: Stakeholders employ the data to make informed decisions, thereby improving their marketing and product development activities. 5 stakeholders report using data to inform decision making. Outcome Description: Improved Product Development: Use of available research leads to better-tailored products and experiences that align more closely with visitor interests and preferences. 3 stakeholders report using data to inform decision making that align with the visitor interests and preferences.				CEO	
						PAM	
			5	1-4	Continued	MSR	1
				1-4	Continued	CC1	0.5
						CA	
						EAC	
			3	1-4	Continued	LDC	1
Research and Recommendation for Non-RTO7 Funding Programs:							
Activity Description: Conduct thorough research on existing non-RTO7 funding programs aiding regional tourism development.	Output Description: A comprehensive report on non-RTO7 funding programs, their applicability, and potential partnerships.	Outcome Description: Successful engagement with existing non-RTO7 funding programs for enhanced partnership opportunities. Engage with 1 non-RTO7 program.		1-4	Revised	CEO	0.5
						PAM	
				1-4	Revised	MSR	0.5
			1			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Analyze and evaluate the potential of partnerships in other sustainable tourism programs.	Output Description: Recommendations for potential partnerships and program development based on research.	Outcome Description: Implementation of recommended partnerships for sustainable tourism development within the region. Establish one partnership		1-4	Revised	CEO	0.5
				1-4	Revised	PAM	1
				1-4	Revised	MSR	1

	Output Description: Revised Partnership Frameworks: Output Description: Updated partnership frameworks reflecting insights and knowledge gained from consultations.	based on sustainable tourism development.	1			CC1	
						CA	
						EAC	
						LDC	
Delivery of Digital Marketing Partnerships (OIP):							
Activity Description: Identify potential digital marketing partnership opportunities through the OIP (Operation Implementation Program) for tourism development	Output Description: Digital marketing collaboration plans and strategies under the OIP program. 20 completed projects aligned with the OIP and digital marketing strategies.	Outcome Description: Successfully delivering campaigns that fulfill the needs and expectations of the respective operators, associations, or regions. Deliver 35 projects of which 75% meet targets agreed to. Measurement: Feedback and satisfaction from the entities receiving the campaigns. Are the campaigns meeting the intended objectives? 75% confirm that objectives are met. Outcome Description: Measure how these campaigns contribute to partnerships or regional/association-level tourism development. 25% can accurately confirm that campaigns contribute to partnerships or regional/association-level tourism development				CEO	
			35/75%			PAM	
				1-3	Continued	MSR	1
				1-3	Continued	CC1	1
			75%	1-3	Continued	CA	2
						EAC	
			25%			LDC	
Activity Description: Pilot with one DMO the Operational Implementation Program.	Output Description: Digital marketing collaboration plans and strategies under the OIP program	Outcome Description: DMO provides a service to their stakeholders and takes on the project without assistance from RTO7 for 2025/26. 1 DMO is engaged.		1-3	New	CEO	1
						PAM	
				1-3	New	MSR	1
			1	1-3	New	CC1	1
						CA	
						EAC	
						LDC	
Increase New Partner Access:							
	Output Description: Reports indicating a 2% increase in the	Outcome Description: New partners expand the offerings and		1-3	Continued	CEO	1
				1-3	Continued	PAM	2

Activity Description: Implement initiatives to attract and engage new partners for the programs.	number of new partners accessing the programs.	quality of program is improved by their involvement. 2% increase in the number of new partners accessing the programs.		1-3	Continued	MSR	3
			2%	1-3	Continued	CC1	1
				1-3	Continued	CA	1
						EAC	
						LDC	
Activity Description: Analyze the program's current structure and update to increase partner accessibility by 2%.	Output Description: Documentation highlighting changes made to enhance partner accessibility.	Outcome Description: RTO7 supports its efforts to improve inclusivity offerings across the region by improving our performance in this area. 2% of partners identify that the enhanced structure of programming encouraged involvement.		1-3	Continued	CEO	1
				1-3	Continued	PAM	1
			2%	1-3	Continued	MSR	3.5
				1-3	Continued	CC1	2
				1-3	Continued	CA	5
						EAC	
						LDC	
Community Tourism Planning:							
Activity Description: Collaborate with municipalities to develop action plans for immediate implementation and long-term destination development.	Output Description: Action plan encompassing 3-5 recommended yearly actions.	Outcome Description: Effective action plan offering actionable strategies for immediate implementation. 1 new plan is created.		1-3	Continued	CEO	2
				1-3	Continued	PAM	1
				1-3	Continued	MSR	3
			1			CC1	
						CA	
						EAC	
						LDC	
Activity Description: Conduct comprehensive research and analysis for action plan formulation. Activity Description: Host workshops and stakeholder consultations to gather insights and recommendations	Output Description: In-depth strategies for immediate and future implementation for community tourism.	Outcome Description: Long-term strategies aimed at improving resilience and sustainable tourism development in the community. Develop 1 report that addresses resilience and sustainability of 2 selected sectors.				CEO	
						PAM	
				3-4	New	MSR	4.5
				3-4	New	CC1	0.5
			1			CA	
						EAC	
						LDC	2
Total Staff Time %						CEO	11.5
						PAM	15
						MSR	35
						CC1	15.5
						CA	10
						EAC	4
						LDC	15.5

OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT

RTO7 remains steadfast in its commitment to advancing sustainable growth within the tourism sector, specifically addressing the pressing challenge of workforce shortages. Our dedication stems from the belief that fostering a resilient and prosperous future is essential not only for the tourism industry but also for the well-being of the regions it serves.

At the heart of this commitment is our Business Plan 2024/25 for Workforce/Labour Force Development. This plan is strategically linked to our broader Tourism Destination Development and Action Plan, forming a cohesive approach aimed at fortifying the foundations of the industry. By doing so, we aspire to not only address immediate challenges but also to establish a framework that will enhance visitor experiences and provide sustained support to local communities.

This integration of workforce development initiatives into our overarching tourism strategy underscores our holistic vision for sustainable tourism. Through these interconnected plans, RTO7 aims to contribute to the creation of a tourism landscape that not only thrives economically but also fosters social and environmental resilience. Our commitment extends beyond the immediate horizon, envisioning a future where tourism development is synonymous with responsible practices, community well-being, and enduring success.

DETAILS

Pillar: Workforce Development

Objective: Facilitate and support the attraction, development, and retention of a tourism workforce to enhance the customer experience.							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate # / %**	**Quarter Active**	**Status**	**Staff**	**% of Time within Pillar**
Criteria Development							
Activity Description: Develop criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7's business plan and goals. 50% of all projects comply with the new criteria in the first year.		1-2	New	CEO	1
				1-2	New	PAM	1
			50%	1-2	New	MSR	1
						CC1	
						CA	
						EAC	
				1-2	New	LDC	1
Sustained Online Training Delivery:							
Activity Description: Regularly communicate with operators and school boards to ensure the seamless delivery of online training modules.	Output Description: Improved communication channels and confirmed training module delivery with operators and school boards.	Outcome Description: Enhanced efficiency in training module delivery, leading to higher engagement and satisfaction among participants. Achieve a satisfaction rate of 75%. Outcome Description: Increased operator and school board compliance and participation in training sessions. Increase participation by 5%.				CEO	
						PAM	
			75%	1-3	Continued	MSR	1
				1-3	Continued	CC1	2
				1-3	Continued	CA	2
			5%			EAC	
				1-3	Continued	LDC	2
Activity Description: Plan, develop, and deliver training programs covering various educational topics.	Output Description: Up-to-date training modules with revised or additional content, aligned with industry changes and educational needs. Output Description: Completion and delivery of 100 training programs to various stakeholders. Output Description: Records and documentation of the training sessions conducted	Outcome Description: Improved knowledge and skills among participants due to the successful delivery of training programs. 'Improved' rating by 25% of participants. Outcome Description: Measurable improvement in the industry's educational standards and knowledge base due to these programs. 5% increase in the industry's knowledge base.				CEO	
						PAM	
			25%	2-4	Revised	MSR	1
				2-4	Revised	CC1	2
				2-4	Revised	CA	2
			5%			EAC	
				2-4	Revised	LDC	4
Professional Development Program Management:							
				1-4	Continued	CEO	1

Activity Description: Oversight and management of the T3 program by RTO7 to ensure the program's continued operation.	Output Description: Maintained administration and management of the T3 program by RTO7	Outcome Description: Ongoing provision of professional development opportunities for participants in the tourism sector. 100% continuity rate.				PAM	
			100%	1-4	Continued	MSR	2
						CC1	
				1-4	Continued	CA	2
				1-4	Continued	EAC	23
				1-4	Continued	LDC	3
Activity Description: Collaborate with the Community Futures South Georgian Bay (CFSGB) for planning and implementing program updates or improvements.	Output Description: Regular updates and improvements in the program curriculum and structure in collaboration with the CFSGB .	Outcome Description: Enhanced skills and knowledge among individuals participating in the T3 program. 75% report improvement changes based on coaching received.		1-4	Continued	CEO	0.5
						PAM	
						MSR	
			75%			CC1	
						CA	
				1-4	Continued	EAC	24.5
				1-4	Continued	LDC	2
Activity Description: Coordinate sessions and resources for program delivery.	Output Description: Delivered training sessions or resources for professional development in the tourism industry.	Outcome Description: Improved industry standards due to the continued delivery of T3 program professional development modules. 75% of current clients report that they have improved their standards as a result of the T3 program Outcome Description: Elevation of the overall competence and expertise in the tourism sector. Coaches, Coordinators and Administrators report 75% of clients have elevated their overall competence.		1-4	Continued	CEO	1
						PAM	
				1-4	Continued	MSR	1
			75%			CC1	
				1-4	Continued	CA	2
				1-4	Continued	EAC	1
			75%	1-4	Continued	LDC	4
Recruitment Implementation Program (RIP)							
Activity Description: Developing tailored campaigns meeting the specific needs of operators, associations, or regions. Steps: Understanding the unique requirements, objectives, and target audience of the operator/association/region. Crafting campaigns that align with these criteria.	Output Description: Development of 20 unique campaigns that address the distinct needs of different operators, associations, or regions. Steps: Ideation, creation, and implementation of campaigns that align with the respective entity's requirements. Output Description: Development of 1 Pilot with an organization that	Outcome Description: Successfully delivering campaigns that fulfill the needs and expectations of the respective operators, associations, or regions. Measurement: Feedback and satisfaction from the entities receiving the campaigns. Are the campaigns meeting the intended objectives? 80% satisfaction rate				CEO	
			80%			PAM	

Steps: Pilot with at least 1 organization the administration of RIP with their members.	creates campaigns that address the distinct needs of different operators, associations, or regions. Steps: Ideation, creation, and implementation of campaigns that align with the respective entity's requirements. Catalogue the process and fine tune for future delivery to other organizations for implementation.	Outcome Description: Measure how these campaigns contribute to partnerships or regional/association-level tourism development. Measurement: Track if the campaigns lead to increased partnerships, boost in tourism activities, or any other identified development criteria. 80% of campaigns were identified as meeting the measurables listed. Increased Engagement or Participation: Outcome Description: Greater engagement or participation resulting from the campaigns. Measurement: Track increased involvement metrics - website traffic, website engagement, or growth in job searcher's base, directly linked to the campaigns' activities. Increased engagement of 5%. Outcome Description: Assess how the campaigns influence the growth or development of the respective operator, association, or region. Measurement: Observing the change in key performance indicators (KPIs) for entities after implementing the campaigns. 25% of partners report planning to continue monitoring KPIs used in campaigns.		1-4	Revised	MSR	2
			80%	1-4	Revised	CC1	2
				1-4	Revised	CA	5
			5%			EAC	
			25%			LDC	4

Activity Description: Leadership and support provided by RTO7 in fostering a sustainable and inclusive workforce. Steps: Emphasizing inclusivity in the workplace, conducting awareness campaigns, and continuing previous work done in in previous years since 2021.	Output Description: The sustained effort and emphasis on inclusivity in the workplace initiated in 2021. Steps: Ongoing support, awareness campaigns, and leadership to foster inclusivity. Output Description: Five new organizations actively integrating inclusivity training and recruitment practices into their operations. Steps: Encouraging and supporting organizations to adopt and implement inclusivity practices.	Outcome Description: Greater awareness and implementation of inclusivity practices in the workplace. Measurement: Tracking the level of adoption of inclusivity training and recruitment practices in new organizations and the impact of RTO7's campaigns on spreading awareness. 10% or partners engaged in workforce development identify that they are actively engaged in inclusive practices. Measurement: Feedback from employees in these organizations to assess the impact on the workplace culture, as well as observing any changes in organizational behaviour and practices. 10% of employees of engaged stakeholders identify changes in organization behaviour and practices. Measurement: Assessing the diversity in recruitment, the effectiveness of inclusivity training, and any behavioral or cultural shifts within the organizations. 10% of partners identify a positive rating in the recruitment and training to meet inclusivity objectives. Measurement: Observing the effect on long-term retention, overall job satisfaction, and employee loyalty as a result of inclusivity practices. Secure a commitment from 10% of engaged employers to monitor long-term outcomes of the listed efforts. These divisions allow for the assessment and measurement of the				CEO	
			10%			PAM	
				1-4	Continued	MSR	2
			10%	1-4	Continued	CC1	2
				1-4	Continued	CA	1
			10%	1-4	Continued	EAC	1
			10%	1-4	Continued	LDC	4

		impact of RTO7's efforts to establish a more inclusive workforce and ensure that these practices continue and expand to influence the workplace culture positively.					
High School Tourism Awareness Program Delivery:							
Activity Description: Conducting the delivery of tourism awareness programs in high schools. Steps: Organizing and implementing the program in collaboration with educational institutions. Steps: Conducting sessions, seminars, or workshops focusing on raising awareness among high school students about career prospects in the tourism industry.	Output Description: Successful execution of the awareness program within high schools.	Increased Awareness and Interest: Outcome Description: Elevated interest and awareness among high school students regarding tourism career opportunities. Measurement: Tracking students' responses, participation, and interest levels before and after program delivery. 10% increase in interest after program delivery.				CEO	
						PAM	
						MSR	
				1-4	Continued	CC1	5
			10%			CA	
						EAC	
				1-4	Continued	LDC	4
Activity Description: Collaborating with external organizations to create and implement "Tourism as a Career" programming. Steps: Establishing partnerships and organizing workshops or training sessions with other entities to introduce career opportunities in tourism. Steps: Collaborating to design, organize, and implement career-based programming with another organization or educational entity.	Output Description: Formed partnership with another organization for career-oriented programs in the tourism sector.	Outcome Description: Increased interest in tourism career prospects and opportunities. Measurement: Assessing the number of students expressing interest and consideration of tourism as a future career choice. 10% increase in interest after program delivery				CEO	
						PAM	
				3-4	Continued	MSR	3
			10%	3-4	Continued	CC1	1
				3-4	Continued	CA	2
				3-4	Continued	EAC	
				3-4	Continued	LDC	5
Retention Programming:							
Activity Description: Engage and secure an author or group of authors to craft messaging on retention programming and related HR practices.	Output Description: Prepared content by the author or authors regarding retention programming. Steps: The written materials or series of content pieces focusing on retention strategies.	Outcome Description: Increased understanding and implementation of effective retention strategies. Measurement: Evaluate the extent of the information's utilization and adoption of recommended practices.				CEO	
						PAM	
				1-3	Revised	MSR	1
				1-3	Revised	CC1	2
			25	1-3	Revised	CA	2

Steps: Identifying and reaching out to authors or experts in HR and employee retention for content creation		Retention strategies are delivered in Q3 and reviewed in Q4 by 25 stakeholders.				EAC	
				1-3	Revised	LDC	9
Activity Description: Create communication channels or platforms to disseminate this specific messaging. Steps: Developing a communication strategy and choosing suitable platforms for message delivery.	Output Description: Establishment of the communication platform to circulate the prepared messaging. Steps: Created channels, websites, newsletters, or other platforms to share and deliver the messaging.	Outcome Description: Advancement in a positive and growth-oriented work atmosphere. Measurement: Gauge employee feedback and perceptions through survey results and engagement. Retention strategies are viewed by 50 employees/viewers as identified by platform delivery mechanism.				CEO	
						PAM	
						MSR	
				1-4	Revised	CC1	5
				1-4	Revised	CA	3
			50			EAC	
				1-4	Revised	LDC	3
Activity Description: Distribute the message across communication platforms with subsequent follow-up surveys. Steps: Disseminating the messages and conducting surveys to gauge responses and impact.	Output Description: Successful distribution of the messages and conduction of follow-up surveys. Steps: Spreading the drafted content and administering surveys to gather feedback.	Outcome Description: Stakeholders increase alignment of HR practices with the needs and expectations of staff. Measurement: Stakeholders assess the compatibility and improvements in HR policies in line with the information delivered. 10% completion rate of surveys distributed.				CEO	
						PAM	
						MSR	
				1-4	Revised	CC1	5
			10%	1-4	Revised	CA	3
						EAC	
				1-4	Revised	LDC	3
Collaborate with a team of human resource specialists to provide guidance to tourism businesses on employee retention strategies through T3.	Documents offering guidance to tourism businesses on employee retention strategies.	Outcome Description: Improved Employee Retention: Tourism businesses have better strategies in place for retaining their workforce. 50% of T3 clients involved in HR Coaching report implementing strategies.				CEO	
						PAM	
						MSR	
			50%			CC1	
						CA	
				1-4	Continued	EAC	25
				1-4	Continued	LDC	5
Activities Description: Identify gaps, trends, and specific sectors experiencing the most acute shortages in the current workforce landscape.	Output Description: A report highlighting gaps, trends, and areas experiencing workforce shortages.	A clear understanding of the current workforce landscape enables targeted planning for future needs. Accuracy of 90% based on the relevance and impact of trends communicated to stakeholders.				CEO	
						PAM	
				2-3	New	MSR	1
			90%			CC1	
						CA	
						EAC	
				2-3	New	LDC	4
Housing Needs Assessment:						CEO	

Activities Description: Collaborate with local housing organizations and research firms to reaffirm the housing needs for tourism employees. This can include updating the South Georgian Bay Tourism Labour Supply Task Force Many 2018 Report.	Output Description: A comprehensive report and path forward outlining the housing needs of tourism employees.	Outcome Description: Understanding the housing needs of tourism employees allows for targeted housing solutions. Solutions recommended address 80% of the housing needs of tourism employees.		1-4	Revised	CEO	2
						PAM	
			80%	1-4	Revised	MSR	1
						CC1	
						CA	
						EAC	
						LDC	
Total Staff Time %						CEO	5.5
						PAM	1
						MSR	16
						CC1	26
						CA	24
						EAC	74.5
						LDC	57

OVERVIEW AND FUTURE DIRECTION – INVESTMENT ATTRACTION/INVESTOR RELATIONS

The outlined strategy for Investment Attraction strongly emphasizes sustainable tourism practices. By partnering with municipalities to refine data collection and analysis for tourism product development, this plan aims to foster growth within the tourism sector while maintaining a strong emphasis on sustainability.

Securing access to Environics Analytics Data/Platforms and or other related data will enable more comprehensive and sustainable data analysis for making informed decisions. The objective is not only to produce reports for stakeholders but also to influence tourism development strategies with an environmentally conscious approach.

The communication program, designed to engage Economic Development Officers, will stress the importance of sustainability in partnership programs. It will highlight how these initiatives align with sustainable tourism practices and encourage the involvement of EDOs in such programs that contribute to the sustainable growth of the tourism sector.

Therefore, the approach is not just about attracting investments, but it also underscores the significance of sustainability in the economic development strategy. This not only makes the tourism sector more resilient but also aligns with sustainable development goals for the betterment of the environment and the communities involved.

DETAILS

Pillar: Investment Attraction/ Investor Relations

Objective: To increase investment in the tourism industry to enhance visitor experience.							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate** # / %	**Quarter Active**	**Status**	**Staff**	**% of Time within Pillar**
Research and Analysis:							
Partner with municipalities to develop and execute current data collection and analysis that would improve the development of tourism products/experiences in their municipalities. This activity is dependent upon being able to secure Environics Analytics Data and Platforms. Activity Description: Initiate collaboration with municipalities to enhance the data collection and analysis for improved tourism product development. Steps: Meeting with municipal representatives, securing partnerships, and setting objectives.	Output Description: Reports disseminated to partners and stakeholders within the Product/Experience Development portfolio. Steps: Compiling and distributing 5-7 reports outlining data analysis insights and recommendations.	Outcome Description: Greater involvement of economic development organizations in RTO7's data analysis and usage for tourism improvement planning. Measurement: Increased participation and utilization of the analysis data by economic development entities for tourism enhancement planning. 70% of the engaged Economic Development entities include data in their planning activities.		1-4	Repeat	CEO	3
						PAM	
				1-4	Repeat	MSR	4
			70%	1-4	Repeat	CC1	2
						CA	
						EAC	
						LDC	
Content Development:							
Activity Description: Create detailed information and resources about available partnership programs.	Output Description: Completed informational documents, guides, or brochures about partnership programs.	Outcome Description: Increased interactions and responses from Economic Development Officers after the program rollout. 10% increase.				CEO	
				1	Repeat	PAM	3
				1	Repeat	MSR	3
			10%	1	Repeat	CC1	2
						CA	
						EAC	
						LDC	
Activity Description: Delivery Plan - Select communication channels: emails, newsletters, webinars, or face-to-face meetings.	Output Description: Created and designed emails, newsletters, webinars, or meeting schedules.	Outcome Description: Increased and continuous interactions and responses from Economic				CEO	
						PAM	
			10%			MSR	
				1-3	Repeat	CC1	2

		Development Officers after the program rollout. 10% increase.		1-3	Repeat	CA	1
						EAC	
						LDC	
Activity Description: Schedule delivery timelines and methods for distributing information. Activity Description: Identify specific EDOs and organizations to target.	Output Description: Developed a list of EDO contacts and organizations for outreach.	Outcome Description: Improved understanding and awareness among Economic Development Officers about available partnership programs. 10% increase.				CEO	
						PAM	
				1	Repeat	MSR	3
			10%	1	Repeat	CC1	2
				1	Repeat	CA	1
						EAC	
						LDC	
Total Staff Time %						CEO	3
						PAM	3
						MSR	10
						CC1	8
						CA	2
						EAC	0
						LDC	0

CONTINUING OUR EVOLUTION: THROUGH RESPONSIBLE MARKETING AND PROMOTION

This operational plan provides a detailed roadmap for RTO7's responsible marketing and promotional efforts over the next year. The primary aim is to enhance visitor experiences, reinforce regional identity, and champion sustainable practices. The strategies outlined in the plan include specific initiatives such as improving wayfinding and interpretive signage, developing engaging "calls to action," advocating for a comprehensive framework of "good practices," and carefully defining impactful key messages.

The overarching goal is to adapt to emerging trends, collaborate closely with local stakeholders to co-create compelling offerings, and strike a balance between economic success and environmental and social sustainability. The intention is to cultivate a destination that thrives not only economically but also embodies a set of core values. Through these practical strategies, RTO7 seeks to establish a lasting impact, ensuring that its marketing and promotion efforts contribute to the overall prosperity and sustainability of the region.

DETAILS

Pillar: Marketing

Objective: To increase awareness of Ontario as a travel destination and increase conversion in target markets.							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate** # / %	**Quarter Active**	**Status**	**Staff**	**% of Time within Pillar**
Criteria Development							
Activity Description: Develop criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7's business plan and goals. 50% of all projects comply with the new criteria in the first year.		1-2	New	CEO	2
				1-2	New	PAM	5
			50%	1-2	New	MSR	2
				1-2	New	CC1	2
				1-2	New	CA	2
				1-2	New	EAC	1
						LDC	
Communications:							
Activity Description: Collaboration with Communications Department: Steps: Initiating communication and coordination with the Communications Department to strategize the seasonal digital campaigns and optimize collaboration between teams. Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Campaign Implementation designed with targets and utilizing collateral and experience information from past and current partners as well as non-partners.	Outcomes Description: Increased awareness among tourists about products and experiences showcased in campaign collateral. 5% increase in new visitation to BGS platforms.				CEO	
				1-3	Repeat	PAM	5
						MSR	
			5%	1-3	Repeat	CC1	3.5
				1-3	Repeat	CA	2.5
						EAC	
						LDC	
Activity Description: Execution of Paid Social Media Partner Campaigns: Steps: Using assets from Partnership Programs to execute paid social media campaigns to promote partner products and experiences, Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Campaign Implementation: Delivery of a minimum of 75 digital campaigns utilizing collateral from Partnership Programs	Outcomes Description: Enhanced Tourist Awareness: Increased awareness among tourists about partner products and experiences showcased in campaign collateral. 5% increase in new visitation to BGS platforms.	5%	1-4	Repeat	CEO	1
						PAM	
						MSR	
				1-4	Repeat	CC1	4
				1-4	Repeat	CA	10
						EAC	
						LDC	
			5%			CEO	

Activity Description: Implementation of BGS Social Media Campaign: Steps: Deploying the BGS Social Media Campaign to showcase seasonal products and experiences while integrating elements of sustainability, cultural richness, inclusivity, diversity, and responsible tourism, Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Creation and execution of BGS Social Media Campaign with specific focus on sustainability, cultural richness, inclusivity, diversity, and responsible tourism.	Outcomes Description: Enhanced Tourist Awareness: Increased awareness among tourists about Sustainability and Responsible Tourism experiences showcased in campaign collateral. 5% increase in new visitation to BGS platforms.				PAM	
						MSR	
				1-4	Repeat	CC1	3
				1-4	Repeat	CA	15
						EAC	
						LDC	
Activity Description: Social Media Support for Experience Development: Provincial Branding will be prevalent throughout the campaign(s). Steps: Providing social media assistance to promote and support outcomes resulting from various experience development projects.	Output Description: Support provided to the outcomes of experience development programs through social media channels.	Outcomes Description: Enhanced Tourist Awareness: Increased awareness among tourists about Experience Development experiences showcased in campaign collateral. 5% increase in new visitation to BGS platforms.	5%			CEO	
				1-4	Repeat	PAM	2
				1-4	Repeat	MSR	2
				1-4	Repeat	CC1	3
				1-4	Repeat	CA	3
						EAC	
						LDC	
Activity Description: Management of Digital Campaign by BGS Agency of Record: Steps: Overseeing the comprehensive management of digital campaigns through the BGS agency of record for advertising. Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Delivery of Seasonal Campaigns, on time, within budget to targeted audiences.	Outcomes Description: Improvement in Main Metrics: Improvement by at least 5% in primary social media metrics likes, shares, comments, and engagement, with a distinct emphasis on promoting sustainable, cultural, inclusive, diverse, and responsible tourism through stories and posts. Outcomes Description: Referral and Engagement Increase: A targeted increase of 2% in referrals to stakeholders		1-4	Repeat	CEO	1
				1-4	Repeat	PAM	
						PAM	
						MSR	
				1-4	Repeat	CC1	4
			2%	1-4	Repeat	CA	2

		and a 5% rise in the time spent on websites due to the enhanced digital campaign management strategies.	5%			EAC	
Tourism Wayfinding:							
Activity Description: Analyzing current wayfinding and interpretive signage: Steps: Collaborating with local communities, businesses, and cultural institutions: Steps: Engage local stakeholders to gather insights and plan improvements regarding wayfinding and interpretive signage.	Output Description: Wayfinding and Signage Analysis Report: Assessment report highlighting the current status and areas for improvement in wayfinding and interpretive signage.	Outcomes Description: Enhanced Wayfinding and Interpretation: Report delivered with recommendations for changes.		1-3	New	CEO	1
				1-3	New	PAM	3
			1			MSR	
						CC1	
						CA	
						EAC	
				1-3	New	LDC	2
Activity Description: Developing a detailed roadmap for enhancement: Steps: Create a comprehensive plan outlining improvements, including new interpretive signage and digital wayfinding tools.	Output Description: Document outlining insights gathered from local communities, businesses, and cultural institutions to plan improvements for wayfinding and signage. Output Description: Enhancement Roadmap: A detailed plan specifying the steps for improvement, including the development of new interpretive signage and digital wayfinding tools.	Outcomes Description: Improved wayfinding tools and signage leading to better navigation and enriched visitor experiences. Report Delivered. Outcomes Description: Stronger relationships and collaborations established with local communities, businesses, and cultural institutions, ensuring their insights are incorporated into the improvement plan. Consultation engages with identified interested parties.		1-4	New	CEO	1
			1	1-4	New	PAM	3
						MSR	
						CC1	
						CA	
						EAC	
				1-4	New	LDC	1
Audit and Recommendations of BruceGreySimcoe Website Review and Recommendations for Revamp in 2025/26.	Output Description: Enhancement Roadmap: A detailed plan specifying the steps for improvement, including the development of current website design that will promote Sustainable Tourism.	Outcomes Description: Stronger facing website that is representative of the tourism region and the relationships and collaborations established with local communities, businesses, and cultural institutions, ensuring the communication		1-3	New	CEO	1
						PAM	
				1-3	New	MSR	1
			1	1-3	New	CC1	4
				1-3	New	CA	3

		that BruceGreySimcoe is a destination that welcomes and supports Sustainable Tourism. Report delivered with recommendations for next fiscal period upgrades.				EAC	
				1-3	New	LDC	1.5
Total Staff Time %						CEO	7
						PAM	18
						MSR	5
						CC1	19.5
						CA	39.5
						EAC	3
						LDC	4.5

OVERVIEW AND FUTURE DIRECTION – PARTNERSHIP PROGRAM

RTO7 maintains an unwavering commitment to drive sustainable tourism initiatives, fostering robust partnerships and projects in alignment with the RTO7 Business Plan. Stepping into the transformative phase of 2024/25, our program stands resolute in reinforcing key initiatives such as the development of Still Images and engaging Video content. These endeavors continue to evolve, elevating not only the quality of offerings but also fortifying the mutual value shared between our partners and RTO7.

Noteworthy from our recent efforts is the resounding success of the Partner Facebook Campaign. Leveraging video content, this campaign effectively guided visitors to the preferred landing pages, resulting in overwhelmingly positive outcomes. Building on these achievements, our vision for 2024/25 is charged with an invigorated momentum. This is not merely an extension but a strategic step forward in pioneering sustainable tourism.

This period marks a continued dedication to championing sustainability and cultural richness. Emphasizing inclusivity, diversity, and heritage, we aim to transcend boundaries and immerse visitors in the authentic stories and experiences that define our vibrant community. At the core of our ethos is the unwavering support for all tourism operators, accompanying them on their journey of recovery following the challenging global landscape. By consistently providing engaging storytelling opportunities and supporting vital trade shows, we endeavor to catalyze growth, innovation, and collaboration within the industry."

DETAILS

Pillar: Partnership Program

Objective: To become a catalyst in building strategic alignment and promoting collaboration within the industry							
Activity	**Outputs**	**Outcomes**	**KPIs where appropriate** # / %	**Quarter Active**	**Status**	**Staff**	**% of Time within Pillar**
Criteria Development							
Activity Description: Develop criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Outcomes Description: Projects that are partnered provide additional support for RTO7's business plan and goals. 50% of all projects comply with the new criteria in the first year.		1-2	New	CEO	2
				1-2	New	PAM	5
				1-2	New	MSR	2
			50%	1-2	New	CC1	2
				1-2	New	CA	2
				1-2	New	EAC	1
						LDC	
Partnership Program:							
Activity Description: Partner Recruitment for Video and Static Images Production: Steps: Identifying and recruiting 5 new qualified partners capable of producing videos and static images for promotional purposes.	Output Description: Creation of video content and static images by the recruited partners.	Outcomes Description: Creation of video content and static images by the recruited partners. A total of 18 projects are delivered that meet the needs of the partners and actioned.				CEO	
				1-3	Repeat	PAM	3
						MSR	
			18	1-3	Repeat	CC1	2
				1-3	Repeat	CA	2
						EAC	
						LDC	
Activity Description: Partner Recruitment for Digital Advertising: Steps: Identify and recruiting 2 new partners for digital advertising collaborations.	Output Description: Creation and execution of three advertising campaigns through the agency of record for digital media buying.	Outcomes Description: Increased Traffic: Partners experiencing web traffic directed to their call-to-action or targeted pages. KPI increase of 5%. Outcomes Description: Partnership Engagement: Active participation and amplified engagement from the advertising campaign reported by partners. 6 partners secured.				CEO	
			5%	1-3	Repeat	PAM	3
						MSR	
				1-3	Repeat	CC1	2
				1-3	Repeat	CA	2
			6			EAC	
						LDC	
Activity Description: Partner Recruitment for Tourism Wayfinding Signage:	Output Description: One new partners committed to engaging in the implementation and	Outcomes Description: Achievement of partners' engagement in the implementation				CEO	
				1-3	Repeat	PAM	3

Steps: Identify and engage one new qualified partner to participate in the implementation of the RTO7 Tourism Wayfinding Signage system.	installation of the Tourism Wayfinding Signage system.	of wayfinding signage, leading to enhanced navigation and improved tourist experience in the region. 2 partners secured.	2			MSR	
				1-3	Repeat	CC1	2
				1-3	Repeat	CA	2
						EAC	
						LDC	
Activity Description: Recruit one new partner to use their existing Video to Advertise using RTO7's agency of record Steps: Partner Recruitment: Identify and recruit nine qualified partners with existing video content. Steps: Utilization of Agency: Engage RTO7's agency of record to facilitate advertising campaigns.	Output Description: Advertising Campaigns: Delivery of advertising campaigns using partners' video content.	Outcomes Description: Increased Traffic: Partners experience an increase in web traffic to their call-to-action or targeted pages. KPIs 5% increase. Outcomes Description: Partnership Engagement: Partners actively participate and report increased engagement from the advertising campaign. 17 partners recruited.				CEO	
				1-3	Repeat	PAM	3
			5%			MSR	
				1-3	Repeat	CC1	2
				1-3	Repeat	CA	2
			17			EAC	
						LDC	
Activity Description: Recruit partners for Experience Development pillar to assist in the development of products, experiences, destination plans, workforce development, etc. Steps: Partner Recruitment: Identify and recruit four qualified partners.	Output Description: Partnership Creation: Two partners on board to contribute to tourism development initiatives. Output Description: Development Initiatives: Assistance in multiple sectors like product creation, experience development, destination plans, sustainable tourism, and workforce improvement.	Outcomes Description: Industry Expansion: Contributions from partnered organizations lead to the expansion and enhancement of the tourism sector. Outcomes Description: Diverse Development: Improved product offerings, enriched destination plans, and better workforce strategies achieved through partnered efforts. 7 partners recruited.				CEO	
				1-3	Repeat	PAM	3
						MSR	
			7	1-3	Repeat	CC1	2
				1-3	Repeat	CA	2
				1-3	Repeat	EAC	2
						LDC	
Activity Description: Recruit partners for Story Telling pillar to assist in the dispersal of tourist to areas that have capacity and growth potential and other tourism activities	Output Description: Partnership Creation: Recruitment of five partners for storytelling efforts. Output Description: Collaborative Tourism Activity Description: Enhancement and promotion of	Outcomes Description: Partnership Creation: Recruitment of five partners for storytelling efforts. Outcomes Description: Collaborative Tourism Activity				CEO	
				1-3	Repeat	PAM	3
						MSR	

	various tourism experiences and activities to disperse tourists to areas with growth potential.	Description: Enhancement and promotion of various tourism experiences and activities to disperse tourists to areas with growth potential. 5 partners recruited.		1-3	Repeat	CC1	4.5
			5	1-3	Repeat	CA	3
						EAC	
						LDC	
Total Staff Time %						CEO	2
						PAM	23
						MSR	2
						CC1	16.5
						CA	15
						EAC	3
						LDC	0

PARTNERSHIP PROGRAMS Category	Tourism Wayfinding Signage	Product/Experience Development	Video/Image Production	Digital Advertising	Social Media Advertising	Translation Services	Storytelling	Trade Show
Eligible Partners	Private and non-private sector tourism operators, DMOs, municipalities, and associations with a primary purpose of supporting the tourism industry, general tourism promotion and tourism product development that occurs within BruceGreySimcoe							
Objective	Improve the visitor experience through implementation of RTO7 signage & wayfinding specifications	Enhance development of tourism experiences (products, training, workforce development, ambassador program development, sustainable tourism certifications and research)	To grow visitation by developing competitive collateral offerings for the partner and the BGS website	To grow visitation by reaching targets markets where the consumers search most for information about a possible destination	To grow visitation by reaching target markets through social media	To provide French language translation for services in web and print media	To provide stories of experiences and products that disperse tourist to areas that have capacity for growth	To provide assistance to tourism operators in the attendance of product appropriate trade shows
Participation Partner $: PF $:	$1 : up to a maximum of $1:	$1: up to a maximum of: $1:	$1 : up to a maximum of $1	$1 : up to a maximum of $1	$1: up to a maximum of $1 :	$1: up to a maximum of $1	$1: up to a maximum of $1	$1: up to a maximum of $1
Example Funding	$10,000 investment by partner receives $10,000 from partnership fund for a total project of $20,000	$10,000 investment by partner receives $10,000 from partnership fund a total project of $20,000	$1,500 investment by partner receives $1,500 from partnership fund for a total project of $3,000	$15,000 investment by partner receives $15,000 from partnership fund for a total project of $30,000	$1,000 investment by partner receives $1,000 from partnership fund for a total project of $2,000	$500 investment by partner receives $500 from partnership fund for a total project of $4,000	$1,000 investment by partner receives $1,000 from partnership fund for a total project of $2,000	$1,000 investment by partner receives $1,000 from partnership fund for a total project of $2,000
Partners funding Minimum	$ 5,000	$ 5,000 $ 400 Sustainable Only	$ 1,350 (video) $ 1,015 (image)	$ 7,500	$ 750	$ 350	$ 500	$ 500
Maximum	$50,000	$ 20,000	$ 5,000	$20,000	$ 7,500	$1,000	$ 5,000	$ 2,500
Example initiatives or projects	Implement RTO7 wayfinding signage along trail network or road system.	Research into viability of a new tourism product/experience.	Outfitter videos a canoe or paddle board experience or develops a video to recruit employees to the business.	A ski resort develops and advertises a campaign digitally.	An operator promotes an activity through social media.	Translating web pages or material that are suited to the French Language market	DMO develops and implements storytelling of experiences that directs tourists to activities that have capacity for growth	An outfitter rents a booth and attends the Trade Show.
Submissions Accepted	Mar. 1 to Sep. 30, 2024	Mar. 1 to Oct. 31, 2024	Mar. 1 to Oct. 31, 2024	Mar. 1 to Aug. 31, 2024	Mar. 1 to Oct. 31, 2024	Mar. 1 to Oct. 31, 2024	Mar. 1 to Oct. 31, 2024	Mar. 1, to Dec. 31, 2024

OPERATIONAL IMPLEMENTATION PROGRAM for festivals, tourism products and sustainable inclusivity products
At A Glance (OIP)
(see individual program for complete details and restrictions)

Category	**Product/Experience Development – Advertising**
Eligible Partners	Private and non-private sector tourism operators, DMOs, municipalities, and associations with a primary purpose of supporting the tourism industry, general tourism promotion and tourism product development that occurs within BruceGreySimcoe
Objective	To expand the delivery of digital advertising of tourism related festivals, tourism, sustainable and inclusive offerings within BruceGreySimcoe to tourists in the prime geographic target areas of BGS, GTA, SWONT and supports BruceGreySimcoe advertising activities
Matching RTO7 Funding	YES
Participation Partner $: RTO7 $:	 $1,000 of operational and/or capital expenses $1,000 of media buy provided by RTO7's Media Buy Agency of Record
Example Funding	$1,000 of operational and/or capital expenses by the festival or tourism partner in the festival or tourism offering receives $1,000 from Operational Implementation Funding Program for a total of $1,000 towards a digital advertising campaign provided by RTO7's Agency of Record plus support services by a Coordinator
Partners Funding Minimum Maximum	 $1,000 $1,000
Program Requirements	
Example of initiative or projects	The development and delivery of a targeted social media campaign to promote a tourism-related festival.
Priority given to projects that address heritage, culture, inclusivity, diversity, and overcrowding issues	Example - Campaign that provides messaging to the 2SLGBTQIA+
Deadline for submission	December 31, 2024

RECRUTIMENT IMPLEMENTATION PROGRAM
At A Glance (RIP)
(see individual program for complete details and restrictions)

Category	**Workforce Development – Advertising**
Eligible Partners	Private and non-private sector tourism operators, general tourism promotion and tourism product development that occurs within BruceGreySimcoe. BIAs, Chambers of Commerce, DMOs or other not for profits looking to hire for a tourism job should contact RTO7 staff to discuss eligibility.
Objective	The Recruitment Implementation Program (RIP) has been specifically designed to offer additional support to BruceGreySimcoe tourism stakeholders in their workforce recruitment effort through social media advertising.
Matching RTO7 Funding	YES
Participation Partner $: RTO7 $:	 $1,000 - $2,500 of operational and/or capital expenses $1,000 - $2,500 of media buy provided by RTO7's Media Buy Agency of Record
Example Funding	$1,000 of operational and/or capital expenses by the stakeholder receives $1,000 from Recruitment Implementation Funding Program for a total of $1,000 towards a digital advertising campaign provided by RTO7's Agency of Record plus support services by a Coordinator
Partners Funding Minimum Maximum	 $1,000 for stakeholders with less than 100 employees, up to $2,500 for stakeholders with 100 or more employees $1,000 for stakeholders with less than 100 employees, up to $2,500 for stakeholders with 100 or more employees
Program Requirements	
Example of initiative or projects	The development and delivery of a targeted social media campaign to promote a tourism-related employee recruitment.
Priority given to projects that address heritage, culture, inclusivity, diversity, and overcrowding issues	Example - Campaign that provides messaging to the 2SLGBTQIA+ community that the stakeholder is a welcoming and safe place to work.
Deadline for submission	December 31, 2024

KEY RISKS AND MITIGATION STRATEGIES:

1. **Financial Risks:**
    a. **Risk:** Insufficient or delayed funding may jeopardize the ability to deliver the programs on time, and when needed.
    b. **Mitigation:** Actively seek additional funding through collaborations, partnerships, and grants. Implement a cost-effective model and explore revenue-generating avenues for sustainability. Develop programming that is scalable.
2. **Competitive Risks:**
    a. **Risk:** Similar initiatives in Ontario and internationally may create competition for consumers, partnerships, and the attention of potential partners.
    b. **Mitigation:** Leverage collaborations with existing initiatives, emphasizing unique value propositions and the program's specific focus on the rural tourism sector, products and experiences. Actively participate in knowledge-sharing networks to complement and learn from similar initiatives.
3. **Technical Risks:**
    a. **Risk:** Technical challenges may arise during the implementation of recommended changes for businesses, potentially leading to disruptions or delays.
    b. **Mitigation:** Provide ongoing support and training to businesses, ensuring an acceptable level of compliance with the needs of RTO7 to complete the requirements of the Business Plan. Where necessary collaborate with technology experts to address any unforeseen issues, leveraging the T3 program.
4. **Regulatory Risks:**
    a. **Risk:** Changes in regulatory frameworks may impact the program's ability to operate or influence the implementation of programming.
    b. **Mitigation:** Stay informed about relevant regulations and adapt the program's recommendations accordingly. Collaborate with regulatory bodies to ensure alignment and compliance. Advocate for policies that support recognition and needs in the tourism sector.
5. **Supply Chain Risks:**
    a. **Risk:** Dependencies on external vendors or partners for technology solutions may introduce supply chain vulnerabilities.
    b. **Mitigation:** Diversify partnerships to reduce dependence on a single vendor. Establish clear communication channels with partners to address supply chain challenges promptly. Encourage businesses to adopt technologies with flexible and scalable solutions.
6. **Market Acceptance Risks:**
    a. **Risk:** Tourism businesses may be resistant to change or slow in adopting recommended programming advancements.
    b. **Mitigation:** Conduct extensive outreach and education programs to communicate the benefits of the program. Tailor support and training to address the specific needs and readiness levels of businesses and associations. Gather feedback and iterate the program based on market responses.
7. **Long-term Sustainability Risks:**
    a. **Risk:** Developing a self-sustaining model beyond the funding period may face challenges, impacting the continuity of support for businesses.
    b. **Mitigation:** Explore various revenue-generating models, such as advanced training sessions or consulting services. Foster long-term partnerships with organizations interested in the sustained impact of the program. Continuously assess and adapt the Organizations sustainability plan based on evolving circumstances.

By proactively identifying and addressing these key risks, the Business Plan aims to ensure the smooth implementation of its objectives, mitigate potential challenges, and create resilient and sustainable initiatives that deliver meaningful benefits to the Tourism Industry in Region 7.

BUDGET NOTES AND ASSUMPTIONS

Notes and Assumptions - changes from 2023/24 budget that are material		Reason
Payroll		
1	CPP increase of 0.03% maximum increased to $3,867.50 from $3,754.45 a difference of $113.05	Legislated
2	EI increase of $0.07/$100 maximum increased to $1,468.77 from $1,403.43 a difference of $65.34	Legislated
3	Wages	Canada Inflation 3.8% as of September 2023. Average Inflation rate 2018-2023 is 3.46% as of November 2023 (Bank of Canada Calculator).
4	WSIB Rate Class J Information and Culture $0.40/$100. Insurable Earning Max is $110,000	Legislated.
5	**Reallocation of staff time**	**Changes - all amounts are calculated by 25% increments (MTCS directive) (G&A – General and Administration, PD – Product Development, PP Partnership Program, WF Workforce, M Marketing**
	William Sullivan - CEO	No Change - all cost required by MTCS to be in Admin
	Alexandra Hogan - Manager	50% Allocation to G&A, 25% to PD and 25% to PP
	Learning and Development - Coordinator	25% Allocation to G&A, 25% to PD and 50% to WF. New – position to assist with the upskilling of stakeholders and staff to meet needs of operational changes and sustainable tourism programming and delivery.
	Kim Clarke - Manager	25% Allocation to G&A, 50% to PD and 25% to WF
	Allison Davies - Assistant	25% Allocation to PD, 50% to M, and 25% to WF
	Amanda Pausner - Coordinator	25% Allocation to G&A, and 75% to WF
	Robyn Hewitt – Senior Coordinator	25% Allocation to G&A, 25% to PD, 25% to M, and 25% to WF
6	Home Office work Allowance	2.8% increase or $10/mth
Partnership Program		
1	Sustainable Tourism Certification Added - $1.00 Partner's Funds/$1.00	Sustainable Tourism objective of RTO7
2	Video and Image Development - reduce leverage from $1.00 Partner's Funds/$1.00 of Partnership Funds/$1.00 RTO7 base funding to $1.00 Partner's Funds/$1.00 of Partnership Funds	Additional Costs of Sustainable Tourism are partially funded by removing RTO7's portion of Partnership Funds.
Governance and Administration		
1	Governance includes the following: Board Meetings, Sustainable Tourism Working Group, Community Consultation, Sustainable Tourism Implementation, RTO7 Team Upskilling, Stakeholder Upskilling, additional working groups/taskforces as required and approved by Board of Directors.	
2	Travel Expenses – increase due to increased consultation	

Notes and Assumptions - changes from 2023/24 budget that are material		Reason
3	4 In-person and one virtual board meeting	
4	Operational Review	
5	Tech in Tourism Review	Phase One changes as per Tech in Tourism Review performed in 2023.
Marketing		
1	Limit Spring/Summer/Fall (SSF) and winter (W) - Partner Videos and Image Campaigns to a maximum of 125 @$750 plus fees and HST	Cost cutting so that there is funding available to promote the entire region
2	Not included in budget up to $329/day of Google Search Ad Grant	Google Ad Grant provides up to $120K/year of Search advertising if minimums clicks are maintained cost to manage the placement is $20,340 includes HST
Product Development		
1	Implementation Program Budget remains the same as 2023/24	Savings caused by access to other program funding may be allocated to this line
2	Sustainable Training will be covered in Governance Budget	New Destination Development Plan structure has moved this budget line to Governance
Research		
1	Research budget increased by $55K	Data costs may not be covered by Destination Canada and one additional licence is purchased to assist Bruce County plus the possibility of joining the Community Data Partnership (a coalition of Municipalities, NFPS and other organizations that have banded together to lower data costs). Research is important for the Sustainable Tourism programming,
Professional Development		
1	DEI Training and other Experience Development Training	Increased to support Sustainable Tourism and Workforce Objectives
Workforce Development		
1	Language Services - Partner with agencies that provide training and translation for the hospitality sector and international employees – Reduced budget as second partner has not been located.	Labour Force Shortage
2	Innovation Lab support continues – budget removed	Counties are now picking up the entire costs

BUDGET 2024/25	% of 2024/25 Budget	% of 2023/24 Budget	% Change of Budget 24/25 VS 23/24
Schedule D			
Governance and Operations	**29.6%**	**22%**	**32.8%**
Product Development	**10.1%**	**16%**	**-35.2%**
Investment Attraction			**0.0%**
Workforce Development /Training	**12.3%**	**8%**	**61.1%**
Marketing	**29.0%**	**34%**	-14.7%
Partnership Funding - MTCS portion	**19.0%**	**20%**	**21.1%**
Grand Total	**100.0%**	**100%**	

APPENDICES:

JOB DESCRIPTIONS

Regional Tourism Organization 7
Appendix A – 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, 2024/25

Chief Executive Officer	**Reports to: Chair/President with dotted line to the Board of Directors**	
Area of responsibility	**Deliverables**	**Key accountabilities**
Leadership	**1) Support to board of directors**	1) Support development of vision and strategic planning. 2) Identify, assess, inform and advise on relevant issues. 3) Support continuous improvement of governance practices and policies and serves at the will of the Board of Directors. 4) In addition to chair: act as spokesperson, conduct correspondence.
	2) Human resources management	5) Recruiting and hiring according to plan and operational needs. 6) Management and supervision of staff. 7) Performance management and monitoring.
	3) Planning	8) Development of strategic, annual plans and budgets. 9) Negotiation of TPA and performance measurers. 10) Review of Online Platforms and Communication Practices. a) Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization. 11) Lead operational assessments by evaluating and analyzing daily operations, including processes, workflows, and resource allocation, to identify strengths, weaknesses, and improvement opportunities. Collaborate with stakeholders, and provide strategic insights to enhance operational effectiveness and achieve organizational goals. 12) Supporting sustainability discussions by involving industry experts, stakeholders, and local communities.
Operations	**4) Marketing**	13) Oversee development of strategies, plans and budgets.
	5) Execution of plan	14) Ensure compliance with board directives and policies. 15) Implement plan and report regularly on progress. 16) Monitor day-to-day activities according to objectives / measures.
	6) Stakeholder relations and communication	17) Foster effective relationships with stakeholders and industry. 18) Oversee communication functions. 19) Oversee web development. 20) Oversee partnership and working groups. 21) Participate in dialogues with municipalities, non-profit organizations (NFPs), and key tourism stakeholders involved with tourism and/or Municipal Accommodation Tax (MAT) to communicate the benefits of collaboration and encourage alignment of goals.
	7) Risk management	22) Identify, assess, inform and advise on risks.

		23) Ensure appropriate policies and protections, including insurance coverage, are developed and maintained.
	8) Revenue Generation	24) Provide consulting services outside of current programming within Region 7. 25) Conduct market research and feasibility studies to assess potential profit-generating initiatives. a) Produce detailed business plans outlining the implementation and operational aspects of each identified profit center.
Financials	**9) Administration**	26) Manage revenue (transfer payments). 27) Administer funds in compliance with protocols and policies and legislative requirements. 28) Ensure sound accounting practices are followed and monitor performance against budget. 29) Regularly report on financial performance.
	10) Audit	30) Ensure annual audit is conducted on timely basis and in compliance with legislative and provincial requirements. 31) Report to board and province of audit results. 32) Implement relevant auditor recommendations.

Regional Tourism Organization 7
Appendix A – 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, 2024/25

Project and Administration Manager	**Reports to: Chief Executive Officer**	
Area of responsibility	**Deliverables**	**Key Accountabilities**
Planning	**1) Partnership Funding Program**	1) Ongoing development of guidelines, policies 2) General program management, documentation 3) Guidance on the development of new programs and adjusting programs as necessary
	2) Initiative/project management	4) Develop, document, individual project plans 5) Counsel, advise project development 6) Initiating and supporting sustainability initiatives
Execution	**3) Implementation**	7) Execute and maintain partnership agreements 8) Monitor day-to-day activities according to objectives / measures 9) Manage initiatives in compliance with TPA objectives
	4) Reporting	10) Program communication 11) Report on initiative performance measures, progress 12) Report on overall program progress and outcomes

Operations	**5) Financial**	13) Manage initiative budgets 14) Administer funds and expenditures in compliance with TPA, protocols and policies
	6) General	15) Advise and support on operational and annual planning 16) Identify, assess, inform and advise on relevant issues and risks 17) Foster effective relationships with partners
Administrative	**7) General**	18) Support to board, committees and working groups 19) Oversee management of administrative, accounts payable, banking documents and records
	8) Correspondence	20) Oversee management incoming and outgoing correspondence
External relations	**9) Meeting and event management**	21) Oversee management of organization of meetings and events
	10) Communications	22) Foster effective relationships with stakeholders and industry

Regional Tourism Organization 7
Appendix A 2017/18, 2018/19, 2019/20, 20/21, 2021/22, 2022/23, 2023/24, 2024/25

Communication Assistant	**Reports to: Communication Coordinator with dotted lines to the Chief Executive Officer, Project and Administration Manager and Manager Stakeholder Relations**	
Area of Responsibility	**Deliverables**	**Key Accountabilities**
Planning	1) Consumer & stakeholder communication	1) Conducting Research a. Provide support in research initiatives related to consumer and stakeholder communication, including the review of BGS.com, RTO7.ca, and current communication practices. 2) Development of Key Messages and Content a. Collaborate on the creation of key messages and content, ensuring alignment with communication objectives. 3) Editorial Planning and Architecture Assistance a. Assist in the planning and architectural aspects of editorial content, ensuring a cohesive and strategic approach. 4) Review of Online Platforms and Communication Practices a. Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization.
Content management	2) BruceGreySimcoe.com 3) RTO7.ca	5) Copywriting for Diverse Platforms a. Craft compelling copy for various channels, including Storytelling, Social Media, Blogs, and Websites, ensuring alignment with communication objectives. 6) Research Assistance for Online Publishing

	4) Copy Writing	a. Assist the Senior Communications Coordinator in researching and staying updated on online publishing tools such as CMS, MailChimp, Connection, and BGS Blog. 7) Task and Initiative Management Support a. Assist the Senior Communications Coordinator in managing various tasks and initiatives related to communication strategies. 8) Registration Management and Contact Lists a. Take charge of registration processes and maintain organized contact lists to facilitate efficient communication. 9) Fulfillment Support a. Collaborate with the Senior Communications Coordinator in the fulfillment of tasks such as eblasts, ensuring timely and accurate delivery.
Social media	5) Presence management	10) Copywriting for Diverse Platforms a. Generate engaging copy tailored for diverse channels, encompassing Storytelling, Social Media, Blogs, and Websites. Ensure that the crafted content aligns seamlessly with predefined communication objectives. 11) Research Assistance for Online Publishing a. Provide dedicated support to the Senior Communications Coordinator in researching and staying abreast of the latest developments in online publishing tools, including CMS, MailChimp, Connection, and BGS Blog. 12) Task and Initiative Management Support a. Collaborate with the Senior Communications Coordinator to efficiently manage various tasks and initiatives associated with communication strategies, ensuring seamless execution. 13) Registration Management and Contact Lists a. Take a proactive role in overseeing registration processes and maintaining well-organized contact lists, contributing to the facilitation of streamlined and effective communication. 14) Fulfillment Support a. Work in collaboration with the Senior Communications Coordinator to fulfill various tasks, such as eblasts, ensuring that deliveries are executed with precision, timeliness, and accuracy.
Operations	6) Revenue Generation	20) Extend communication services beyond existing programs within Region 7 to clients sourced by RTO7.
Communication (Stakeholder)	7) Stakeholder Relations	21) Facilitate the cultivation of strong relationships with stakeholders and industry through active assistance – travel within the region may be required. 22) Support in the operationalization of web development initiatives.
Administration	8) Assistance	23) Offer support to the Project and Administration Manager and Manager Stakeholder Relations as required.

Experience and Administration Coordinator	Reports to: Project and Administration Manager with a dotted line to the Chief Executive Officer	
Area of responsibility	**Deliverables**	**Key Accountabilities**
Planning	**1) Assist in Workforce Planning**	1) Provide support in overall program management and documentation.
	2) Assist initiative/project management	3) Provide assistance and guidance in project development. 4) Conduct reviews of online platforms and communication practices to identify areas for improvement. 5) Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization.
Execution	**3) Implementation**	6) Take the lead in monitoring day-to-day activities according to objectives and measures. 7) Lead in actively engaging stakeholders, providing support and direction as needed.
	4) Reporting	8) Provide support in program communication. 9) Assist in reporting on initiative performance measures and progress. 10) Support in reporting on overall program progress and outcomes.
Operations	**5) General**	11) Identify, assess, inform, and provide advice on relevant issues and risks. 12) Assist in cultivating effective relationships with partners. 13) Manage documents and records efficiently. 14) Oversee the management of incoming and outgoing correspondence. 15) Coordinate and organize meetings and events. 16) Administer the T3 Professional Development program.
Administrative	**6) Correspondence** **7) Meeting and event management**	
External relations	**8) Communications**	17) Provide support in cultivating effective relationships with stakeholders and industry.

Senior Communications Coordinator	Reports to: Chief Executive Officer	
Area of Responsibility	**Deliverables**	**Key Accountabilities**

• **Planning**	• **Consumer & stakeholder communication**	• Collaborate on the strategic planning and oversee the design, content creation, and production of all marketing materials. Also, actively participate in measuring and analyzing the results. • Formulate and implement communication strategies aimed at enhancing consumer loyalty, boosting brand awareness, and ensuring overall consumer satisfaction. • Establish and execute a comprehensive social media coaching plan tailored for RTO7 staff and key stakeholders to enhance proficiency and effectiveness in online engagement. • Act as a liaison with Destination Ontario to ensure precise promotion and representation of the region, including generating compelling story ideas and managing media contacts. • Review of Online Platforms and Communication Practices ○ Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization. • Assist in operational assessments by evaluating and analyzing daily operations, including processes, workflows, and resource allocation, to identify strengths, weaknesses, and improvement opportunities. Collaborate with stakeholders, and provide strategic insights to enhance operational effectiveness and achieve organizational goals. • Supporting sustainability discussions by involving industry experts, stakeholders, and local communities. • Lead communications efforts to support High School Awareness Campaigns in collaboration with Manager Stakeholder Relations.
• **Content management**	• **BruceGreySimcoe.com** • **RTO7.ca**	• Supervise all internal and external communications to ensure a consistent and engaging message. • Strategize and oversee the content for BruceGreySimcoe.com, the consumer-facing website. • Strategize and oversee the content for RTO7.ca, the industry-facing website. • Implement metrics measurement using tools such as GA4 to evaluate the effectiveness of communication efforts.
• **Social media**	• **Presence management**	• Actively oversee BGS and Connection social media accounts with a proactive management approach. • Identify and capitalize on opportunities to enhance social media (SM) awareness and engagement. • Create, develop, monitor, and respond to both consumer and industry-related social media posts. • Foster a positive and engaging interaction with consumers through social media platforms. • Utilize the CrowdRiff platform for sourcing and incorporating user-generated content (UGC) into social media strategies.

		• Implement metrics measurement to evaluate the performance of social media efforts and inform future strategies.
• **Communication (Stakeholder)**	• **Stakeholder Relations**	• Supervise all internal and external communications for Regional Tourism Organization 7, ensuring a consistent and engaging message is conveyed. • Provide support to other departments in executing communication messages effectively. • Serve as the Social Media Coach for the T3 Accelerator Program, contributing expertise in enhancing social media strategies.
• **External Relations**	• **Supplier Relations**	• Lead contact with the Digital Advertising Placement agency. • Assume the lead contact position with the Web Site agency.
Day-to-Day Duties	• **Team Support**	• Manage the website, overseeing both its operation and content development. • Oversee the creation and publishing of social media posts, addressing both consumer and industry-related content. • Curate industry e-newsletters to disseminate relevant updates to the target audience. • Craft and disseminate press releases, bylined articles, and white papers as needed. • Oversee the creation of corporate videos and marketing collateral as needed. • Collaborate with various departments to: • Formulate comprehensive communication strategies. • Develop innovative ideas and strategies for the execution of organizational communications. • Manage both print (infrequently needed) and online advertising. • Prepare presentations and speeches tailored for consumers, stakeholders, and employees. • Deliver informational updates during Board of Directors Meetings.
	• **Professional Development**	• Participate in CrowdRiff webinars and conferences to stay updated on industry trends and best practices. • Engage in Typsy Training sessions to enhance skills and knowledge in relevant areas. • Attend workshops and conferences as part of continuous learning and professional development.

		• Pursue additional training as needed or as opportunities become available to further skill development

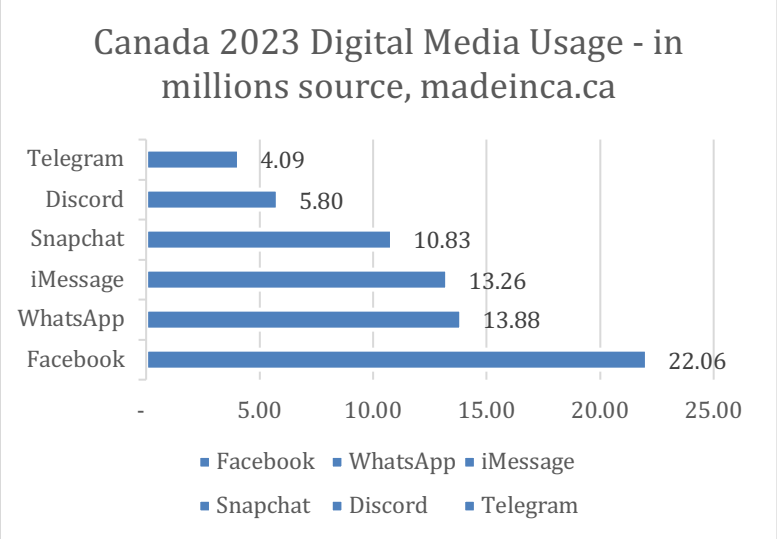
Learning and Development Coordinator – Sustainable Tourism

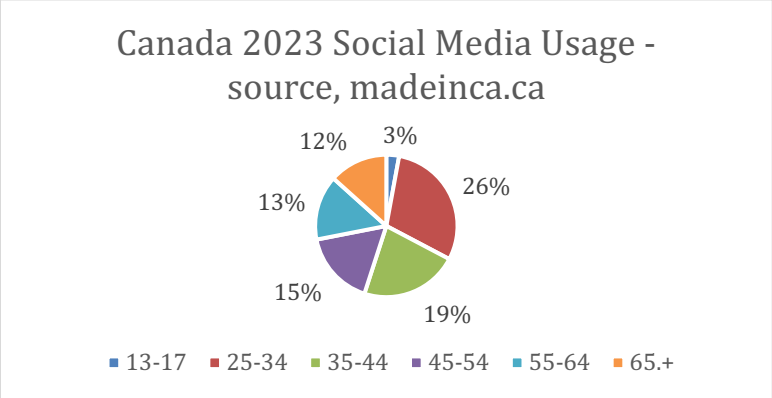
Area of Responsibility	Deliverables		Key Accountabilities
Knowledge Transfer Analysis:	Regular Assessments: • Conduct routine assessments to identify both general and Sustainable Tourism-specific internal knowledge transfer needs. • Strategically address identified gaps to ensure a seamless flow of critical knowledge within the organization, with a particular focus on Sustainable Tourism Practices.	Facilitation of Seamless Transfer: • Assess and address internal knowledge transfer needs strategically, incorporating Sustainable Tourism Practices. • Ensure a smooth flow of critical knowledge within the organization, emphasizing sustainable approaches.	
Technology-Driven Learning Programs:	Assessment of Technology Initiatives: • Evaluate the appropriateness of technology-driven learning initiatives both internally and externally, considering general practices and Sustainable Tourism requirements. • Design and implement cutting-edge technology-driven learning solutions that align with organizational objectives and Sustainable Tourism principles.	Learning Solutions: • Ensure learning solution delivery mechanisms match the audience's skill level and needs, incorporating Sustainable Tourism considerations. • Stay update on emerging technologies to enhance the training experience, with a keen focus on incorporating innovations relevant to general practices and Sustainable Tourism.	
Implementation and Delivery:	Assessment of Technology Initiatives: • Explore and integrate cutting-edge technologies to elevate the learning experience, encompassing both general and Sustainable Tourism contexts.	Technology Solutions: • Ensure learning solution delivery mechanisms match the audience's skill level and needs, incorporating Sustainable Tourism considerations.	

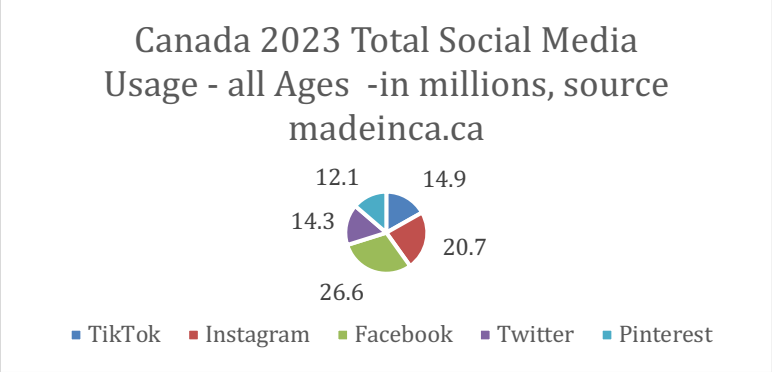
Internal Audience Development:	Onboarding Programs: • Implement onboarding programs for new hires, incorporating technology-enhanced learning while emphasizing both general skills and Sustainable Tourism knowledge.	Professional Development Opportunities: • Facilitate ongoing professional development opportunities for existing employees through innovative training approaches, enhancing skills and knowledge with a focus on sustainability.
External Stakeholder Training:	Training Initiatives for External Partners: • Develop and deliver training initiatives, including technology-driven approaches, for external partners, considering both general and Sustainable Tourism requirements. • Ensure a high standard of service in line with organizational goals, emphasizing Sustainable Tourism practices.	Skills Enhancement for External Partners: • Develop and implement programs for external stakeholders, enhancing the skills and knowledge of partners with a dual emphasis on general practices and Sustainable Tourism.
Learning Assessment and Evaluation:	Effectiveness Assessment: • Implement mechanisms to assess the effectiveness of knowledge transfer and technology-driven training programs, considering both general and Sustainable Tourism contexts.	Analysis and Reporting: • Analyze training metrics to measure the impact on employee performance and organizational success, incorporating Sustainable Tourism performance indicators.
Compliance and Quality Assurance:	Compliance: • Ensure that all training programs comply with industry regulations, standards, and best practices, encompassing both general and Sustainable Tourism guidelines.	Integrity: • Maintain and update training materials to reflect changes in policies, procedures, and industry trends, with a particular focus on Sustainable Tourism practices.
Communication and Collaboration:	Effective Communication and Collaboration: • Communicate effectively with both internal and external stakeholders, ensuring alignment of knowledge transfer and technology-driven training initiatives with organizational goals, considering both general and Sustainable Tourism objectives.	Facilitation of Communication and Collaboration: • Collaborate with both internal and external partners and stakeholders to enhance the industry's overall competence, elevating both general practices and Sustainable Tourism knowledge.

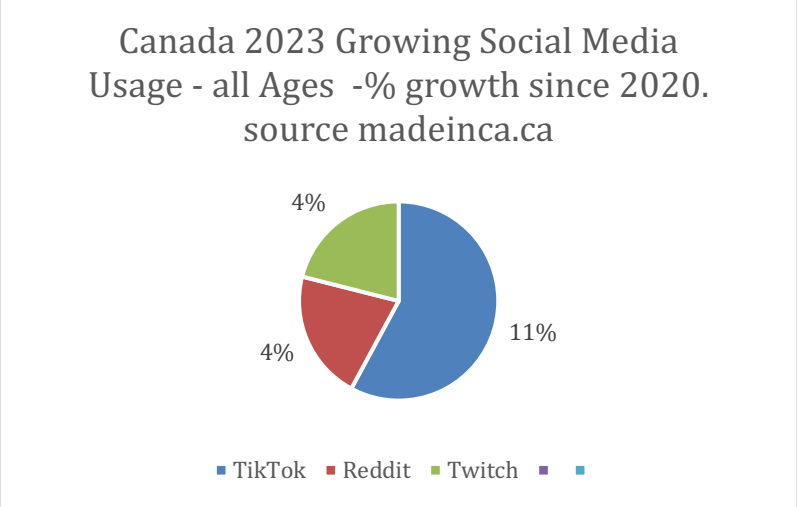
Qualifications:		• Bachelor's Degree in Human Resources, Training, Education, or a related field. • Proven experience in instructional design and implementing technology-driven learning solutions. • Knowledge of Sustainable Tourism and rural Ontario Tourism Industry and understanding of its unique training requirements. • Strong communication and interpersonal skills. • Ability to work collaboratively with diverse teams and stakeholders. • Familiarity with learning management systems and emerging technologies in training. • Project management skills with the ability to manage multiple initiatives simultaneously. • Certification in training and development is a plus.
This position offers an exciting opportunity to lead knowledge transfer initiatives and leverage technology to enhance learning experiences, contributing to the growth and success of our organization in the dynamic field of Rural Ontario Tourism and as a Sustainable Tourism Development Specialist.		

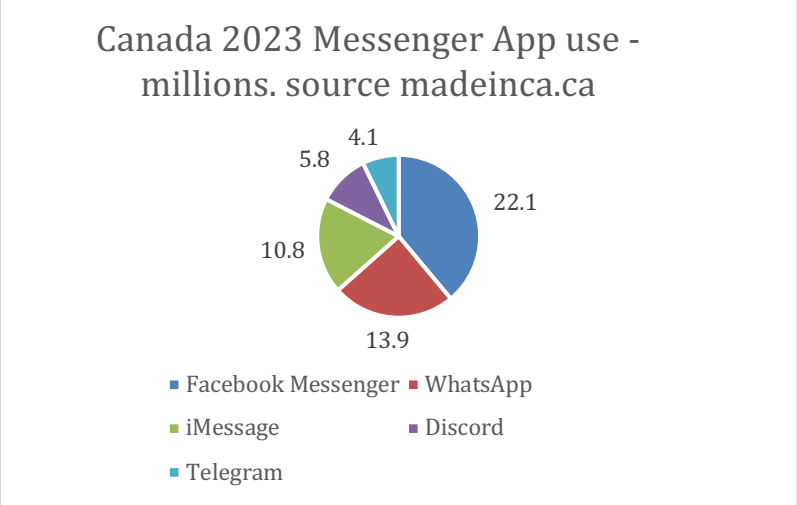
MEDIA CONSUMPTION 2023 – CANADA

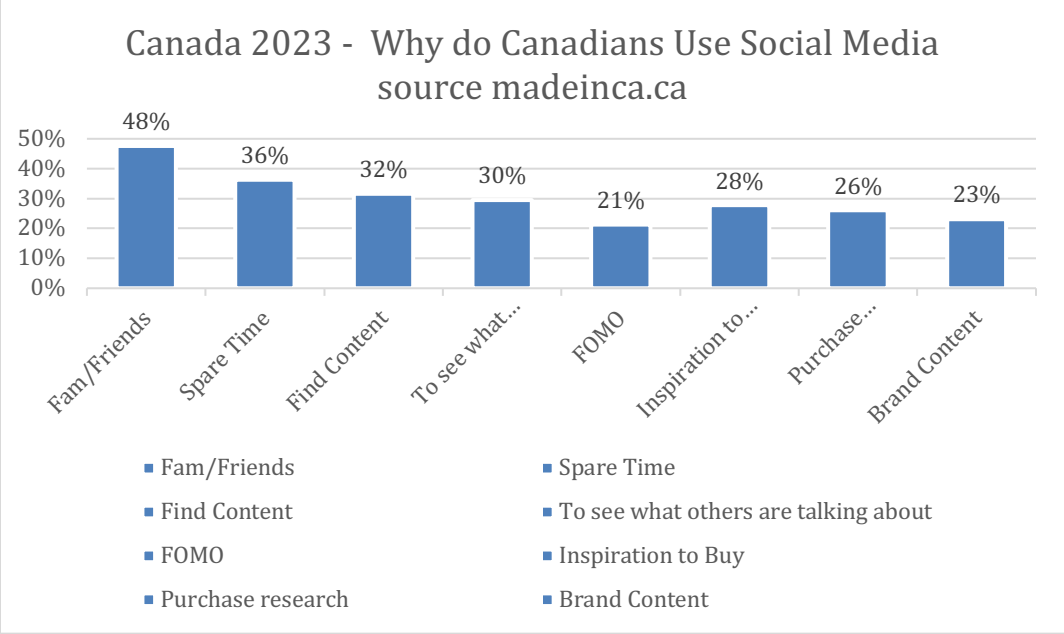


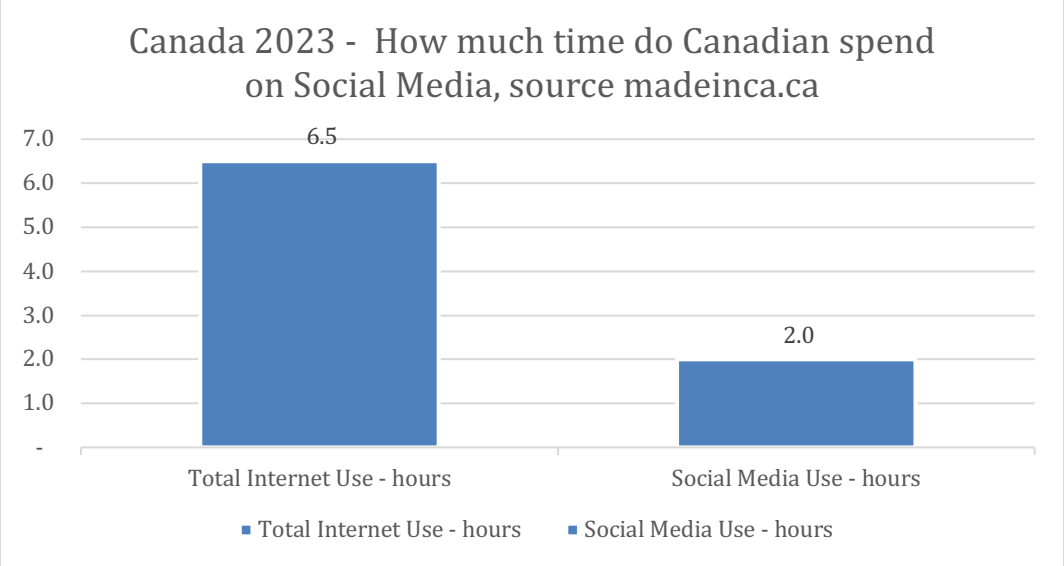


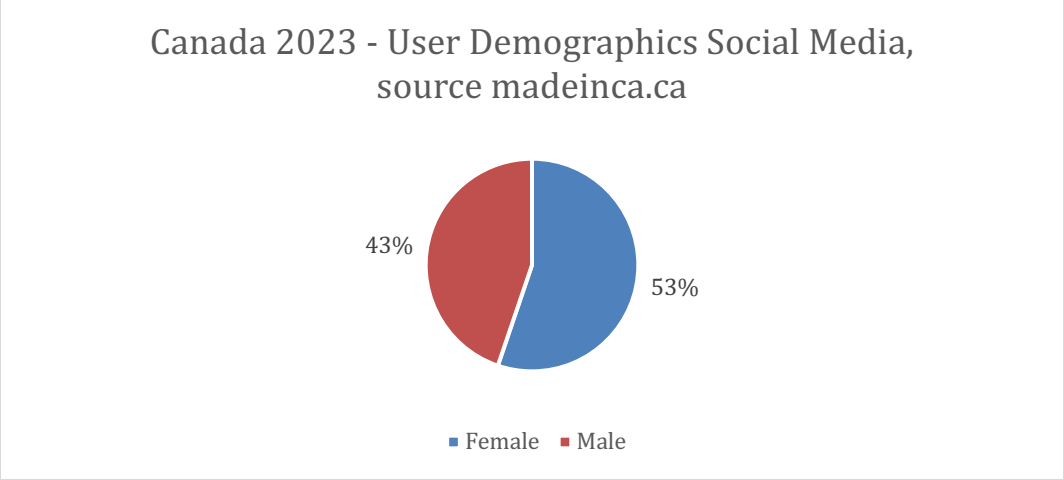


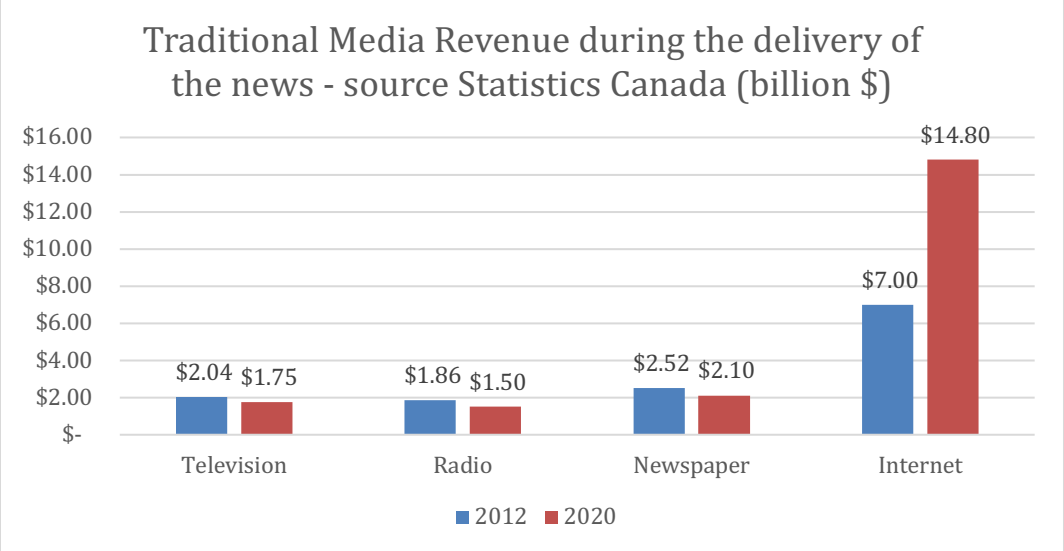

Canada 2023 Growing Social Media Usage - all Ages -% growth since 2020. source madeinca.ca
4%
4%
11%
TikTok
Reddit
Twitch

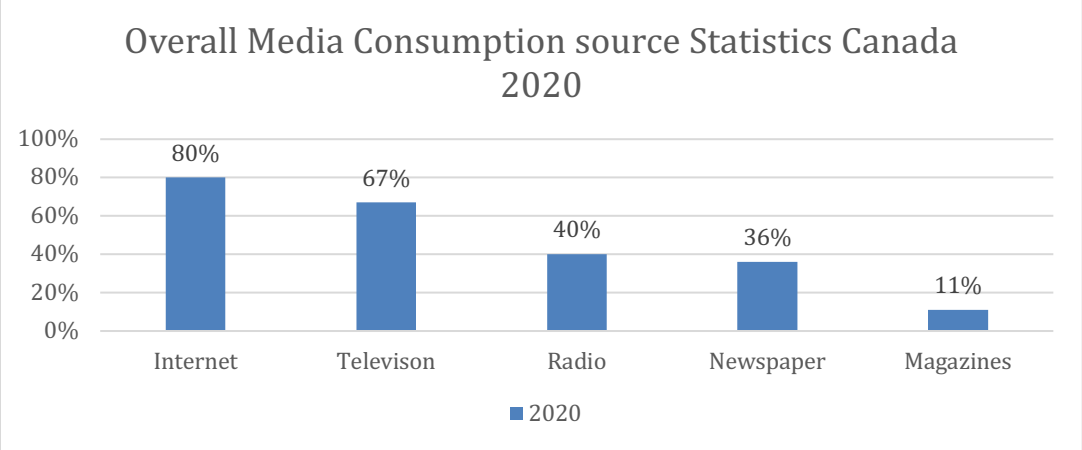

Canada 2023 Messenger App use - millions. source madeinca.ca
4.1
5.8
22.1
10.8
13.9
Facebook Messenger
WhatsApp
iMessage
Discord
Telegram

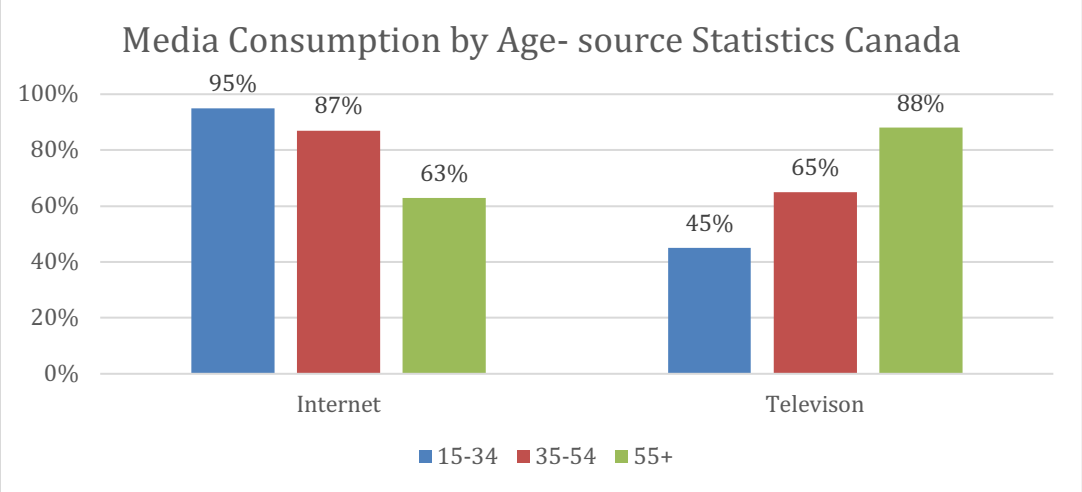

Canada 2023 - Why do Canadians Use Social Media source madeinca.ca
50%
40%
30%
20%
10%
0%
48%
36%
32%
30%
21%
28%
26%
23%
Fam/Friends
Spare Time
Find Content
To see what...
FOMO
Inspiration to...
Purchase...
Brand Content
Fam/Friends
Spare Time
Find Content
To see what others are talking about
FOMO
Inspiration to Buy
Purchase research
Brand Content

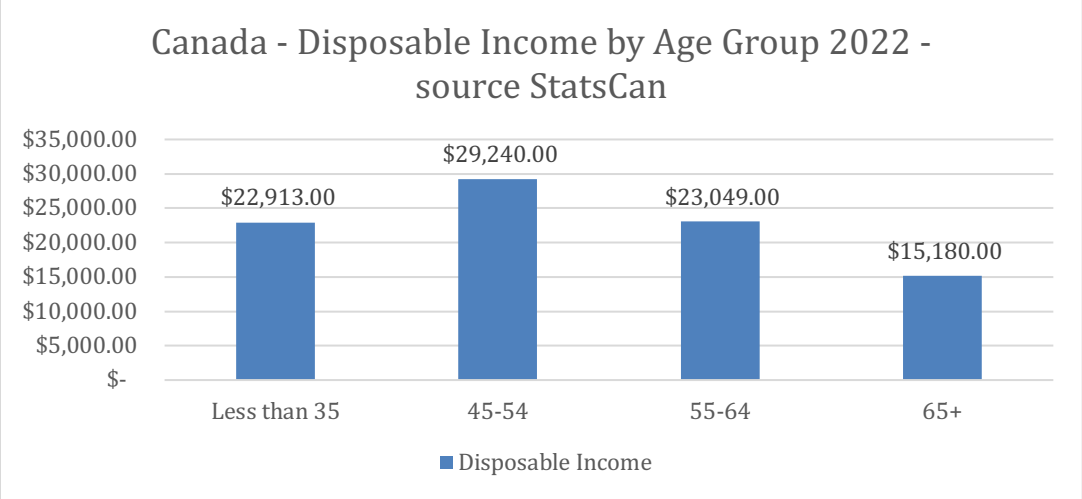

Canada 2023 - How much time do Canadian spend on Social Media, source madeinca.ca
7.0
6.0
5.0
4.0
3.0
2.0
1.0
-
6.5
2.0
Total Internet Use - hours
Social Media Use - hours
Total Internet Use - hours
Social Media Use - hours

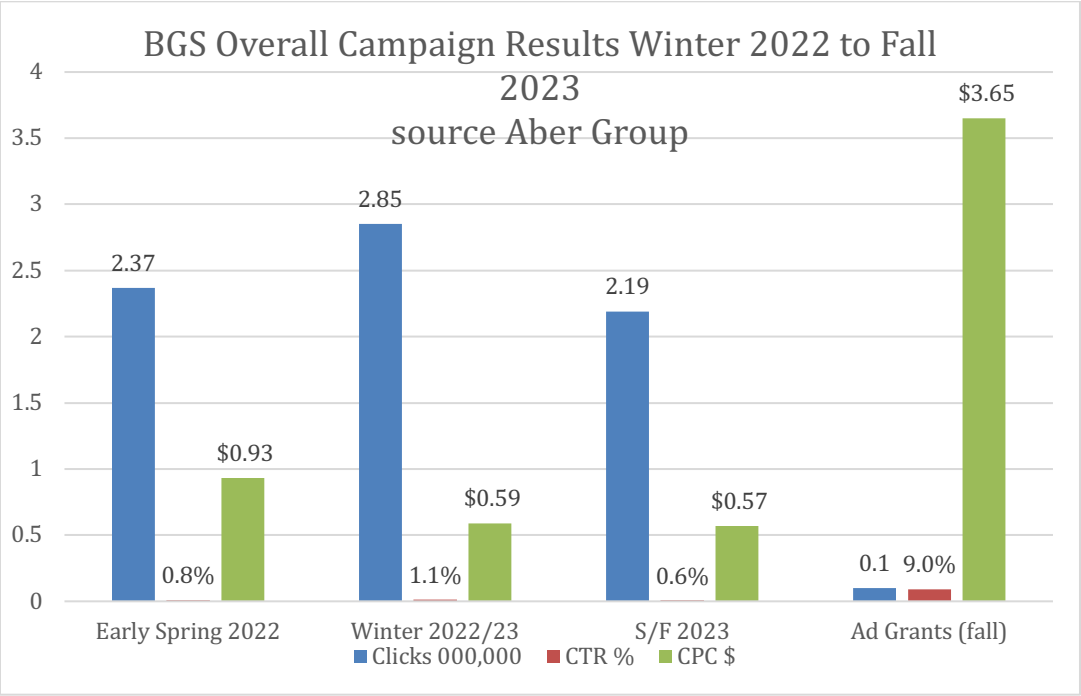

Canada 2023 - User Demographics Social Media, source madeinca.ca
43%
53%
Female
Male

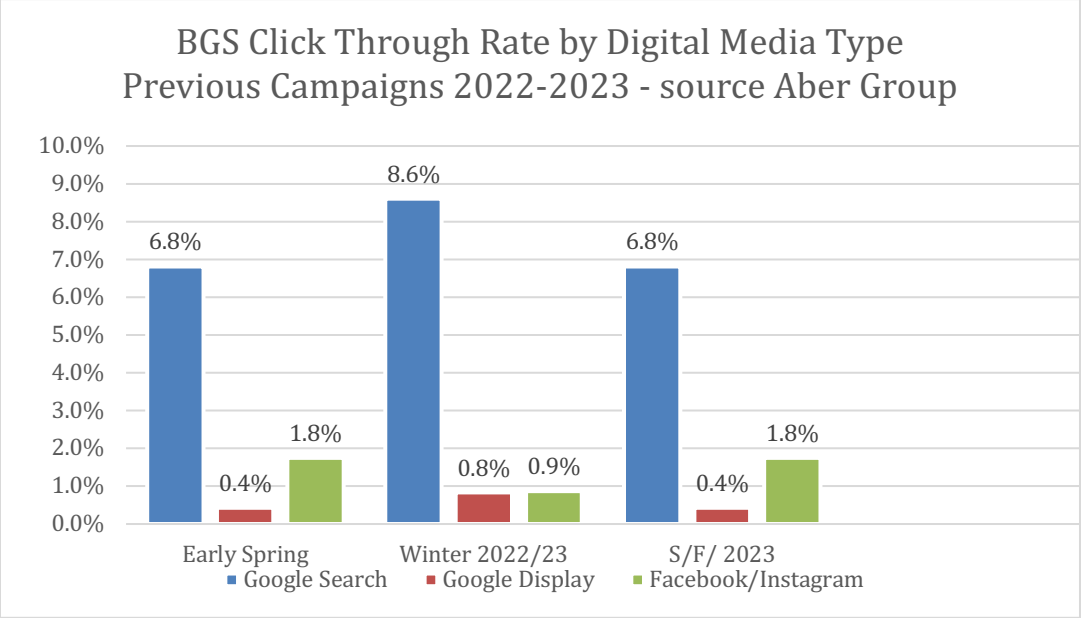

Traditional Media Revenue during the delivery of the news - source Statistics Canada (billion $)
$16.00
$14.00
$12.00
$10.00
$8.00
$6.00
$4.00
$2.00
$-
$2.04
$1.75
$1.86
$1.50
$2.52
$2.10
$7.00
$14.80
Television
Radio
Newspaper
Internet
2012
2020

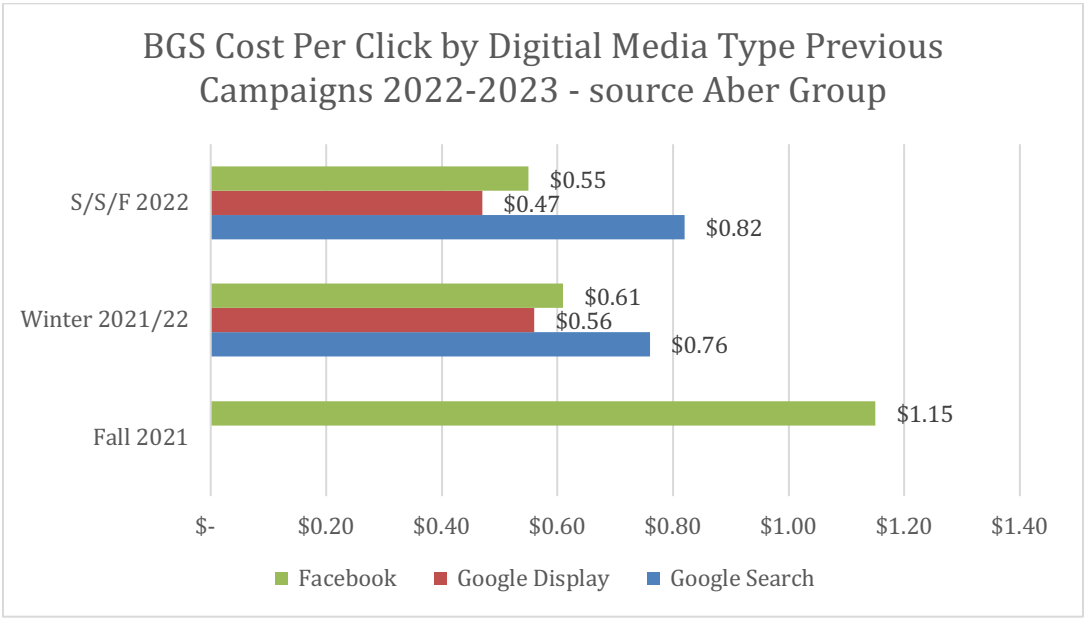

Overall Media Consumption source Statistics Canada 2020
100%
80%
60%
40%
20%
0%
80%
67%
40%
36%
11%
Internet
Televison
Radio
Newspaper
Magazines
2020

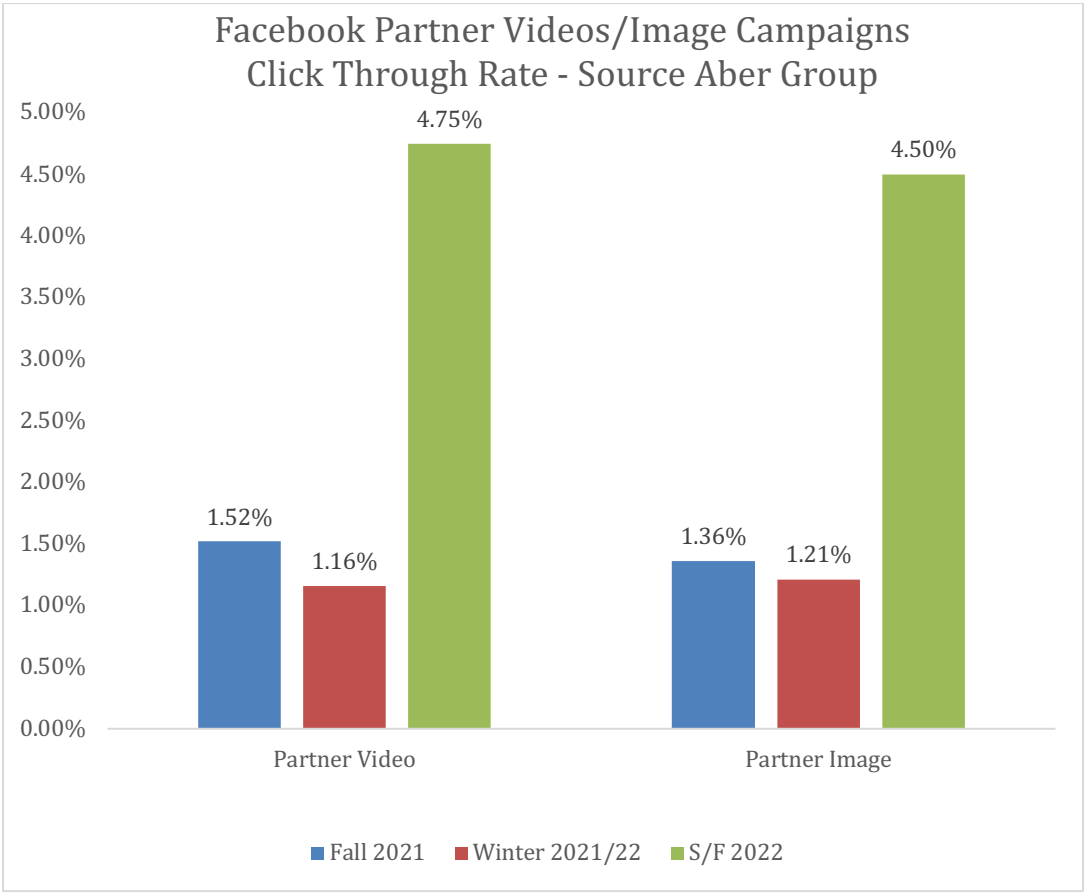

Media Consumption by Age- source Statistics Canada
100%
80%
60%
40%
20%
0%
95%
87%
63%
45%
65%
88%
Internet
Televison
15-34
35-54
55+

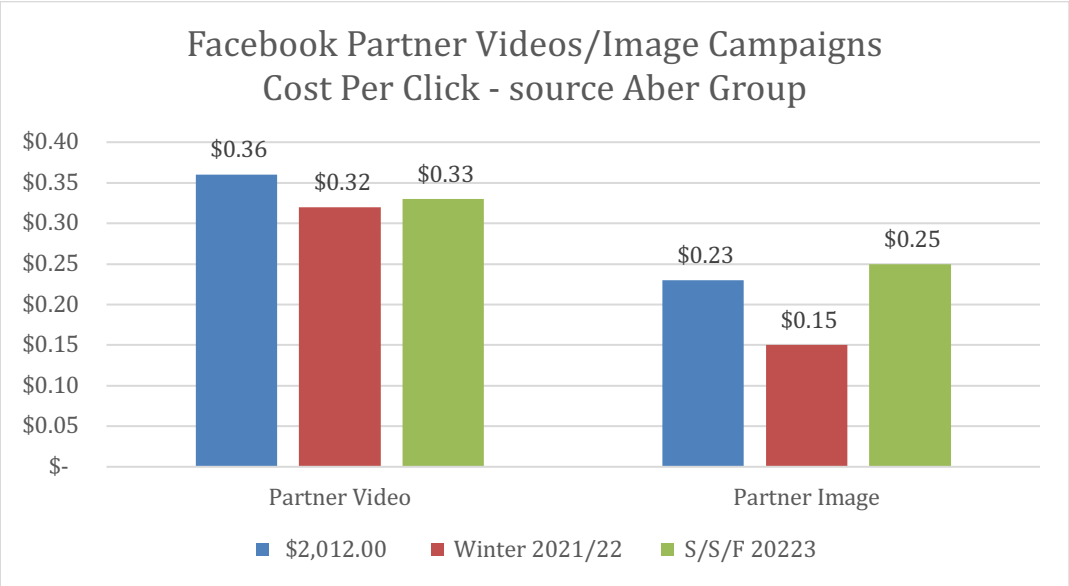

Canada - Disposable Income by Age Group 2022 - source StatsCan
$35,000.00
$30,000.00
$25,000.00
$20,000.00
$15,000.00
$10,000.00
$5,000.00
$-
$22,913.00
$29,240.00
$23,049.00
$15,180.00
Less than 35
45-54
55-64
65+
Disposable Income


BGS Overall Campaign Results Winter 2022 to Fall 2023
source Aber Group
4
3.5
3
2.5
2
1.5
1
0.5
0
2.37
0.8%
$0.93
2.85
1.1%
$0.59
2.19
0.6%
$0.57
0.1
9.0%
$3.65
Early Spring 2022
Winter 2022/23
S/F 2023
Ad Grants (fall)
Clicks 000,000
CTR %
CPC $


BGS Click Through Rate by Digital Media Type
Previous Campaigns 2022-2023 - source Aber Group
10.0%
9.0%
8.0%
7.0%
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
6.8%
0.4%
1.8%
8.6%
0.8%
0.9%
6.8%
0.4%
1.8%
Early Spring
Winter 2022/23
S/F/ 2023
Google Search
Google Display
Facebook/Instagram


BGS Cost Per Click by Digitial Media Type Previous Campaigns 2022-2023 - source Aber Group
S/S/F 2022
Winter 2021/22
Fall 2021
$0.55
$0.47
$0.82
$0.61
$0.56
$0.76
$1.15
$-
$0.20
$0.40
$0.60
$0.80
$1.00
$1.20
$1.40
Facebook
Google Display
Google Search


Facebook Partner Videos/Image Campaigns Click Through Rate - Source Aber Group
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
1.52%
1.16%
4.75%
1.36%
1.21%
4.50%
Partner Video
Partner Image
Fall 2021
Winter 2021/22
S/F 2022


Facebook Partner Videos/Image Campaigns
Cost Per Click - source Aber Group
$0.40
$0.35
$0.30
$0.25
$0.20
$0.15
$0.10
$0.05
$-
$0.36
$0.32
$0.33
$0.23
$0.15
$0.25
Partner Video
Partner Image
$2,012.00
Winter 2021/22
S/S/F 20223

PRIMARY TARGETS WHEN TARGETING SUSTAINABLE TOURISM INITIATIVES – subject to change as more data analyzed

Prizm Target Segments - 2022 (most recent version)												
Sustainable Tourism Traits - GTA, SWONT, BGS - Environmental Conscious												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live -selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
01	The A-List – Very wealthy cosmopolitan families and couples	U1 - Urban Elite	M1 - Older Families & Empty Nests	Vaughan, Toronto, Mississauga, Oakville, Burlington, The Blue Mountains, North of Barrie	0.6%	0.7%	$ 401,000	Environment, Diversity & Inclusion, Projected EV purchase next year	Online Product Review	Average	Newspaper	LinkedIn
											Magazine	Health & Fitness Sites
												WhatsApp
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	1.8%	1.-9%	$ 139,000	Projected EV purchase next year	no	Low	Television	Pinterest
											Radio	Audio podcasts
											Newspaper	Health & Fitness Sites
											Direct	
12	Eat, Play, Love - Younger, well - educated urban singles	U3 - Young Urban Core	Y1 - Very Young Singles & couples	Toronto	2.1%	3.1%	$ 122,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker, Projected EV purchase next year	Online Product Review	High	Newspaper	Dating platforms
											Magazine	Reddit
												WeChat
15	South Asian Enterprise - Urban, upper-middle-income South Asian Families	U4 - Urban Diversity	F2 - Large Diverse Families	Brampton, Mississauga	1.6%	2.6%	$ 151,000	Technology adopter, Early adopter, Peer influencer Status seeker, Projected EV purchase next year	Celebrity	High	Direct	WeChat
									Online Product Review			Twitch
												Whats/App
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	1.7%	1.5%	$ 104,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker	Considering recommendation	High	Television	WeChat
											Magazine	Reddit
												WhatsApp

Sustainable Tourism Traits - GTA, SWONT, BGS - Environmental Conscious												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live -selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
38	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	1.6%	1.70%	$ 113,000	None	Celebrity	High	None	Pinterest
									Online influencer when : accepting opinion, considering recommendation, purchasing			Snapchat
												Audio podcasts
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	1.5%	1.50%	$ 90,000	None	Online influencer when : accepting opinion, considering recommendation	High	Television	Pinterest
											Radio	Snapchat
											Magazine	TikTok
											Direct	

Sustainable Tourism Traits - GTA, SWONT, BGS Interest Social												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live - selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	1.8%	1.9%	$ 139,000	Projected EV purchase next year	no	Low	Television	Pinterest
											Radio	Audio podcasts
											Newspaper	Health & Fitness Sites
											Direct	
10	Asian Achievement - Successful, middle-aged and older Asian Families	F2 - Diverse Urban Fringe	F2 - Large Diverse Families	North York, Markham	1.0%	1.3%	$ 132,000	Environment, Technology adopter, Peer influencer, Status seeker, Projected EV purchase next year	Online product review	High	Newspaper	WeChat
									Considering recommendation		Magazine	WhatsApp
												Reddit
12	Eat, Play, Love - Younger, well - educated urban singles	U3 - Young Urban Core	Y1 - Very Young Singles & couples	Toronto	2.1%	3.1%	$ 122,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker, projected EV purchase next year	Online Product Review	High	Newspaper	Dating platforms
											Magazine	Reddit
												WeChat
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	1.7%	1.5%	$ 104,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker	Considering recommendation	High	Television	WeChat
											Magazine	Reddit
												WhatsApp

Tourism Traits - GTA, SWONT, BGS - Outrdoor Enthusiast												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live - selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	1.8%	1.-9%	$ 139,000	Projected EV purchase next year	no	Low	Television	Pinterest
											Radio	Audio podcasts
											Newspaper	Health & Fitness Sites
											Direct	
10	Asian Achievement - Successful, middle-aged and older Asian Families	F2 - Diverse Urban Fringe	F2 - Large Diverse Families	North York, Markham	1.0%	1.3%	$ 132,000	Environment, Technology adopter, Peer influencer, Status seeker, Projected EV purchase next year	Online product review	High	Newspaper	WeChat
									Considering recommendation		Magazine	WhatsApp
												Reddit
12	Eat, Play, Love - Younger, well - educated urban singles	U3 - Young Urban Core	Y1 - Very Young Singles & couples	Toronto	2.1%	3.1%	$ 122,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker, Projected EV purchase next year	Online Product Review	High	Newspaper	Dating platforms
											Magazine	Reddit
												WeChat

Tourism Traits - GTA, SWONT, BGS - Skiing Enthusiast												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live -selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
01	The A-List – Very wealthy cosmopolitan families and couples	U1 - Urban Elite	M1 - Older Families & Empty Nests	Vaughan, Toronto, Mississauga, Oakville, Burlington, The Blue Mountains, North of Barrie	0.6%	0.7%	$ 401,000	Environment, Diversity & Inclusion, Projected EV purchase next year	Online Product Review	Average	Newspaper	LinkedIn
											Magazine	Health & Fitness Sites
												WhatsApp
03	Asian Sophisticates	F1 - Upscale Urban Fringe	F2 - Large Diverse Families	North York, Markham	0.7%	0.9%	$ 163,000	Status Seeker, Projected EV next year	Celebrity	High	Magazine	WeChat
									Online influencer when: accepting opinion, considering recommendation			WhatsApp
												Reddit
18	Multicultural Corners - Diverse, upper-middle-income city familes	F1 - Upscale Urban Fringe	F2 - Large Diverse Families	GTA, Greather Golden Horsehoe	1.8%	2.2%	$ 147,000	Technology adopter, Early adopter, Status seeker, Projected EV purchase next year	Celebrity	High	None	WeChat
									Online Produc review			WhatsApp
									Online influencer when: considering recommendation, purchasing			Reddit
19	Family Mode	S3 - Uppler Middle Suburbia	F3 - Middle-Age Families	Barrie, Newmarket, Richmond Hill	2.2%	2.7%	$ 150,000	Projected EV Purchase next year	None	High	None	Audio podcasts
												Pinterest
												Reddit
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	1.7%	1.5%	$ 104,000	Environment, Diversity & Inclusion, Technology adopter, Peer influencer, Status seeker	Considering recommendation	High	Television	WeChat
											Magazine	Reddit
												WhatsApp
38	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	1.6%	1.70%	$ 113,000	None	Celebrity	High	None	Pinterest
									Online influencer when : accepting opinion, considering recommendation, purchasing			Snapchat
												Audio podcasts
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	1.5%	1.50%	$ 90,000	None	Online influencer when : accepting opinion, considering recommendation	High	Television	Pinterest
											Radio	Snapchat
											Magazine	TikTok
											Direct	

Tourism Traits - GTA, SWONT, BGS - Cycling, Hiking Enthusiast - Does not track in GTA, SWONT, BGS												
Segment	**Segment Name**	**Life Stage**	**Social Group**	**Where they Live -selected by highest density**	**Percentage of Households**	**Percentage of Population**	**Average Household Income**	**Key Mindset - above average**	**Above Average use Influencer Impact**	**Internet Usage**	**Above Avg. use Traditional Media**	**Preferred Social Media**
Canoeing												
26	Country Traditions - Rural, upper-middle-income couples and families	R1 - Upper-Middle Rural	F3 - Middle Age Families	Simcoe County, Chatham Kent, Hamilton, Niagara	2.3%	2.5%	$ 130,000	None	None	Low	Television	Pinterest
											Direct	Facebook
												YouTube
Golf												
01	The A-List – Very wealthy cosmopolitan families and couples	U1 - Urban Elite	M1 - Older Families & Empty Nests	Vaughan, Toronto, Mississauga, Oakville, Burlington, The Blue Mountains, North of Barrie	0.6%	0.7%	$ 401,000	Environment, Diversity & Inclusion, Projected EV purchase next year	Online Product Review	Average	Newspaper	LinkedIn
											Magazine	Health & Fitness Sites
												WhatsApp
23	Mid-City Mellow	U2 - Urban Older	M1 - Older Families & Empty Nests	Toronto, Lakeshore areas of Mississauga, Oakville, Burlington, Ancaster, St. Catherines, Niagara	2.2%	2.4%	$ 131,000	None	None	High	Newspaper	YouTube
											Direct	Pinterest
												Read Facebook news feed
												Stay connected with personal contacts
38	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	1.6%	1.70%	$ 113,000	None	Celebrity	High	None	Pinterest
									Online influencer when : accepting opinion, considering recommendation, purchasing			Snapchat
												Audio podcasts
53	Silver Flats - Mature suburban singles and couples	S6 - Older Suburban	M2 - Mature Singles and couples	Brantford	0.8%	0.5%	$ 75,000	None	None	Low	Television	Facebook
											Radio	Pinterest
											Newspaper	You Tube
											Magazine, Direct	
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	1.5%	1.50%	$ 90,000	None	Online influencer when : accepting opinion, considering recommendation	High	Television	Pinterest
											Radio	Snapchat
											Magazine	TikTok
											Direct	

APPENDIX: FIVE YEAR OPERATIONAL ACTION PLAN FOR THE THE DESTINATION DEVELOPMENT PLAN

OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION

Over the years, RTO7 has consistently upheld a standard of excellence in governance and administration, proactively implementing changes to enhance and streamline its organizational processes. The current 2023/24 Business Plan specifically called for an update to the Strategic Plan, a task that RTO7 effectively accomplished internally. This updated plan serves as a detailed roadmap guiding RTO7's progression and the region's development into a Sustainable Tourism Destination.

This strategic evolution is set to be integrated into RTO7's operations, ensuring that stakeholders not only receive ongoing support but also guidance as they transition toward a more sustainable tourism model. The forthcoming Governance and Administration section will encapsulate RTO7's transformation into the foremost authority in driving Sustainable Tourism Destination Development for the BruceGreySimcoe region (Region 7). This pledge reaffirms RTO7's commitment to leading the charge in sustainable tourism development and setting new industry standards.

CONTINUING OUR EVOLUTION: PROGRESSIVE LEADERSHIP AND SUSTAINABLE DEVELOPMENT

At RTO7, our commitment to progress is deeply rooted in a comprehensive approach that harmonizes economic success with environmental and social responsibility. We strive to build upon our current strengths and operational efficiency, aligning our future plans with the evolving needs and expectations of our society. Our core focus revolves around sustainability and forward progress while remaining steadfast in upholding our core values.

Understanding and Adapting Our Operations: We begin our journey by closely examining how we operate and understanding the impact we have on our ecosystem. This introspection helps us identify areas where we can strengthen our role and align better with the changing needs of a society that places significant importance on sustainability and progress. Our objective is to examine our current practices, identify potential areas for improvement, and plan specific actions that contribute to a forward-thinking and resilient society.

Sustainable Collaboration: Transparency and collaboration form the bedrock of our operations. We firmly believe in openly communicating our strategies and actions. At RTO7, we are in the process of formulating a clear promise outlining how we intend to manage tourism and destinations. This promise underscores our dedication to strategic management, ensuring that all stakeholders, from local businesses to government bodies, comprehend our plans and work cohesively towards a unified goal in tourism development.

Empowering the Industry: An essential aspect of our strategy involves emphasizing the significance of each individual within the tourism industry. We advocate for a deep understanding of how every role interconnects, illuminating the complexity of our industry's network. We provide various learning opportunities, enabling industry professionals to comprehend their roles better, make informed decisions, and collaborate effectively, ultimately enhancing the industry's overall effectiveness.

Crafting Exceptional Visitor Experiences: We are unwavering in our commitment to enhancing the visitor experience in our region. To achieve this, we facilitate special tours for our staff who directly interact with visitors. These tours provide them with invaluable firsthand experiences of the place’s visitors frequent, such as attractions, hotels, local businesses, and cultural sites. Armed with this insider knowledge, our staff can offer superior service to visitors, ensuring their experiences are nothing short of memorable.

2024-2029

The plan integrates environmental, economic, and social goals to create a harmonious and balanced approach in line with the evolving expectations of society. It empowers stakeholders, enhances visitor experiences, and fosters strategic partnerships to ensure lasting positive impacts on the region.

Objective: To execute the 5-Year Action Plan aimed at fostering sustainability, collaboration, and responsible tourism in alignment with RTO7's core values and the evolving societal expectations.

Year 1: Establishing the Foundation

1) **Operations and Impact Analysis**:
   a) Conduct a thorough assessment of current operational practices.
   b) Engage cross-functional teams within RTO7 to analyze all operational processes, including administrative, marketing, stakeholder engagement, product development and investment attraction.
   c) Utilize tools such as process mapping, interviews, and performance metrics to identify bottlenecks, redundancies, and areas for improvement.
   d) Engage industry experts, stakeholders, and local communities:
   e) Organize workshops, roundtable discussions, and surveys involving a diverse group of industry experts, local communities, and stakeholders.
   f) Seek insights on environmental and social impacts, resource usage, and alignment with sustainability goals from key stakeholders like local businesses, environmental organizations, and government bodies.

2) **Unified Commitment and Partnership Criteria:**
   a) Develop a "Pledge to Tourism Destination Development" document:
      i) Collaborate with stakeholders and communication experts to craft a comprehensive and inspiring pledge document reflecting RTO7's commitment to sustainable tourism.
      ii) Incorporate input from stakeholders to ensure a broad representation of views and expectations in the final document.
   b) Formulate and integrate "Maximum-Yield Criteria":
      i) Convene a dedicated task force involving sustainability experts, business specialists, and community representatives to define clear and measurable criteria for evaluating potential partnerships.
      ii) The criteria should encompass environmental impact, economic growth, community engagement, and alignment with RTO7's sustainability goals.

3) **Empowering Staff and Streamlining Processes:**
   a) Facilitate collaborative discussions to identify development needs:
      i) Organize focus group sessions and one-on-one interviews with staff to understand their training needs, skill gaps, and areas for professional growth.
      ii) Consider feedback from staff at all levels to ensure a holistic view of development requirements.
   b) Design specialized training courses:
      i) Partner with educational institutions and industry experts to develop tailored training programs focused on sustainable tourism, stakeholder engagement, and responsible destination management.
      ii) Use a blend of in-person and online training modules to accommodate different learning styles and preferences.
   c) Collaborate with experts to understand business needs:
      i) Engage with consultancy firms specializing in sustainable business practices to identify areas where RTO7 can enhance efficiency and reduce its ecological footprint.
      ii) Conduct regular workshops and knowledge-sharing sessions with these experts to ensure the continuous alignment of RTO7's operations with best practices.

Year 2: Enhancing Stakeholder Engagement

1) **Industry Awareness and Partnership Integration:**
   a) Launch an extensive awareness campaign:

i) Develop a comprehensive marketing and awareness campaign highlighting RTO7's sustainability initiatives and the importance of responsible tourism.
ii) Utilize various channels, including social media, press releases, webinars, and industry events, to reach a wide audience and generate engagement.

b) Incorporate "Maximum-Yield" criteria into partnership evaluations:
i) Organize training sessions and workshops for internal teams to educate them about the "Maximum-Yield" criteria and its importance in evaluating potential partners.
ii) Update partnership evaluation templates and processes to explicitly include the "Maximum-Yield" criteria and ensure its thorough application during partner assessments.

Year 3: Strengthening Partnerships and Database Transformation:

1) Collaborative Action Planning and Stakeholder Database Upgrade.
a) Collaborate with partners, stakeholders, and industry associations:
i) Conduct joint workshops and brainstorming sessions to ideate and co-create impactful initiatives that align with the "Maximum-Yield" criteria.
ii) Establish ongoing channels of communication and collaboration, fostering a culture of continuous partnership and innovation.

b) Transform the stakeholder database:
i) Invest in upgrades to database management system to centralize stakeholder information, making it easily accessible and facilitating efficient collaboration.
ii) Train staff on using the upgraded database to ensure its optimal utilization for stakeholder engagement, partnership management, and reporting.

Year 4: Institutionalizing a Culture of Sustainability:

1) Strategic Communication and Alliances.
a) Implement a robust communication plan:
i) Develop a detailed communication strategy, including a content calendar, targeted messaging, and channels of dissemination to ensure consistent and impactful communication.
ii) Utilize feedback mechanisms, such as surveys and focus groups, to assess the effectiveness of communication efforts and make data-driven improvements.

b) Activate Memorandums of Understanding (MoUs) and foster partnerships.
i) Work closely with advisors to finalize MoUs and partnership agreements with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+, BIPOC and Disable Individuals communities, and other relevant groups.
ii) Organize collaborative events, workshops, and cultural exchange programs to solidify relationships and ensure meaningful collaboration.

Year 5: Continuous Review of Organizational Performance and Continuous Enhancement:

1) Empowering Staff and Streamlining Processes:
a) Engage in regular discussions to identify ongoing development needs.
i) Implement a continuous feedback mechanism involving regular performance appraisals and one-on-one sessions to gauge staff development needs and aspirations.
ii) Create a dynamic feedback loop, encouraging open communication between employees and management regarding their roles and responsibilities.

b) Continuously design and update specialized courses:
i) Establish a dedicated team responsible for monitoring industry trends, best practices, and technological advancements to ensure the continuous relevance and effectiveness of training programs.
ii) Regularly update training materials and methods to reflect the evolving landscape of sustainable tourism and responsible management.

c) Dynamic Collaboration and Resource Optimization:
i) Conduct a thorough analysis to identify and categorize stakeholders.

ii) Implement a stakeholder engagement assessment to categorize stakeholders based on their influence, interests, and alignment with RTO7's sustainability objectives.
iii) Tailor engagement strategies for each stakeholder category to maximize collaboration and resource utilization.

d) Leverage technology for efficient communication and information dissemination:
i) Continuously evaluate and adopt innovative communication technologies to streamline internal and external communication processes.
ii) Leverage data analytics tools to track the reach and impact of communication efforts, enabling data-driven decision-making for future initiatives.

e) Comprehensive Resource-Needs Assessment:
i) Conduct a thorough assessment of resources.
ii) Collaborate with financial and resource management experts to perform an in-depth assessment of RTO7's financial, human, and technological resources.
iii) Identify gaps, surplus, and areas for optimization to ensure optimal resource allocation for sustainable tourism initiatives.

f) Strategically allocate resources:
i) Establish a dedicated resource allocation team to oversee and optimize the distribution of resources based on the findings of the assessment.
ii) Regularly review resource allocation strategies to ensure alignment with sustainability goals and organizational needs.

Through the rigorous execution of this operational plan, RTO7 will fortify its role, significantly contributing to the long-term prosperity and resilience of the destination. This evolution is a natural progression, building upon existing strengths and values, and marks a transformative journey towards a sustainable and responsible future in tourism.

CONTINUING OUR EVOLUTION: SUSTAINABLE PARTNERSHIPS AND COLLABORATION

At RTO7, our commitment to progress is deeply rooted in the fusion of economic success with environmental and social sustainability. We are dedicated to building upon our existing strengths and promoting teamwork through effective collaboration processes and a clear promise for developing tourism destinations. Our approach is centered around enhancing industry awareness, empowering frontline staff, and meticulously evaluating the impacts of our partnerships. We believe in nurturing enduring relationships by providing resources, fostering strong communication, and promoting collaboration. As RTO7's journey continues, our commitment remains steadfast in creating a balanced and flourishing tourism destination.

2024-2025

Objective: To execute the 5-Year Action Plan aimed at fostering sustainability, collaboration, and responsible tourism in alignment with RTO7's core values and the evolving societal expectations.

Year 1: Laying the Groundwork

1) Review and Update:
a) This action involves evaluating existing programs supporting Tourism Destination Development and integrating them into the Operational Plan. The aim is to align these programs with the broader plan and ensure their effective implementation.
i) Conduct a comprehensive review of existing programs supporting Tourism Destination Development and Action Plan.
ii) Align existing programs with the proposed direction in the Operational Plan, integrating elements as needed.
iii) Encourage the early implementation of aligned program elements when feasible.
2) Collaborative Process Creation:

a) Establishing clear and effective collaboration processes with various tourism and local organizations is vital for successful partnership building. Through discussions and workshops, we intend to define roles, improve communication, and proactively address challenges in collaboration.
   i) Engage stakeholders to identify key partners and establish a collaborative framework.
   ii) Conduct workshops to define collaboration procedures, roles, and effective communication methods.
   iii) Formulate a framework to proactively handle challenges, conflicts, and promote smooth collaboration.

3) Share Commitment:
   a) Sharing a clear "Pledge to Tourism Destination Development" is vital to ensure that all stakeholders understand and support our commitment to strategic destination development. By disseminating this pledge, we aim to unify efforts and promote effective destination management.
      i) Develop a clear and concise "Pledge to Tourism Destination Development" reflecting our dedication.
      ii) Share the pledge with industry stakeholders, local businesses, communities, and government bodies through workshops, digital channels, and in-person interactions.
      iii) Gather feedback to assess the impact and understanding of the shared commitment within the stakeholder community.

Year 2 – Engaging the Community

1) Boosting Awareness:
   a) Creating awareness about the roles of various stakeholders within the industry is essential for effective collaboration. Educational programs and campaigns are essential components of this action.
      i) Launch an awareness campaign explaining industry stakeholders' roles.
      ii) Offer educational programs and workshops for industry members.
      iii) Measure engagement and gather feedback to improve the campaign.
2) Empower Frontline Staff:
   a) Educating and empowering frontline staff is crucial to ensure they understand the industry and can contribute effectively to our collaborative efforts.
      i) Facilitate familiarization tours for staff to better understand the industry.
      ii) Collaborate with local attractions, businesses, and cultural sites for interactive experiences.
      iii) Create a feedback system to improve the familiarization tour program.

Year 3 – Understanding the Tourism Network

1) Visualize the Network:
   a) Creating a clear visualization of the interconnectedness of our destination's ecosystem is essential to help stakeholders grasp the complexity and importance of their roles.
      i) Develop a clear initiative to display the interconnectedness of the destination ecosystem.
      ii) Use visuals and interactive presentations to showcase landmarks, attractions, communities, and more.
      iii) Get stakeholder feedback to ensure accuracy.
2) Assessing Partnership Impact:
   a) Evaluating the impact of our partnerships is fundamental in understanding their value and aligning them with our strategic objectives.
      i) Include "maximum-yield" criteria in the partner evaluation process.
      ii) Establish a framework to evaluate initiatives based on economic, socio-cultural, and environmental factors.
      iii) Collaborate with partners on joint initiatives that align with the destination's objectives.

Year 4 – Effective Communication

1) Strengthen Communication:
   a) Effective communication is the backbone of successful collaboration. Implementing a strategic communication plan ensures that all stakeholders are informed, engaged, and aligned with our goals.
      i) Put the communication plan into action to connect with various tourism stakeholders.

   ii) Utilize digital platforms, in-person interactions, workshops, webinars, and social media to engage stakeholders.
   iii) Continuously assess and adjust the communication plan for effectiveness.
2) Collaboration with Indigenous, BIPOC, 2SLGBTQIA+, and Disabled Individuals:
   a) Inclusivity is a core value for us. Actively collaborating with diverse groups ensures that our strategies and actions represent a broad spectrum of perspectives.
      i) Activate the memorandum of understanding (MoU) with representative organizations of Indigenous, BIPOC, 2SLGBTQIA+, and Disabled Individuals.
      ii) Identify joint projects and strategies aligned with shared goals to promote inclusivity.
      iii) Regularly review and evaluate the MoU's implementation for its effectiveness.

Year 5: Active Engagement Operational Plan

1) Engaging with First Nations
   a) Allocate Resources to Strengthen Relationships:
      i) Strengthening relationships with First Nations communities is pivotal for fostering inclusivity and respecting the cultural fabric of our destination.
      ii) Conduct a thorough assessment of the resources required for effective engagement with First Nations communities.
      iii) Allocate necessary resources to ensure successful relationship building.
      iv) Collaborate with financial departments to ensure sustainable funding for these initiatives.
   b) Support Cultural Exchanges and Collaborative Projects:
      i) Promoting cultural exchanges and collaborative projects is a concrete way to engage with First Nations communities and celebrate their heritage.
      ii) Assign a dedicated team or liaison to manage these projects and ensure effective communication.
   c) Offer Workshops and Educational Programs:
      i) Empowering stakeholders within First Nations communities through educational programs is crucial for meaningful and sustained engagement.
      ii) Collaborate with educational institutions and experts to design tailor-made workshops and educational programs for the stakeholders within First Nations communities.
      iii) Ensure these workshops cover a range of topics such as sustainable tourism practices, entrepreneurship, and skills development.
      iv) Utilize both in-person and online platforms to reach a broader audience and facilitate easy participation.
2) Comprehensive Resource Hub
   a) Expand the Stakeholder Database:
      i) Expanding the stakeholder database to include diverse resources and opportunities is essential to provide comprehensive support to all stakeholders.
      ii) Engage a skilled team to identify, categorize, and document diverse resources and opportunities relevant to the tourism industry.
      iii) Collaborate with industry experts and organizations to ensure the accuracy and relevance of the information added to the database.
      iv) Implement an intuitive search and navigation system within the database for easy access and retrieval of information.
   b) Regularly Update the Database:
      i) Regular updates to the database ensure that stakeholders have access to the most current and relevant information.
      ii) Establish a schedule for regular updates to the database, incorporating the latest industry insights, best practices, and funding opportunities.
      iii) Assign specific team members to be responsible for updating and verifying the information within the database.
      iv) Utilize automated tools where possible to streamline the update process and reduce errors.
3) Gather Feedback to Enhance Relevance and Usefulness:
   a) Gathering feedback from stakeholders helps in understanding the needs and preferences, ensuring continuous improvement of the resource hub.

b) Implement a feedback mechanism within the database, allowing stakeholders to provide their input on the usefulness and relevance of the resources available.
c) Conduct regular surveys and feedback sessions to gather in-depth insights into stakeholders' experiences with the resource hub.
d) Analyze the feedback and make necessary improvements to enhance the database's relevance and usefulness based on the input received.

In Year 5, our focus is on active and meaningful engagement with First Nations communities and creating a comprehensive resource hub. These initiatives are aligned with our commitment to sustainability, inclusivity, and empowerment within the tourism industry. Through effective engagement and the availability of valuable resources, we aim to nurture a thriving and culturally rich tourism destination.

CONTINUING OUR EVOLUTION: MAXIMIZING MUNICIPAL ACCOMMODATION TAX (MAT) IMPACT THROUGH COLLABORATIVE TOURISM MANAGEMENT

At RTO7, we emphasize the power of collaboration with local entities to enhance our tourism landscape. Our primary objective is clear: to cultivate a thriving tourism destination. To achieve this, we strategically share our extensive tourism knowledge with municipalities, non-profit organizations (NFPs) tasked with managing the Municipal Accommodation Tax (MAT), and other tourism organizations. By optimizing service delivery models within these entities and promoting tourism-related services, we aim to establish a sustainable ecosystem that benefits tourism operators, visitors, and local communities. Our strategy centers around collaboration, capacity building, and sustainable growth, steering us towards a harmonious future for our destination.

2024-2025

Year 1: Establishing the Foundation for Collaboration Success

1) Operational Alignment:
   a) Reviewing Operational Alignment:
      i) Review existing programs to align with the proposed direction outlined in the Tourism Destination and Action Plan, integrating it into our Operational Plan.
      ii) Conduct comprehensive audits to identify areas for streamlining operations within municipalities and NFPs.
2) Stakeholder Engagement:
   a) Initiate dialogues with municipalities, NFPs, and key tourism stakeholders involved with tourism and/or MATs to communicate the benefits of collaboration and ensure alignment of goals.
   b) Organize workshops to provide stakeholders with a clear understanding of the potential impact of MAT collaboration.
   c) Identifying Collaboration Opportunities:
      i) Facilitate matchmaking sessions to identify potential collaborative projects and initiatives among stakeholders.
3) Skill Development:
   a) Tailored Training Programs:
      i) Customize training programs to address the specific needs and capacities of municipalities and NFPs involved in MAT and tourism management.
4) Data Collection Framework:
   a) Collaborative Data Collection Design:
      i) Collaboratively design a data collection framework involving all stakeholders to ensure a holistic understanding of tourism trends and preferences.
   b) Training on Data Collection:
      i) Provide training on the proper implementation of the data collection framework, ensuring accurate and consistent data capture.

5) Sustainable Tourism Initiatives:
    a) Sustainability Workshops:
    b) Conduct workshops on sustainability practices, engaging stakeholders and promoting their integration into MAT-supported tourism initiatives.

Year 2: Orchestrating Collaborative Initiatives

6) Joint Marketing:
    a) Collaborative Marketing Strategy:
        i) Develop a joint marketing strategy to promote the destination leveraging the combined strength of municipalities and NFPs.
        ii) Collaborate with marketing agencies to ensure the effectiveness of marketing campaigns and initiatives.
    b) Participating in Tourism Events:
        i) Participate as a united front in major tourism events to showcase the collective offerings supported by MAT.
7) Innovative Tourism Experiences:
    a) Innovation Workshops:
        i) Organize workshops focused on innovation in tourism experiences, encouraging cross-sector collaboration and creativity.
    b) Tourism Experience Challenges:
        i) Initiate challenges to generate innovative tourism experience ideas, offering incentives and recognition to winning submissions.

Year 3: Nurturing Sustainable Growth

8) Data-Driven Insights Sharing:
    a) Regular Insight Sharing Sessions:
        i) Conduct regular sessions to share data-driven insights, enabling stakeholders to tailor their offerings and strategies.
9) Collaborative Partnerships:
    a) Partnership Accelerators:
        i) Establish platforms to accelerate collaborative partnerships, facilitating the creation of joint ventures and initiatives.
    b) Financial Partnership Support:
        i) Facilitate discussions and agreements for financial support among stakeholders, encouraging collective investment in tourism ventures.

Year 4: Strengthening Infrastructure for Enhanced Experiences

1) Online Presence Enhancement:
    a) Unified Digital Platform:
        i) Develop a unified digital platform encompassing all MAT-supported tourism services, ensuring a seamless and engaging online experience for visitors.
    b) User Experience Optimization:
        i) Collaborate with user experience (UX) designers to optimize the digital platforms for intuitive navigation and enhanced user satisfaction.

Year 5: Cultivating Responsible and Lasting Tourism

1) Destination Branding:
    a) Collaborative Branding Strategy:
        i) Develop a collaborative branding strategy that encapsulates the sustainable and unique identity of the destination, resonating with visitors.
    b) Brand Promotion Campaigns:

i) Launch targeted branding campaigns across various platforms to establish the destination as a hub for responsible and memorable tourism.

2) Progress Evaluation:
   a) Comprehensive Progress Assessment:
      i) Establish a comprehensive evaluation framework to assess the progress and effectiveness of collaborative initiatives and their impact on MAT.
   b) Feedback Integration:
      i) Regularly collect feedback from stakeholders and visitors to drive iterative improvements in the collaborative approach and MAT strategies.
3) Continuous Improvement:
   a) Iterative Strategy Review:
      i) Periodically review the collaborative strategy, incorporating lessons learned and emerging trends to adapt and enhance the approach for sustained growth.
   b) Innovation and Adaptation:
      i) Encourage a culture of innovation and adaptability among stakeholders, fostering a dynamic and evolving tourism ecosystem.

Through this detailed and collaborative approach, we are fostering a dynamic and self-sustaining tourism ecosystem. Our joint efforts are reshaping a destination that delivers exceptional visitor experiences while enriching our communities. Together, we are redefining the future of tourism, maximizing the impact of the Municipal Accommodation Tax (MAT).

CONTINUING OUR EVOLUTION - DEDICATED TO RESEARCH AND LEARNING

In alignment with the RTO7's commitment to perpetual learning and innovation within the tourism industry, this operational plan outlines a detailed 5-year trajectory focusing on continuous research, insightful assessment tools, enhanced visitor understanding, and empowered workforce for sustainable tourism practices. This plan aims to harmonize economic triumph with responsible practices, enriching the tourism ecosystem in RTO7.

2024-2025

Year 1: Laying the Foundations and Research Advancement

1) Access, Adapt, and Evolve
   a) Review and Alignment:
      i) Conduct a thorough review of existing programs and align them with the proposed directions outlined in the Tourism Destination and Action Plan. Encourage the early implementation of elements whenever feasible.
   b) Data Collection and Analysis:
      i) Implement robust data collection and analysis methodologies to gather comprehensive information on industry trends, visitor behaviors, and market dynamics.
   c) Collaborative Research Framework:
      i) Collaborate with industry experts, data scientists, cultural observers, and local communities to establish a comprehensive research framework that encompasses various aspects of the tourism industry.
   d) Data Source Identification:
      i) Identify key data sources and set up mechanisms for data collection on industry trends, shifts, and emerging prospects.
   e) Yearly Research Initiative:
      i) Initiate the year-over-year research initiative to gather data on visitor behavior, market trends, and emerging opportunities, employing a mix of surveys, analytics, and qualitative research methods.
   f) Skills Enhancement:
      i) Conduct workshops and training sessions to equip staff with resources for data analysis skills, ensuring a proficient team capable of deriving actionable insights.
   g) Data Analysis and Insights:
      i) Analyze collected data to identify evolving dynamics and insights for future strategies, producing valuable reports for the industry.

Year 2: Toolkit Development and Stakeholder Engagement

1) Creation of Impact Assessment Toolkit
    a) Working Group Formation:
        i) Form a multidisciplinary working group consisting of sustainability experts, data scientists, and industry stakeholders to define impact assessment metrics and frameworks.
    b) Toolkit Development:
        i) Collaborate with data scientists and sustainability experts to develop a user-friendly impact assessment toolkit that encompasses dimensions such as environmental, social, and economic impact metrics.
    c) Pilot Testing and Refinement:
        i) Pilot-test the toolkit with a select group of businesses to gather feedback and refine the tools, ensuring they cater to diverse stakeholder needs and operational priorities.
    d) Stakeholder Introduction:
        i) Organize workshops and webinars to introduce stakeholders to the toolkit, educating them on its application and encouraging its adoption for comprehensive impact evaluation.
    e) Knowledge Dissemination:
        i) Establish an online platform for knowledge-sharing and tool dissemination, promoting its usage and providing step-by-step guides and real-world case studies.

Year 3: Deepening Visitor Insights and Engagement

1) Comprehensive Visitor Behavior Understanding
    a) Research Execution:
        i) Implement the annual cycle of market research to gather insights on visitor behavior, preferences, spending patterns, and overall satisfaction levels.
    b) Visitor Segmentation:
        i) Segment visitors based on demographics, psychographics, travel behaviors, and other relevant criteria, tailoring strategies for specific visitor segments.
    c) In-Depth Analysis:
        i) Conduct focus group sessions and in-depth interviews to delve deeper into specific visitor segments, gaining nuanced insights into their preferences and expectations.
    d) Insights Sharing:
        i) Organize seminars, webinars, and collaborative platforms to share research findings with stakeholders and gather input, fostering engagement and collaboration.
    e) Academic Collaboration:
        i) Collaborate with local post-secondary school institutions to enhance the research process, validate findings, and enrich the overall understanding of visitor behaviors and preferences.

Year 4: Workforce Empowerment and Professional Development

1) Enhance Workforce Expertise
    a) Participant Identification:
        i) Identify staff members for enrollment in targeted professional development programs, aligning the selection with organizational and industry needs.
    b) Course Offering:
        i) Partner with educational institutions and industry experts to offer high-impact product development and responsible management courses, enhancing the skills and expertise of the workforce.
    c) Practical Learning:
        i) Conduct immersive workshops, experiential learning activities, and simulations for participants, providing hands-on experiences to apply theoretical knowledge in real-world scenarios.
    d) Skill Application:
        i) Encourage participants to apply the learned skills to their roles and share insights with colleagues, fostering a culture of continuous learning and skill enhancement.
    e) Program Evaluation:
        i) Evaluate the effectiveness of the professional development programs and make necessary improvements based on feedback and evolving industry needs, ensuring ongoing relevance and efficiency.

Year 5: Sustainability Integration and Future Roadmap

1) Integration and Continuous Improvement
    a) Integration of Tools:
        i) Embed impact assessment tools into business operations and track progress over time, ensuring their seamless integration and utilization for sustainability initiatives.
    b) Strategy Refinement:
        i) Incorporate research insights into marketing strategies and product development initiatives, aligning future strategies with research findings for maximum impact and resonance.
    c) Wider Dissemination:
        i) Expand the dissemination of impact assessment tools to a wider network of stakeholders, including businesses, community representatives, and environmental experts, fostering a culture of collective responsibility and sustainability.
    d) Future Research Roadmap:
        i) Develop a comprehensive roadmap for future research, focusing on emerging areas of the tourism industry, technological advancements, and changing visitor preferences, to stay ahead of the industry curve.
    e) Collaborative Strategy:
        i) Collaborate with industry partners, government entities, and communities to align strategies for a sustainable future, establishing a collective vision and concerted efforts towards responsible and innovative tourism practices.

Through the rigorous execution of this 5-year operational plan, RTO7 will fortify its role, significantly contributing to the long-term prosperity and resilience of the destination. This evolution is a natural progression, building upon existing strengths and values, and marks a transformative journey towards a sustainable and responsible future in tourism.

OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT

In RTO7, we are committed to creating innovative tourism experiences that showcase our natural beauty and purpose-built tourism attractions and assets. By collaborating closely with local communities and experts, we're assisting in the development and fine tuning of these asset with a focus on creativity and sustainability. Our approach includes a checklist and criteria for responsible experiences, professional development programs for businesses, guided tours, and a collaborative self-assessment system. Together, we are striving for a future of responsible and impactful tourism while preserving our natural assets.

2024-2029

Year 1: Foundation and Assessment

1) Understanding and Adapting:
    a) Review current programs and align them with the proposed direction in the Tourism Destination Development and Action Plan, incorporating them into the Operational Plan.
2) Developing Nature-Based Products:
    a) Conduct a thorough study of the region's natural assets, considering recreational potential, ecological importance, and cultural relevance.
    b) Collaborate with local communities, stakeholders, and experts to gather insights for improving outdoor tourism offerings.
    c) Plan immersive nature-based experiences considering diverse interests and abilities.
    d) Test initial prototypes with focus groups.
3) Building a Responsible Tourism Framework:
    a) Form a diverse team of experts and stakeholders to create a "Good Practices Checklist" and criteria.
    b) Research successful case studies and best practices to inform the checklist's content.
    c) Pilot the checklist with selected businesses and gather feedback for improvement.
    d) Establish partnerships with local organizations to promote responsible practices.

Year 2: Experience Enhancement Training

1) Improving Nature Tourism Experiences:
   a) Refine nature-based experiences based on feedback and testing.
   b) Collaborate with environmental organizations to incorporate sustainability and conservation principles into experiences.
   c) Develop educational and interpretive elements to raise awareness about nature preservation.
2) Skill Development for the Industry:
   a) Launch specialized professional development programs for businesses, focusing on maximizing experience development and responsible destination management.
   b) Engage industry experts to lead workshops, seminars, and interactive sessions.
   c) Provide continuous mentorship and support to program participants.

Year 3: Implementation and Partnership

1) Guided Tours Highlighting Attractions:
   a) Launch the Experience Tours, showcasing the region's attractions through curated guided tours.
   b) Collaborate with local businesses, cultural institutions, and community groups to enhance tour offerings.
   c) Develop a comprehensive marketing and promotion strategy to attract diverse audiences.
2) Testing Self-Assessment Systems:
   a) Pilot the collaborative self-assessment system with a group of businesses.
   b) Provide training and resources for businesses to conduct thorough self-assessments.
   c) Gather feedback from pilot participants to improve the self-assessment toolkit and process.

Year 4: Expansion and Refinement

1) Expanding Nature Experiences:
   a) Increase the variety of nature experiences based on demand and feedback from visitors.
   b) Partner with local schools and educational institutions to integrate tourism/nature-based educational programs.
   c) Monitor and evaluate the ecological impact of increased tourism activities, making necessary adjustments.
2) Integrating Responsible Tourism Practices:
   a) Encourage more businesses to adopt the "Good Practices Checklist" and criteria for their experience development.
   b) Collaborate with local communities to ensure experiences respect cultural heritage and support community empowerment.
   c) Showcase successful case studies of responsible tourism at industry conferences and events.

Year 5: Sustainability and Continuous Improvement

1) Promoting Sustainable Growth and Innovation:
   a) Develop a long-term sustainability plan for nature-based tourism, focusing on ongoing conservation and stewardship efforts.
   b) Invest in research and development of innovative sustainable tourism-friendly technologies for nature-based experiences.
2) Gaining National Recognition:
   a) Share the success of RTO7's initiatives with other regional tourism organizations, encouraging similar responsible tourism efforts.
   b) Collaborate with government agencies and policymakers to advocate for policies that support sustainable tourism practices.
3) Evaluating and Adapting Strategies:
   a) Continuously evaluate the effectiveness of the self-assessment system and professional development programs.
   b) Collect data on the economic and environmental impact of the nature-based tourism product and responsible tourism initiatives.
   c) Use feedback and data to refine and adapt strategies for continuous improvement.

Throughout this five-year plan, we'll be building a strong foundation, refining experiences, integrating responsible tourism practices, scaling efforts, gaining recognition, and continually evaluating and adapting our strategies. Our focus remains on balancing economic success with sustainability, preserving our natural assets, and enriching the tourism landscape.

OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT

RTO7 is committed to advancing sustainable growth within the tourism sector by addressing the critical challenge of workforce shortages. We believe in fostering a resilient and prosperous future for both the tourism sector and the regions it serves. Our 5-Year Action Plan for Workforce/Labour Force Development is intricately connected to our broader Tourism Destination Development and Action Plan, reinforcing the foundation of the industry, enhancing visitor experiences, and supporting local communities.

2024-2029

1) Spreading Awareness
    a) Targeted Marketing Campaigns:
        i) Utilize social media, local events, and digital platforms to inform both locals and potential employees about the tourism labour shortage.
        ii) Collaborate with local media outlets to share compelling stories illustrating the impact of the labour shortage on tourism businesses and the community.
2) Developing the Workforce
    a) Collaboration with Educational Institutions:
        i) Strengthen collaboration with post-secondary institutions to address tourism labour shortages in the region.
        ii) Work closely with educational providers to align curricula with industry needs and provide students with practical experiences.
    b) Skill Development Programs:
        i) Support the creation of comprehensive training and skill development programs for current and potential tourism employees.
3) Attracting and Retaining Talent
    a) Career Attraction Campaign:
        i) Develop multimedia campaigns highlighting the appeal and growth opportunities of careers in tourism.
        ii) Coordinate with educational institutions to participate in career fairs and workshops.
4) Employee Retention Strategies:
    a) Implement strategies to improve employee retention rates, such as offering competitive compensation programs, professional growth pathways, and a positive work environment.
5) Embracing Diversity and Inclusion
    a) Promoting Diversity:
        i) Champion diversity and inclusivity within the workforce by creating initiatives that attract underrepresented groups to pursue careers in tourism.
        ii) Collaborate with community organizations to provide resources and support for individuals from diverse backgrounds entering the industry.
6) Enhancing Partnerships and Collaboration
    a) Collaborative Platforms:
        i) Establish collaborative platforms for tourism businesses, educational institutions, local governments, and industry associations to collectively address the labour shortage challenge.
        ii) Encourage open dialogue and knowledge sharing through regular roundtable discussions and workshops.
7) Affordable Housing Solutions
    a) Collaboration with Housing Organizations:
        i) Collaborate with housing organizations to identify opportunities for developing attainable housing options, especially targeting tourism employees.
        ii) Explore incentive programs that encourage local businesses to provide housing benefits to their employees, potentially partnering with landlords or property owners.
8) Reliable Transportation Options
    a) Transportation Connectivity:
        i) Confirm and collaborate with local transportation authorities and private providers to improve transportation connectivity to tourism destinations.

ii) Advocate for improved bicycle lanes and pedestrian pathways to encourage alternative transportation methods, especially in tourist-dense areas.

9) Remote Work and Flexible Schedules:
   a) Promote remote work options where feasible, reducing the need for daily commuting and easing transportation burdens.
   b) Encourage flexible work schedules in tourism businesses to accommodate employees relying on public transportation or facing transportation challenges.

10) Spreading Awareness
   a) Targeted Marketing Campaigns:
      i) Utilize social media, local events, and digital platforms to inform both locals and potential employees about the tourism labour shortage.
      ii) Collaborate with local media outlets to share compelling stories illustrating the impact of the labour shortage on tourism businesses and the community.
11) Developing the Workforce
   a) Collaboration with Educational Institutions:
      i) Strengthen collaboration with post-secondary institutions to address tourism labour shortages in the region.
      ii) Work closely with educational providers to align curricula with industry needs and provide students with practical experiences.
   b) Skill Development Programs:
      i) Support the creation of comprehensive training and skill development programs for current and potential tourism employees.
12) Attracting and Retaining Talent
   a) Career Attraction Campaign:
      i) Develop multimedia campaigns highlighting the appeal and growth opportunities of careers in tourism.
      ii) Coordinate with educational institutions to participate in career fairs and workshops.
13) Employee Retention Strategies:
   a) Implement strategies to improve employee retention rates, such as offering competitive compensation programs, professional growth pathways, and a positive work environment.
14) Embracing Diversity and Inclusion
   a) Promoting Diversity:
      i) Champion diversity and inclusivity within the workforce by creating initiatives that attract underrepresented groups to pursue careers in tourism.
      ii) Collaborate with community organizations to provide resources and support for individuals from diverse backgrounds entering the industry.
15) Enhancing Partnerships and Collaboration
   a) Collaborative Platforms:
      i) Establish collaborative platforms for tourism businesses, educational institutions, local governments, and industry associations to collectively address the labour shortage challenge.
      ii) Encourage open dialogue and knowledge sharing through regular roundtable discussions and workshops.
16) Affordable Housing Solutions
   a) Collaboration with Housing Organizations:
      i) Collaborate with housing organizations to identify opportunities for developing attainable housing options, especially targeting tourism employees.
      ii) Explore incentive programs that encourage local businesses to provide housing benefits to their employees, potentially partnering with landlords or property owners.
17) Reliable Transportation Options
   a) Transportation Connectivity:
      i) Confirm and collaborate with local transportation authorities and private providers to improve transportation connectivity to tourism destinations.
      ii) Advocate for improved bicycle lanes and pedestrian pathways to encourage alternative transportation methods, especially in tourist-dense areas.

18) Remote Work and Flexible Schedules:
    a) Promote remote work options where feasible, reducing the need for daily commuting and easing transportation burdens.
    b) Encourage flexible work schedules in tourism businesses to accommodate employees relying on public transportation or facing transportation challenges.

CONTINUING OUR EVOLUTION: THROUGH RESPONSIBLE MARKETING AND PROMOTION

This operational plan outlines a detailed five-year strategy for responsible marketing and promotion by RTO7. It is aimed at enhancing visitor experiences, boosting regional identity, and advocating for sustainable practices. The plan includes strategies focusing on improving wayfinding and interpretive signage, crafting engaging "calls to action," promoting a comprehensive framework of "good practices," and defining impactful key messages. The ultimate goal is to align with emerging trends, co-create transformative offerings with local stakeholders, and harmonize economic success with environmental and social sustainability, nurturing a thriving, values-driven destination.

1) Strategy: Marketing and Promotion
    a) Enhancing Wayfinding and Interpretive Signage:
        i) Objective: Enrich visitor experiences and amplify the region's identity through improved wayfinding and interpretive signage.
        ii) Approach: Conduct an in-depth analysis of existing wayfinding and interpretive signage, considering aspects like design, content, and placement.
        iii) Collaborate with local communities, businesses, and cultural institutions to gather insights that align with our unique context, historical significance, and cultural richness.
        iv) Engage professionals in design and visitor behavior analysis to create a detailed strategic roadmap for enhancement, encompassing new interpretive signage, digital wayfinding tools, community engagement strategies, and stakeholder empowerment.
        v) Implement these enhancements to create a seamless visitor journey, facilitating navigation through physical routes while deepening their understanding of our cultural, historical, and natural treasures.
    b) Empowering Through Innovative "Calls to Action" and Comprehensive "Good Practices":
        i) Objective: Empower the industry to move beyond traditional marketing practices through dynamic "calls to action" and a comprehensive set of "good practices."
        ii) Approach: Establish a task force consisting of industry stakeholders, marketing experts, and community representatives to brainstorm and generate innovative "calls to action" and compile a comprehensive set of "good practices."
        iii) Tailor these initiatives to resonate authentically across diverse industry sectors, broadening business horizons, and elevating offerings into holistic visitor experiences.
        iv) Leverage technology and digital platforms to disseminate these practices widely, facilitating accessibility and implementation within the industry.
    c) Unified Messaging: Collaboration, Identity, and Values:
        i) Objective: Co-develop key messages that align with core values and define the destination's identity.
        ii) Approach: Organize collaborative workshops involving key stakeholders, marketing professionals, and representatives from local communities to co-create key messages infused with values such as sustainability, inclusivity, and cultural preservation.
        iii) Conduct focus groups and surveys to test the resonance and effectiveness of these messages among different target demographics. - Ensure consistent incorporation of these key messages across all communication channels, forming the cornerstone of our communication strategy.
    d) A Strategic Destination Marketing Plan: Collaboration and Impact:
        i) Objective: Co-create a detailed Destination Marketing Plan that unites stakeholders toward an impactful marketing strategy.

ii) Approach: Organize a series of collaborative workshops involving key stakeholders, marketing experts, and industry representatives to refine strategic pillars representing dimensions like outdoor adventure, cultural immersion, sustainability, and culinary experiences.
iii) Develop a comprehensive plan outlining execution strategies for each pillar, including target audiences, messaging, distribution channels, and success metrics.
iv) Foster alignment, synergy, and collective commitment among stakeholders, nurturing a resonant brand identity that enriches and sustains our region.

e) Prioritizing "Maximum-Yield" Transformational Experiences:
i) Objective: Spotlight "maximum-yield" tourism products, experiences, and narratives that resonate deeply with our values and aspirations.
ii) Approach: Establish a subcommittee of experts and community representatives to evaluate and curate "maximum-yield" tourism products and experiences.
iii) Engage local businesses, artisans, and cultural practitioners to co-create these transformative offerings, fostering profound connections with visitors.
iv) Develop targeted promotional strategies leveraging digital marketing, storytelling campaigns, and experiential events to amplify the reach of these transformative offerings.

2024-2029

Year 1: Establishing the Foundation

1) Review and Align:
a) a) Review existing programs to align with the proposed Tourism Destination Development and Action Plan, integrating elements ahead of the planned schedule whenever feasible.
b) Analyze current wayfinding and interpretive signage in BruceGreySimcoe.
c) Collaborate with local communities, businesses, and cultural institutions to gather insights and plan improvements.
d) Develop a detailed roadmap for enhancement, including new interpretive signage and digital wayfinding tools.

Year 2: Crafting Messages and Engaging Stakeholders

2) Co-Create Key Messages:
i) Facilitate collaborative workshops with industry partners to craft key messages resonating with sustainability and inclusivity values.
ii) Incorporate key messages consistently across all communication channels.
b) Strengthen Destination Marketing Plan:
i) Refine strategic pillars in the Destination Marketing Plan through collaboration with industry experts and stakeholders.
ii) Develop a comprehensive plan outlining execution strategies for each pillar and measure effectiveness using KPIs.

Year 3: Enhancing Experiences and Encouraging Collaboration

1) Prioritize High-Impact Tourism Offerings:
a) Evaluate and curate "maximum-yield" tourism products and experiences that align with our values and enrich communities.
b) Promote these offerings effectively through digital marketing and experiential events.
2) Foster Collaborations:
a) Facilitate deeper collaboration with stakeholders through regular engagement sessions and partnerships with media outlets.
b) Monitor and evaluate the impact of these collaborations on visitor engagement and destination development.

Year 4: Continue Sustainable Practices

1) Expand and Implement Sustainable Practices:
   a) Integrate sustainable practices across all initiatives, including signage development and marketing campaigns.
   b) Collaborate with environmental experts to ensure responsible tourism practices are incorporated.
2) Measure and Improve:
   a) Continuously monitor and evaluate the effectiveness of enhancements, marketing initiatives, and visitor sentiment.
   b) Gather feedback to refine and expand successful initiatives, incorporating lessons learned and emerging trends.

Year 5: Embracing Sustainable Growth and Continuous Improvement

1) Document Achievements and Impact:
   a) Document the achievements and impact of the 5-year action plan through case studies and success stories.
   b) Engage with Educational Institutions and Local Communities:
      i) Engage with educational institutions and local communities to share knowledge and best practices.
2) Establish Ongoing Collaboration Framework:
   a) Establish a framework for ongoing collaboration to sustain the initiatives beyond the 5-year period.
3) Celebrate Accomplishments and Set the Stage for the Future:
4) Celebrate the accomplishments of the 5-year evolution and set the stage for a continued path of balanced growth and sustainable practices.

RTO7 remains committed to evolving and innovating, shaping a destination that thrives economically while staying true to its core values of sustainability and responsible tourism. Through collaboration, strategic planning, and a commitment to excellence, we pave the way for a vibrant and enduring future.

BUSINESS PLAN APPROVAL

December 11, 2023 Motion to approve the Business Plan 2024/25

2024-25 Business Plan: motion (moved, seconded by):
TO APPROVE the 2024/25 Business Plan as presented (changes, additions if any).
Moved By: Patti Kendall
Seconded By: Danielle Edwards
All in Favour: Carried

Scott Allison____
Chair/President

_____
Signature (Chair President)

December 11, 2023
Business Plan Approval Date

William R. Sullivan
Chief Executive Officer

_____
Signature, Chief Executive Officer

December 11, 2023
Business Plan Approval Date