

REGIONAL TOURISM ORGANIZATION 7
BUSINESS PLAN 2023/24
REJUVENATION

Board Approved
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Acronyms & Definitions:

CEO – Chief Executive Officer.

PAM – Project and Administration Manager.

MSR – Manager Stakeholder Relations.

CC1 – Communication Coordinator.

CA – Communication Assistant.

EAC – Experience and Administration Coordinator.

PC – Program 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.

Executive Summary – 2023/24 BUSINESS PLAN

Rejuvenation

Tourism Industry has many challenges to Recovery within Region 7. The 2023/24 Business Plan is designed to continue stabilization efforts started in 2020/21 and continue to this date. Continue the efforts to differentiate the region as a Sustainable Tourism Destination. Offer programming that will assist businesses that are continuing to struggle to attain profitability by reducing costs of advertising, recruitment, retention, and product development. Advertising campaigns will target the markets that indicate the greatest chance of high yield visitation at a lower cost to the operator. Sustainable Tourism practices will complement the cost reduction and advertising efforts. The combination of the programs and strategies listed throughout the plan will target building a stronger tourism destination. This plan will be developed to assist the tourism operator while at the same time bring groups of supporters together to assist the tourism industry in its recovery efforts.

Challenges to the Tourism Industry in Region 7

- Challenge One – Reliable Workforce with Soft Skills
- Challenge Two – Debt Load
- Challenge Three – Addressing Sustainable Tourism
- Challenge Four – Adaptation/Implementation of Technology
- Challenge Five – Reliable and consistent data

Challenges to RTO7's success

- Challenge One – Stakeholder fatigue
- Challenge Two – Stakeholder debt Load
- Challenge Three – Large number of needs of Stakeholders and RTO7's limited resources
- Challenge Four – Year to year stability of the RTO provincial program

Business Plan Overview

- Areas of heighten concentration for 2023/24
 - Labour Force/Work Force
 - Recruitment/Retention/Inclusivity Training
 - Upgrading Skills/Technology
 - Innovation Lab
 - T3 Accelerator
 - Workforce Training Modules
 - Sustainable Tourism
 - Rebuilding/Resiliency (Financial)
 - Social
 - Environmental
 - Responsible Tourism
 - Product/Experience Development
 - Cultural Experience Development
 - Inclusivity Experience Development
 - Marketing
 - Ontario
 - Local
 - Targeting based on Environics Analytics data, Statista research
 - Product/Experience Development
 - Increase volume of participants developing and expanding products through a Sustainable Tourism Lens
 - Investment Attraction

- Providing access to research to Economic Development Officers through RT07 assets
- Partnership Program
 - Increase volume of tourists that have a willingness to spend and desire the product/experiences within the region
 - Develop a more sustainable destination
 - Provide for a safer visit by tourist

At the time of presentation, this is a plan based on the following situation – travel within Ontario will be performed mainly by residents of this province and International Tourism will continue to be lower than pre-COVID levels. The competitiveness for the Ontario Traveller will only increase as more businesses increase their capacity levels. Urban destinations that traditionally serviced the Conference/Meeting market have increased their advertising efforts towards the Domestic Leisure Market, this will cause a shift in the market share that has been enjoyed by rural Ontario destinations. Many new persons have learned or visited the region during COVID. Inclusivity, diversity, and well serviced product development will continue to be needed for the region to remain competitive.

Workforce/Labour Force recruitment, retention and development will continue to be an obstacle to a return to profitability for many operators. During COVID the traditional makeup of the Labour Force shifted, and new business practices will need to be incorporated into the many day-to-day operations to remain competitive in the recruitment and retention of employees. Industries that traditionally employ persons with similar skill sets as needed in the hospitality industry are employing more aggressive recruitment practices. Many municipalities continue to report increased land development inquiries and sales within the southern part of the region which continues to more require employees in the construction industries, as well many other like industries to the tourism industry are suffering severe labour shortages and this will increase the competitiveness for the people that may have worked in the hospitality industry. Debt obligations will continue to affect the profitability of many businesses. Capital infrastructure projects will continue to be delayed as the cost of borrowing increases.

Therefore, this plan is designed to continue stabilization efforts started in 2020/21 and continues to this date to help businesses that are continuing to struggle to attain profitability. The combination of the programs and strategies listed throughout the plan will target building a stronger tourism destination. This plan is developed to assist the tourism operator while at the same time bring groups of supporters together to assist the tourism industry in its recovery efforts. It is a plan that is built to allow for flexibility and changes and should be reviewed with that lens. It is also a plan that provides latitude for staff to change allocations; staff time, financial and priority depending on the needs of the tourism operators and the availability of resources; supporting agencies, partners, and available additional funding. This plan is developed for immediate implementation. Consumer advertising campaigns will target Ontario residents only as this budget has declined repeatedly with increased efforts in other areas, and will change in response to COVID if necessary, product demand/availability and available funding. Revenue generation opportunities that target tourism operators will resume this year. The term operator is defined as a consumer facing organization that has direct access to the tourism consumer and relies on that consumer for their income. Stakeholders include organizations such as Operators, RT07, DMOs, Municipal and County government agencies, Chambers, BIAs, etc. An exception to the tourism organization definition occurs when stakeholders are planning, organizing, and actioning a festival or event, or they have organized a consortium of tourism operators into a buying group and the tourism organization manages that buying group. Previous restrictions of programs may be adjusted to suit this situation, e.g., FIP- Festival assistance may be allowed during long weekends in areas that traditionally have excess capacity for attendance.

Mission and Vision

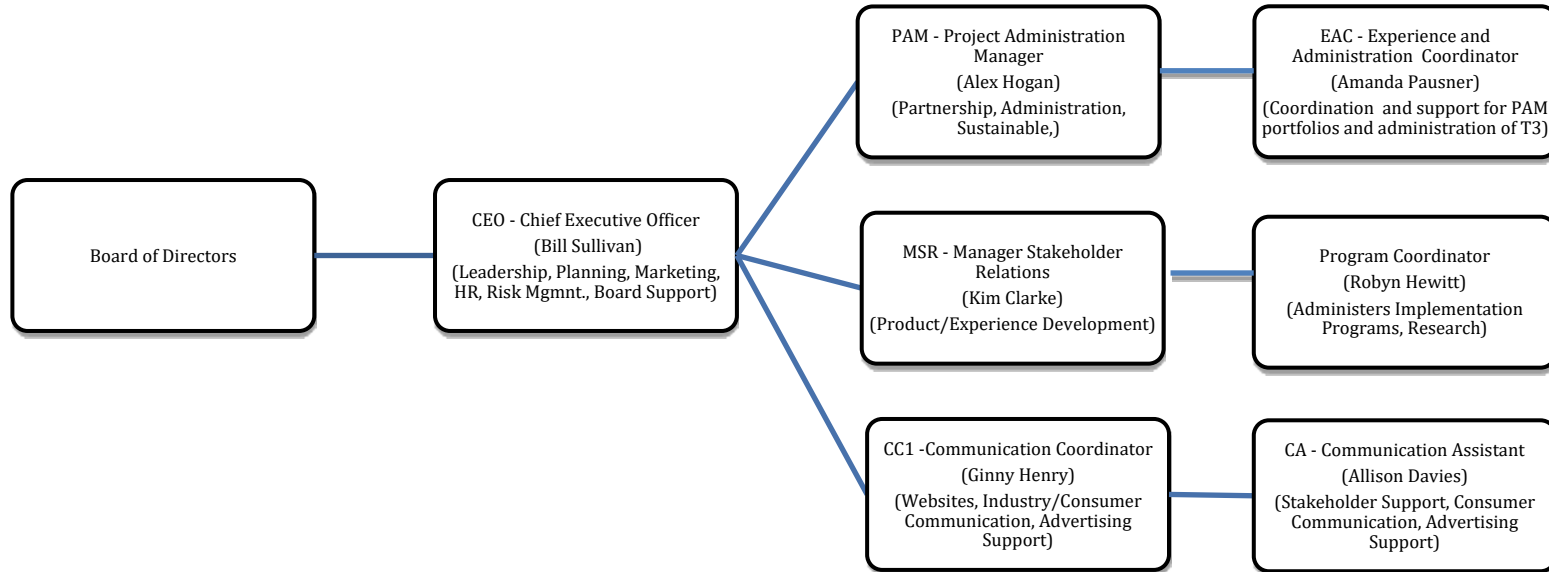
Our vision is to establish BruceGreySimcoe as Ontario's four-season destination of choice.

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

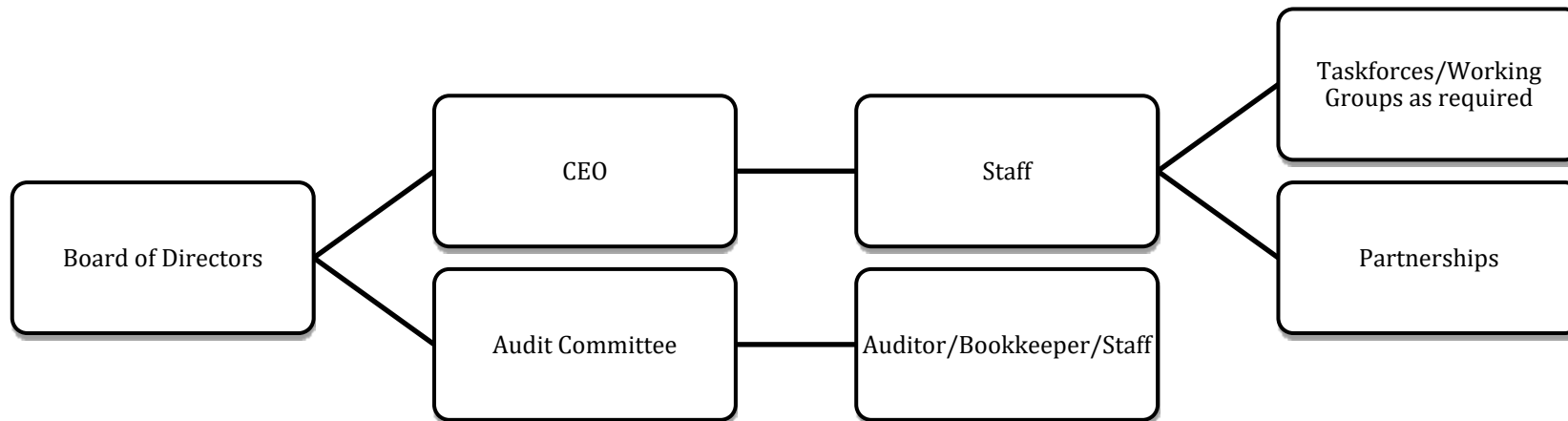
RT07 is committed to developing and supporting the region as a four-season destination, all programs are developed and offered with this in mind. The only distinction between the seasons can be found in our marketing campaigns.

Regional Tourism Organization 7 Organizational Chart 2023/24

Human Resource Reporting Structure



Information Sources Reporting Structure



ENVIRONMENTAL SCAN – GOVERNANCE AND ADMINISTRATION

Over the past years RT07 has maintained a consistent level of governance and administration of the organization and, where recommended, changes have been made to streamline and advance the effectiveness of this organization governing processes.

In March of 2020, RT07 switch gears and moved from an organization that looked to forward planning for the region's tourism industry to an organization that was assisting with immediate operator sustainability. Since the COVID outbreak RT07 has developed and implemented a number of programs to provide immediate assistance to tourism operators to combat the effects of COVID. All of the programs offered were a success. PPE grants, Consumer Confidence Videos, Operational Implementation Program, Recruitment Programs. Some of these programs continue today. RT07's efforts have reinforced its leadership role and will strive to further develop the region as the leading tourism destination within Ontario.

The provincial government finalized the Not-For-Profit Corporations Act, 2010 and has provided Not-for-Profits a 3-year window to review and change the organization structure. RT07 will complete with legal guidance the review of the By-laws, relevant documents, and policies.

RT07 continues to improve on the delivery of the many partnership programs, business assistance, communication activities and marketing initiatives. The board of directors continues to concentrate on organizational objectives and relies on staff to deliver on outcomes.

Board members and staff have been encouraged to attend all RT07 professional development opportunities and most attend, time permitting.

Communication processes continues to improve. Refinements to communication activities broaden the reach of the RT07 communication efforts.

RT07 efforts in Partnership Programs, Product/Experience Development Programs and the Communications efforts have moved RT07 into the role as the 'go to resource' for consultative services as well as financial support.

RT07's Five-year Strategic Plan developed and delivered in 2015 was enacted and extended through the COVID Pandemic. RT07 will undergo the development of a Five-Year Master Plan that will address the changing nature of the Tourism Industry and the need to address an Industry under stress.

DETAILS

Pillar: Governance and Administration - General

Objective: Continuously improve the operation of the organization

Activity	Outputs	Outcomes	Quarter	Status	Staff	% of Time within Pillar	Percentage of Budget
Personnel Management	Staff success, modify tasks to match changes in business plan	Continue to provide support to stakeholders and delivering outputs that meet the needs of tourist.	Q1-Q4	Repeat	CEO	5	22.3%
					PAM	5	
					MSR	5	
					CC1	5	
					CA		
					EAC		
Promote stakeholders by sharing stakeholder industry events and successes	All staff will provide input and assist in the collection of upcoming industry events and successes and will pass onto the Communication Coordinator.	RTO7 will continue the shift in thinking towards Sustainability of Tourism, with concentration on Economic, Environmental and Social factors that affect and are affected by tourism activities. RTO7 will balance efforts to ensure that recovery of the industry as a consideration in all programming. RTO7 is aware and understands the pressures of the Debt Load situation of tourism operators.	Q1-Q4	Repeat	CEO	5	
					PAM	5	
					MSR		
					CC1	10	
					CA	10	
					EAC	5	
Continue successful operation of organization	Clean audit, evaluations, policy compliance, MTCS and internal reports	Deadlines and required outcomes delivered on time and meeting required standards	Q1 - Q4	Repeat	CEO	10	
					PAM	5	
					MSR	5	
					CC1	5	
					CA	5	
					EAC	10	
Profit centre	RTO7 will continue efforts for profit generation, that does not affect the viability of our partners.	RTO7 is able to generate sustainable profit centres.	Q1 - Q4	Revised	CEO	5	
					PAM	0	
					MSR	5	
					CC1		
					CA		
					EAC		

					PC	10	
Not-For Profit Corporation Act, 2010 compliance	RT07 will continue with the assistance of legal and where required financial advice deliver a governance structure that complies with the Act.	Approval of a governance structure that complies with the Act.	Q1-Q4	Repeat	CEO	5	
					PAM		
					MSR		
					CC1		
					CA		
					EAC		
					PC		
Development of a 5-Year RT07 Destination Master Plan	RT07 will procure a firm to deliver a 5-Year Destination Master Plan. The consultative process to provide consultation opportunities of the tourism sector and residents of the region to provide input and to be delivered with a Sustainable Tourism Lens.	Delivery of a 5-Year RT07 Destination Master Plan.	Q1-Q3	New	CEO	5	
					PAM	5	
					MSR	5	
					CC1	5	
					CA	5	
					EAC	10	
					PC	5	
Total Staff Time %					CEO	35	
					PAM	20	
					MSR	20	
					CC1	25	
					CA	20	
					EAC	25	
					CEO	25	

ENVIRONMENTAL SCAN – PRODUCT DEVELOPMENT

Product Development programming by RTO7 continues to evolve to meet the changing needs of the consumer and operators. RTO7 is effective at analyzing Environics Analytics data which is used during the development in most of the projects related to Experience Development, and Advertising Programs (OIP). This data has produced targeted development and advertising efforts.

Operational Assistance Program (OIP)

RTO7 will continue the Operational Implementation Program – FIP, SIP and TIP will remain consolidated into the OIP program to reduce confusion. The OIP program will match capital and operational expenses. The intent of this program is to free up operational funds to assist the business to remain open while having an advertising campaign in market. RTO7 will provide up to \$1,000 of Social Media Buy to be managed by our Agency of Record. A process has been developed to gather all information needed to conduct the media buy from the operator and distributed to the agency to inform the media buy. Cost to the operator is time. Operator is also provided any data generated during the process and final reporting.

To assist past partners of the programs listed above, RTO7 will continue to extend support into another year.

RTO7 will engage in a multiprong approach to inform Operators of the program through Social Media, Eblast, Supplier education, Scripted announcements for all in-person and virtual meetings and outreach to supporting stakeholders, e.g., Municipalities, Sector Groups, DMOs, BIAs, COCs.

DETAILS

Pillar: Product Development

Objective: To enhance visitor experience through well-designed tourism products that meet current and future customer demand.							
Activity	Outputs	Outcomes	Quarter Active	Status	Staff	% of Time within Pillar	Percentage of Budget
Expansion and development of products/experiences	Delivery of enhanced research analysis solutions. Continue marketing consultation, for tourism products. Include overcrowding conversations and solutions through the inclusion in training solutions. An emphasis to be placed on drawing the heritage and culture of a community into this portfolio. Each new experience/product developed will be through the lens of resiliency of the operator and the industry.	Assist in the development and expansion of the listed products/experiences that align with RTO7 Business Plan and deliver to market within 12 months and incorporating overcrowding solutions, heritage, culture, and resiliency into the plans.	Q1-Q4	Repeat	CEO	5	
					PAM	5	
					MSR	5	
					CC1		
					CA		
					EAC		
Continue to research and make recommendations for partnership of existing non-RTO7 funding programs that promote or assist in the development of tourism within the region.	Consultation with other granting agencies and revise existing partnerships to enhance programs. An emphasis to be placed on drawing the heritage, culture, and resiliency of a community into this portfolio.	Launch and/or partner with two agencies in the delivery of programs that support heritage, culture, tourism, and sport expansion.	Q1	Repeat	CEO	5	15.5%
					PAM		
					MSR	5	
					CC1		
					CA		
					EAC		
Deliver digital marketing partnerships through the OIP program.	Emphasis to be placed on drawing the culture, and resiliency of a community into this portfolio. Deliver 30 projects	2% increase in the number of new partners that access the programs.	Q1 - Q4	Repeat	CEO	0	
					PAM	0	
					MSR	5	
					CC1		
					CA		
					EAC	5	
RTO7 will acquire data and modelling from several different tourism related sources which will include Environics Analytics, Stats Canada, workforce related	Actionable reports that the end buyer can use for planning of marketing and product development activities. Deliver 7 reports with a revenue of \$3,500	Stakeholders in partnership with RTO7 use available research to inform product development.	Q1 - Q4	Repeat	CEO	0	
					PAM	10	
					MSR	5	
					CC1		

sources etc. to perform analysis based on the needs of, stakeholders. RT07 will produce reports that will help the stakeholders understand their visitors better so that detailed product development, marketing and destination development can be undertaken. This will be a fee for service.					CA	
					EAC	
					PC	5
Community Tourism Planning	Moving from the traditional consultant generated strategies. RT07 will produce with the municipality action plans that can be actioned immediately and address long term destination development and resiliency. Deliver 1 report with a revenue of \$10,000	Deliver 1 action plan with 3-5 recommended actions that the community can accomplish per year.	Q1 - Q4	Repeat	CEO	5
					PAM	5
					MSR	
					CC1	
					CA	
					EAC	
RT07 will lead and support the development of more Inclusive tourism experiences	RT07 will provide training and other resources to stakeholders that are developing inclusive experiences.	Deliver 1-3 new experiences.	Q1 - Q4	Repeat	CEO	5
					PAM	5
					MSR	5
					CC1	
					CA	
					EAC	
Total Staff Time %					PC	5
					CEO	20
					PAM	25
					MSR	25
					CC1	
					CA	
					EAC	
PC	30					

Project Breakdown by Pillar		
Product Development		
Major Projects	Partner(s) if Applicable	Notes
Operational Implementation Program (OIP). Includes Festival Implementation (FIP), Tourism Implementation Program (TIP), Sustainable Inclusivity Program (SIP)	Festivals, tourism, cultural, and sport operators that need assistance promoting their business. Festival, tourism, culture, and sport operators that are investing back into their products that need assistance promoting the new investment and are adhering to sustainability and/or inclusivity business practices.	Ongoing – Partner’s investment into operations is matched to a maximum of \$1,000, e.g., \$1,000 operational and/or capital investment by festival or tourism partner in their operation receives \$1,000 from OIP for a total of \$1,000 towards a digital advertising media buy provided by RT07’s Agency of Record plus support services by RT07 staff. Festivals and events that run during peak periods may receive support that isolates the majority of the marketing support that targets in region tourists/visitors/residents. Festivals are required to be at a minimum two days in length to encourage overnight accommodation.
Experience Development Workshops	DMOs, Municipalities, Sector Groups, Community identity groups.	Ongoing – One level of program Experience Development

ENVIRONMENTAL SCAN – WORKFORCE DEVELOPMENT

Since inception in 2014/15, RT07 has delivered an online customer service training opportunity that has been completed by over 4,100 tourism employers/employees and students in high schools and Georgian College. The training program had been instituted into the Georgian College Hospitality program curriculum and some courses within the high schools. In 2021 RT07 conducted a pilot of a new online training service, Typsy, that provides over 1,200 micro learning lessons for the Hospitality Industry. These lessons are 2-7 minutes in length, are viewable on mobile, tablet, laptop and desktop devices and are led by industry professionals from around the world. Successful completion will earn industry-endorsed certificates that are recognized by hospitality professionals around the world.

RT07 continues its partnership with Community Futures South Georgian Bay to deliver the T3 Accelerator program, a program that offers coaching services by a group of volunteer tourism professionals that reside in the area. In 2018/19 a successful pilot of the program with 8 different tourism businesses was completed. The support addresses Social Media, Product Development & Enhancing Visitors Experience, Sales & Marketing, Leadership & Operational Excellence, and Managing Volunteers as the core offering. This program will be continued and is envisioned to provide services to 12-14 more tourism businesses in 2023/24. RT07 absorbed the management of this program in 2020/21. This program has the foundation for the recovery and the production of a resilient tourism industry. Additional advertising will be undertaken to inform businesses of the program.

With Unemployment rates hovering around 2.7% (Four County Labour Market Planning Board) in our region Retention and Diversity Recruitment is more important than ever.

Recruitment Assistance Program (RIP)

RT07 will continue the Recruitment Implementation Program established in the fall of 2021. The RIP program will match capital and operational expenses. The intent of this program is to introduce operators to an alternative way to perform targeted recruitment and to free up operational funds to assist the business to remain open/increase capacity/change product offering while having an effective campaign in market. RT07 will provide up to \$1,000 of Social Media Buy for operators that employ 99 or less employees and \$2,500 of Social Media Buy for operators that employ 100 or more employees. The campaign will be managed by our Agency of Record. A process has been developed to gather all information needed to conduct the media buy from the operator and distributed to the agency to inform the media buy. Cost to the operator is time.

RT07 will explore and establish relationships with the recently revamped SSM (Social Services Management) which is providing Employment Services across the region.

Retention Training

RT07 will develop new programming to address the labour shortage by providing avenues to Retention Training. Free Access to the operators to receive Typsy hospitality oriented training and other retention training workshops, and a series of communications that address retention issues. RT07 will also provide support to agencies providing Language services to the Hospitality Industry and if these do not exist examine opportunities to assist the development of programming that addresses this growing workforce of Immigrants (25% of Canada's population are immigrants, Stats Can).

Tourism as a Career

RT07 plans to expand efforts to introduce Hospitality and Tourism as a career choice to high school students in the region.

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	Quarter Active	Status	Staff	% of Time within Pillar	Percentage of Budget
Delivery of Online Training programs launched in 2014- to present.	Continue with the enhanced communication and confirm delivery of training modules with operators and school boards	Training programs delivered – 200.	Q1-Q4	Repeat	CEO		7.6%
					PAM		
					MSR	5	
					CC1		
					CA	5	
					EAC	5	
T3 program - Professional Development program developed in collaboration with the CBED in 2016 to present. Management and administration by RT07 will continue.	Provide communication, financial, coaching and administration services to run the program	The program provides learning opportunities across the region in a variety of formats that are attended and well received by the stakeholders – 10-12 businesses are engaged and start to change business practices	Q1 – Q4	Repeat	CEO		
					PAM		
					MSR	5	
					CC1		
					CA		
					EAC	70	
RT07 will continue to investigate collecting and analyzing data to assist in workforce and labour studies	Provide financing and support to agencies that will collect data that can be used by stakeholders.	Stakeholders are able to make evidence-based decisions and labour recruitment strategies.	Q1 - Q4	Repeat	CEO		
					PAM		
					MSR	5	
					CC1		
					CA		
					EAC		
RT07 will continue delivery of RIP	Develop a campaign that meets the need of an operator, association, or region	Deliver 20 campaigns	Q1 - Q4	Repeat	CEO		
					PAM		
					MSR	5	
					CC1		
					CA	5	
					EAC		

					PC	10	
RT07 will lead and support the development of a more Sustainable and Inclusive Workforce and delivery of awareness campaigns that address Inclusivity in the Workplace.	Continue work that commenced in 2021 with an emphasis on Inclusivity	5 new organizations are actively including inclusivity training and recruitment practices	Q1 - Q4	Repeat	CEO	5	
					PAM	5	
					MSR	5	
					CC1		
					CA		
					EAC		
					PC		
Recruitment and Retention Programming -Language Services - Tourism Sector Employers and Employees	Explore opportunities to expand existing Recruitment and Language Services to the tourism sector	Enter into a commitment with one organization to provide recruitment, training, and language services in at least one county.		New	CEO		
					PAM		
					MSR	5	
					CC1	5	
					CA		
					EAC		
					PC		
Delivery of Highschool tourism awareness program	Partner with other organizations to deliver Tourism as a Career programming	Enter into a commitment with one organization to provide language services in at least one county.		New	CEO		
					PAM		
					MSR	5	
					CC1		
					CA		
					EAC		
					PC	15	
Retention Programming - Hire the right person; One on One Communications; Growth within the business; Positive work environment; Employee oriented feedback; Are your trainers trained, Are your HR practices matching the needs of your staff?	Secure an author or series of authors to draft this messaging. Develop a communication platform to deliver this messaging	Deliver this message up to 14 times in total with follow up surveying		New	CEO	5	
					PAM	5	
					MSR	5	
					CC1	10	
					CA	10	
					EAC		
					PC	5	
Total Staff Time %							
					CEO	10	
					PAM	10	

	MSR	40	
	CC1	15	
	CA	20	
	EAC	75	
	PC	45	

Project Breakdown by Pillar		
Workforce Development		
Major Projects	Partner if Applicable	Notes
Professional Development – T3	CFDCs, DMOs, government agencies	Ongoing – 10-12 participants expected in 2023/24. RT07 may take on a more active role in the “Coordinator” role of the program. This is an area that needs additional dedicated support.
Labour Force Recruitment Recruitment Implementation Program (RIP)	Government bodies or associations	Expand
Customer Service Training Typsy	None	Retain Typsy program
Diversity and Inclusivity HR Practices	Government bodies or associations	Expand on work completed in 2021/22/23
Language Services Support	Service Providers, Colleges	Expand on work completed in 2022/23
Retention Training Series	Government bodies or associations	Tender for Writer(s)
Tourism as a Career	Boards of Education, Georgian College, Stakeholders	Supported High School Olympics in 2022 – very large attendance

ENVIRONMENTAL SCAN – INVESTMENT ATTRACTION/INVESTOR RELATIONS

RT07 did not actively engage in Investment Attraction during 2022/23 other than to provide EA reporting to municipalities for development purposes.

DETAILS

Pillar: Investment Attraction/ Investor Relations

Objective: To increase investment in the tourism industry to enhance visitor experience.

Activity	Outputs	Outcomes	Quarter Active	Status	Staff	% of Time within Pillar	Percentage of Budget
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.	Deliver 5-7 reports to partners and stakeholders through Product / Experience Development portfolio	Economic development organizations are engaged with RTO7 analysis and use research to plan for improvement of tourism product	Q1-Q4	Repeat	CEO	5	0.0%
					PAM		
					MSR	5	
					CC1		
					CA		
					EAC		
					PC		
Communication program to inform Economic Development Officers of available partnership programs	Using the communication program that was developed to deliver information to Economic Development Staff to recruit partners	2 new community and economic development organizations are engaged with RTO7	Q1-Q4	Repeat	CEO	5	
					PAM		
					MSR	5	
					CC1	5	
					CA		
					EAC		
					PC		
Action recommendation from Product Development Pillar - Continue to research and make recommendations for partnership of existing non-RTO7 funding programs that promote or assist in the development of tourism within the region	2 programs that complement the recommendations from the research	Value of program is recognized and identification and referrals to other possible programs are established to increase leverage of funding	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR	5	
					CC1		
					CA		
					EAC		
Total Staff Time %					CEO	10	
					PAM	5	

	MSR	15	
	CC1	5	
	CA		
	EAC		
	PC		

Project Breakdown by Pillar		
Investment Attraction		
Major Projects	Partner if Applicable	Notes
Research	Municipalities and stakeholders	Ongoing – research will assist in the development and enhancement of tourism products and experiences
Economic Development Officer communications	None	Ongoing – deliver information on programs

ENVIRONMENTAL SCAN – MARKETING

RT07 was able to engage again with the consumer via digital marketing avenues. The Partner Facebook Video/Static Campaign will be maintained at \$750 per video and is projected to action 150 videos/image campaigns in 2023/24. This campaign sends viewers directly to the operators' sites. RT07 continues the promotion of golf through the Golf in Ontario program. RT07 continues to use Environics Analytics to provide targeting by market segment – this year Sustainable tourism will be part of the target selection process.

Marketing Highlights

- Emphasis on rejuvenation of the Industry and keeping BruceGreySimcoe Top of Mind
- Emphasis on Sustainable Tourism
- Integral in the continued development of the STAG – Sustainable Tourism Advisory Group for Northern Bruce Peninsula
- Continued support for all tourism operators
- Increase in the delivery of sustainable and cultural tourism content
- Increase in the delivery of tourism offerings that include diversity and inclusive products and experiences
- Continued support of partner outcomes through the Partnership Program and Product/Experience Development programming.

DETAILS

Pillar: Marketing

Objective: To increase awareness of Ontario as a travel destination and increase conversion in target markets.							
Activity	Outputs	Outcomes	Quarter Active	Status	Staff	% of Time within Pillar	Percentage of Budget
<p>Deliver and monitor seasonal digital campaigns and adjust as necessary</p> <p>Strong Support from Communications Department</p>	<p>Paid Social Media partner campaigns, delivery of a minimum 150 campaigns using collateral developed in Partnership Programs</p>	<p>Tourists become more aware of partner's products and experiences that are featured in the collateral</p>	Q1-Q4	Repeat	CEO	10	29.2%
					PAM		
					MSR		
					CC1	35	
					CA	10	
					EAC		
					PC		
					CEO	10	
					PAM		
					MSR		
					CC1	5	
					CA	35	
					EAC		
					PC		
	<p>Social Media support for experience development projects</p>	<p>Complementing promotion of outcomes of experience development programs</p>	Q1-Q4	Repeat	CEO		
					PAM		
					MSR		
					CC1	5	
					CA	5	
					EAC		
					PC		
					CEO	5	
			PAM				
			MSR				
	<p>BGS agency of record managed digital campaign</p>	<p>Maintain appropriate ratios of costs to results of main metrics with an emphasis on increased referrals to stakeholders of 2% and time on site by 5% - this is dependent on funding returning to pre 2019/20 levels</p>			CEO	5	
			PAM				
			MSR				

					CC1	10	
					CA	5	
					EAC		
					PC		
Total Staff Time %					CEO	25	
					PAM		
					MSR		
					CC1	55	
					CA	55	
					EAC		
					PC		

Project Breakdown by Pillar		
Marketing		
Major Projects	Partner if Applicable	Notes
BGS Seasonal Campaigns	No partners	Ongoing – To expand development and promotion of the BruceGreySimcoe tourism product offering in the prime geographic target areas of GTA, SWONT, BGS. This budget continues to be reduced significantly due to the reallocation of funding to other operator oriented programming.
BGS Partners Facebook Video/Carousel Campaigns	Past Video & Still Image Partnership Program partners (Estimate 150 videos/still). Facebook/Instagram video partners will be offered opportunity to increase investment in the distribution of their video through the Partnership Program funding model.	Ongoing – To expand promotion of the BruceGreySimcoe tourism product offerings and partners in the prime geographic target areas of GTA, SWONT, BGS. Provides relevant needed content on BGS.com.
Sustainability Inclusivity Program	Stakeholders and the Public	Ongoing - RT07 will continue the process of shifting stakeholders and the tourist to consider sustainable and inclusive tourism as the new norm of travelling.

ENVIRONMENTAL SCAN – PARTNERSHIP PROGRAM

RT07 continues to provide opportunities to partners' projects that support the RT07 Business Plan. In 2022/23, the program continued to include Still Image Development, the Video pillar continued to be popular and additional actions by RT07 improved the value for both partner and RT07.

RT07 continued the Partner Facebook Campaign that utilize the collateral developed (video in particular) directing the visitors to the partners preferred landing page where results were very positive, and the program will continue in 2023/24. Based on the success of the partner facebook campaign.

- **Partnership Highlights**

- Continued support for all tourism operators during recovery from the pandemic
- Continuation of Storytelling opportunity
- Emphasis of Culture, Inclusive, Diversity and Sport tourism in all offerings – goal is to tell the story of the community
- Continuation of Trade Show support

DETAILS

Pillar: Partnership Program

Objective: To become a catalyst in building strategic alignment and promoting collaboration within the industry

Activity	Outputs	Outcomes	Quarter Active	Status	Staff	% of Time within Pillar	Percentage of Budget
Recruit partners for Video and Static Images Production	Recruitment of 10 new qualified partners	Videos and static images are used in future campaigns and partners experience increased traffic	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					PC		
Recruit partners for Digital Advertising	Develop and deliver three advertising campaigns through digital media buy agency of record	Traffic to partner's social media and web site increases	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					PC		
Recruit partners for implementation of RT07 Tourism Wayfinding Signage system	Recruitment of five qualified partners	Partners are engaged in the implementation and installation of tourism wayfinding signage to improve the tourist experience	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					PC		
Recruit partners for implementation of Language Translation Services	Offer to qualified partners	Partners are engaged in the implementation of French language in their collateral	Q1-Q4	Repeat	CEO		
					PAM		
					MSR		
					CC1		
					CA		
					EAC		

					PC		25.4%
Recruit partners for implementation of Research gathering and analytics	Recruitment of one qualified partner (this is part of the Experience Development line)	Partners actively partner and action investment in analytic processes of tourism data	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					EAC		
PC							
Recruit partners to use their existing Video to Advertise using RTO7's agency of record	Recruitment of nine qualified videos	Partners are actively engaged in the program and record an increase in traffic to their call to action.	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA	5	
					EAC		
PC							
Recruit partners for Experience Development pillar to assist in the development of products, experiences, destination plans, workforce development, etc.	Recruitment of two Qualified Partners	Partner with organizations to assist in the expansion of the tourism industry	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					EAC		
PC							
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	Recruitment of seven Qualified Partners	Partner with organizations to assist in the expansion of the tourism industry	Q1-Q4	Repeat	CEO		
					PAM	5	
					MSR		
					CC1		
					CA		
					EAC		
PC							
Recruitment					CEO		

Videos/Images	Recruitment of one Qualified Partners	RT07 will feature these videos in Workforce related campaigns.	Q1-Q4	Repeat	PAM	5	
					MSR		
					CC1		
					CA		
					EAC		
					PC		
Total Staff Time %					CEO	0	
					PAM	40	
					MSR		
					CC1		
					CA		
					EAC		
					PC		

PARTNERSHIP PROGRAMS Category	Tourism Wayfinding Signage	Product/Experience Development	Video/Image Production	Digital Advertising	Social Media Advertising	Translation Services	Storytelling	Recruitment Video/Image
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 RT07 signage & wayfinding specifications	Enhance development of tourism experiences (products, training, workforce development, ambassador program development 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 recruitment of staff
Additional RT07 funding?	NO	NO	YES	NO	YES	NO	YES	NO
Participation Partner \$: PF \$: RT07\$	\$1 : up to a maximum of \$1.00	\$1 : up to a maximum of: \$0.75	\$1 : up to a maximum of \$1 : \$1	\$1 : up to a maximum of \$1	\$1 : up to a maximum of \$1 : \$1	\$1 : up to a maximum of \$1	\$1 : up to a maximum of \$1 : \$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 \$7,500 from partnership fund a total project of \$17,500	\$1,000 investment by partner receives \$1,000 from partnership fund plus \$1,000 from RT07 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	\$900 investment by partner receives \$900 from partnership fund plus \$900 from RT07 for a total project of \$2,700	\$2,000 investment by partner receives \$2,000 from partnership fund for a total project of \$4,000	\$1,000 investment by partner receives \$1,000 from partnership fund plus \$1,000 from RT07 for a total project of \$3,000	Matching Operational &/or Capital Expenses by partner receives \$4,900 from partnership fund for a total project of \$4,900
Partners funding								
Minimum	\$5,000	\$ 5,000	\$ 1,000 (video) \$ 775 (image)	\$ 7,500	\$ 500	\$ 350	\$ 1,000	\$4,900 (matching)
Maximum	\$50,000	\$10,000	\$ 5,000	\$20,000	\$ 7,500	\$1,000	\$ 5,000	\$4,900 (matching)
Example initiatives or projects	Implement RT07 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.	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 develops a video to seek job applicants
Submissions Accepted	Mar. 1 to Sep. 30, 2023	Mar. 1 to Oct. 31, 2023	Mar. 1 to Oct. 31, 2023	Mar. 1 to Aug. 31, 2023	Mar. 1 to Oct. 31, 2023	Mar. 1 to Oct. 31, 2023	Mar. 1 to Oct. 31, 2023	Mar. 1, to Dec. 31, 2023

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 RT07 Funding	YES
Participation	
Partner \$:	\$1,000 of operational and/or capital expenses
RT07 \$	\$1,000 of media buy provided by RT07'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 RT07's Agency of Record plus support services by the Program Coordinator
Partners Funding	
Minimum	\$1,000
Maximum	\$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 LGBTQ2+
Deadline for submission	December 31, 2023

Budget notes and assumptions

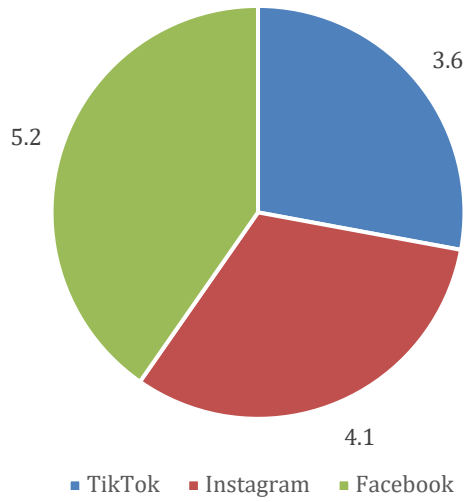
Notes and Assumptions - changes from 2022/23 budget that are material		Reason
Payroll		
1	CPP increase of 0.25% maximum increased to \$3,754.45 from \$3,630.90 a difference of \$123.55	Legislated
2	EI increase of \$0.07/\$100 maximum increased to \$1,403.43 from \$1,332.63 a difference of \$70.80	Legislated
3	Current budget is based on a 2% pay increase	Canada Inflation 6.86% as of September 2022
4	WSIB Rate Class J Information and Culture \$0.40/\$100. Insurable Earning Max is \$110,000	Legislated
5	Reallocation of staff time	Change - all amounts are calculated by 25% increments (MTCS directive)
	William Sullivan - CEO	No Change - all cost required by MTCS to be in Admin
	Alexandra Hogan - Manager	Workforce allocation moved to Product Development (Sustainable Tourism)
	Ginny Henry - Coordinator	Marketing Allocation changed to 50% and Product Development increased to 25% to more accurately reflect effort on Product Development/Sustainable Tourism communication
	Kim Clarke - Manager	Allocation more accurately reflects effort on Workforce Development
	Allison Davies - Assistant	Marketing Allocation changed to 50% and Product Development increased to 25% to more accurately reflect effort on Product Development/Sustainable Tourism communication
	Amanda Pausner - Coordinator	No Change
	Robyn Hewitt - Coordinator	Allocation more accurately reflects effort on Workforce Development
Partnership Program		
1	Signage - Increased leverage from \$1.00 Partner's funds/\$0.50 of Partnership Funds to \$1.00 Partner's funds/\$1.00 of Partnership Funds	Sustainable Tourism objective related to safety of travellers

Notes and Assumptions - changes from 2022/23 budget that are material		Reason
2	Digital Advertising - 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	Frees up base funding to assist other programming ~\$39,000
Governance and Administration		
1	5-year - Master Plan Development \$75,000 inclusive of HST. In 2014/15 the cost for the 3-5 year Strategic plan was \$58,760 inclusive of tax plus expenses - total spent \$61,585.00	9.8% cost increase. Add in Sustainable Tourism Lens.
2	Reduction of Travel Expenses - limit in-person meetings - Record webinars for each program, and establish a semi-annual update	Cost Cutting measure
3	Returning to 4 In-person and one virtual board meeting - cost increased \$10,000. Recommend changes to 1 in-person and 4 virtual this will save ~\$8,500 in budget	Request by board to have in-person meetings
4	Do we continue with the TIAO Membership ~ \$3,390	Cost Cutting measure
Marketing		
1	Limit Spring/Summer/Fall (SSF) and winter (W) - Partner Videos and Image Campaigns to 150 @\$750. A reduction from 220 videos/images compared to S/S/F/W 2022/23	Cost cutting so that there is funding available to promote region
2	Not included in budget up to \$329/day of Google Search Ad Grant cost is \$1,500 to manage - must direct to BGS.com	
Product Development		
1	Remove Experience Implementation Program	Uptake has been zero for 2021/2022 and up to October 31, 2022

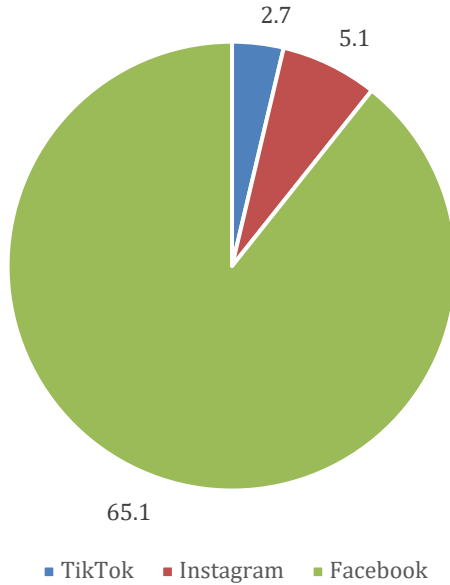
Notes and Assumptions - changes from 2022/23 budget that are material		Reason
2	Limit Operation Implementation Program (OIP) to 35 programs Includes SIP, TIP, FIP	Cost cutting measure
Research		
1	Reduce research budget by 50% to \$30,000. If we are to use Environics Analytics we will need the data to be provided free of charge.	Cost cutting measure
Professional Development		
1	Reduce Professional Development by 33%	Cost cutting measure
Workforce Development		
1	Relaunch Highschool Program with Highschool Hospitality Olympics - piloted in 2022. One in each Board (two in total)	Labour Force Shortage
2	Retention Programming - provide educational opportunities for operators to address retention issues including Typsy Training	Labour Force Shortage
3	Language Services - Partner with agencies that provide training and translation for the hospitality sector and international employees	Labour Force Shortage
4	Innovation Lab support continues	Entrepreneurial support
5	T3 Support - Coaching services - may have to limit in person meetings	Better business practice supports
6	Recruitment Implementation Program (RIP) - limit projects - 10 projects or \$20k whichever comes first - same as total by October 31, 2022	Labour Force Shortage
7	Diversity, Equity, Inclusivity (DEI) - budget of \$10,500 to create partnerships and deliver a sustainable product to operators	Labour Force Shortage

Appendices:

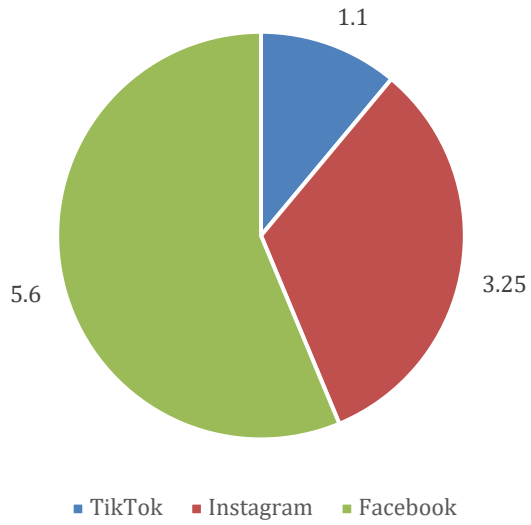
Canada 2022 Social Media Usage - Age 18-29 - in millions source Insider Intelligence, Statista



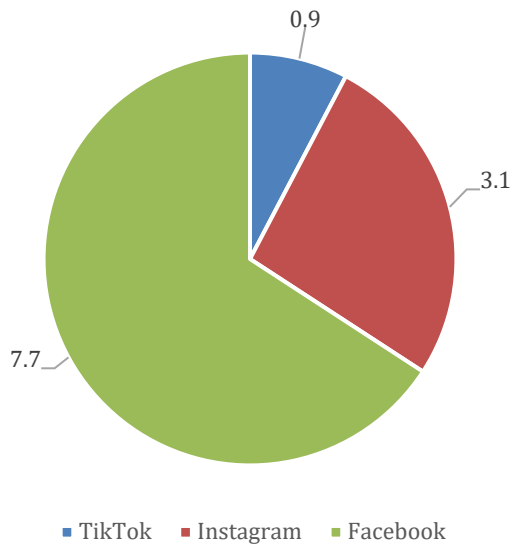
Canada 2022 Social Media Usage - Age 30-39 - in millions source Statista



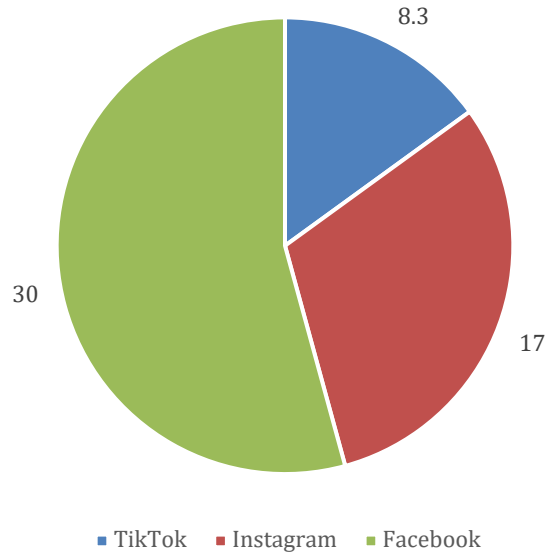
Canada 2022 Social Media Usage - Age 40-49 - in millions
source Statista



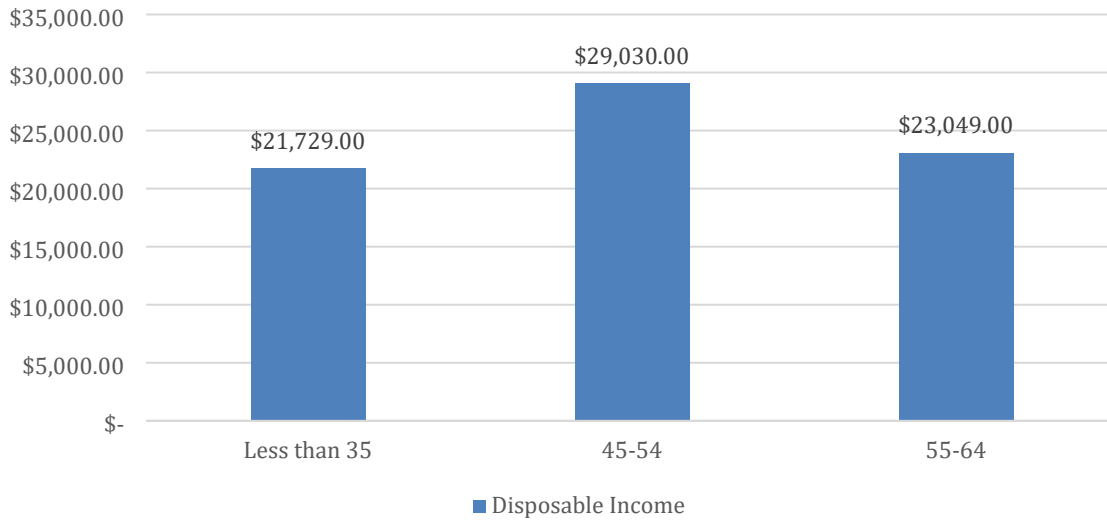
Canada 2022 Social Media Usage - Age 50-64 - in millions
source Statista

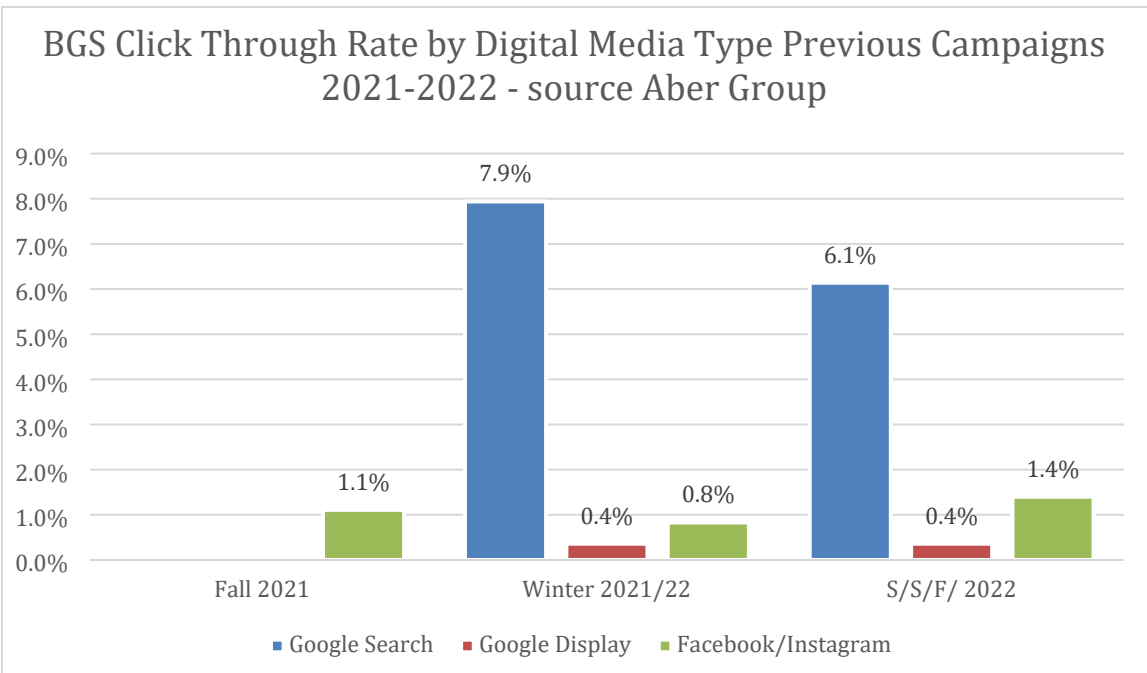
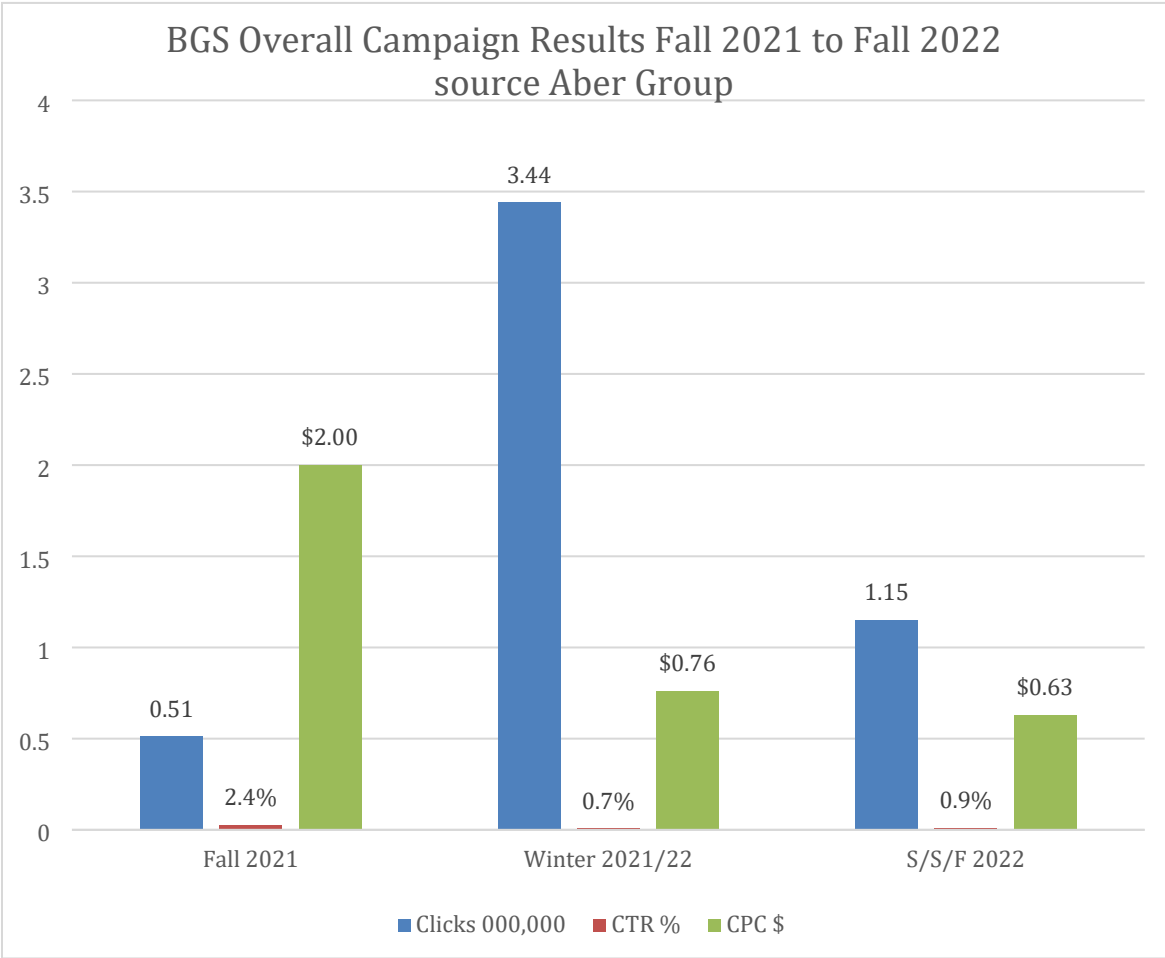


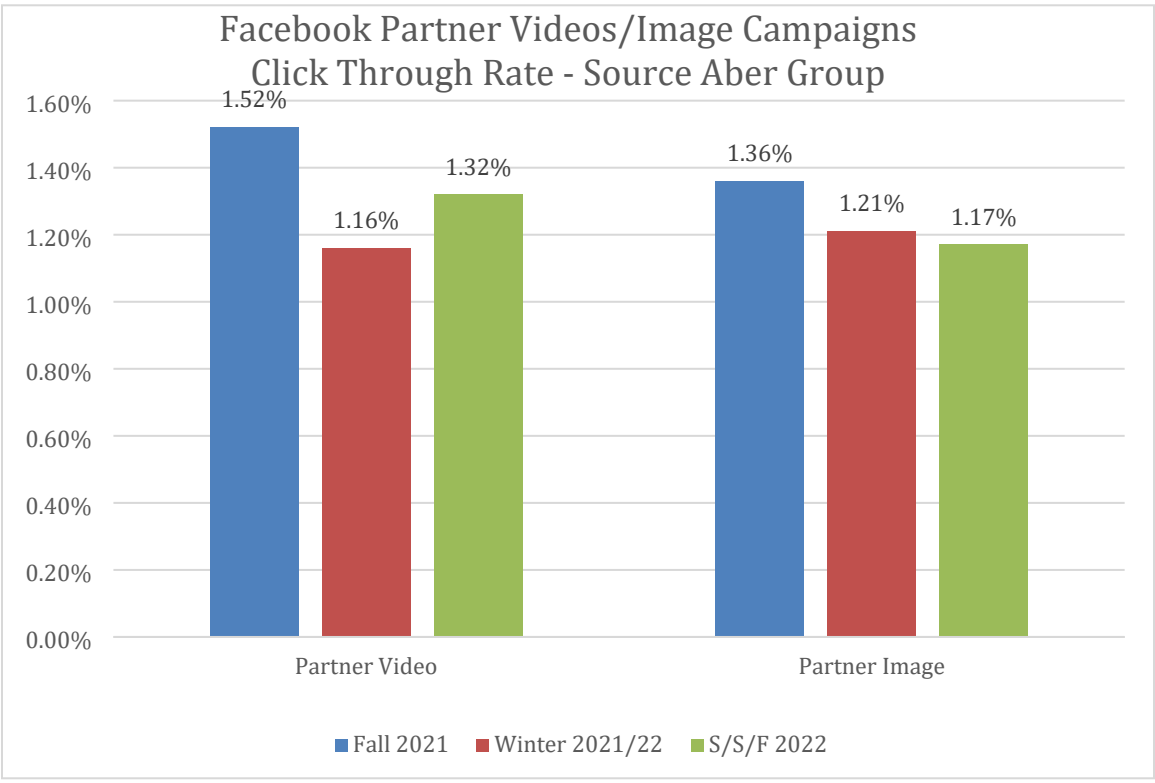
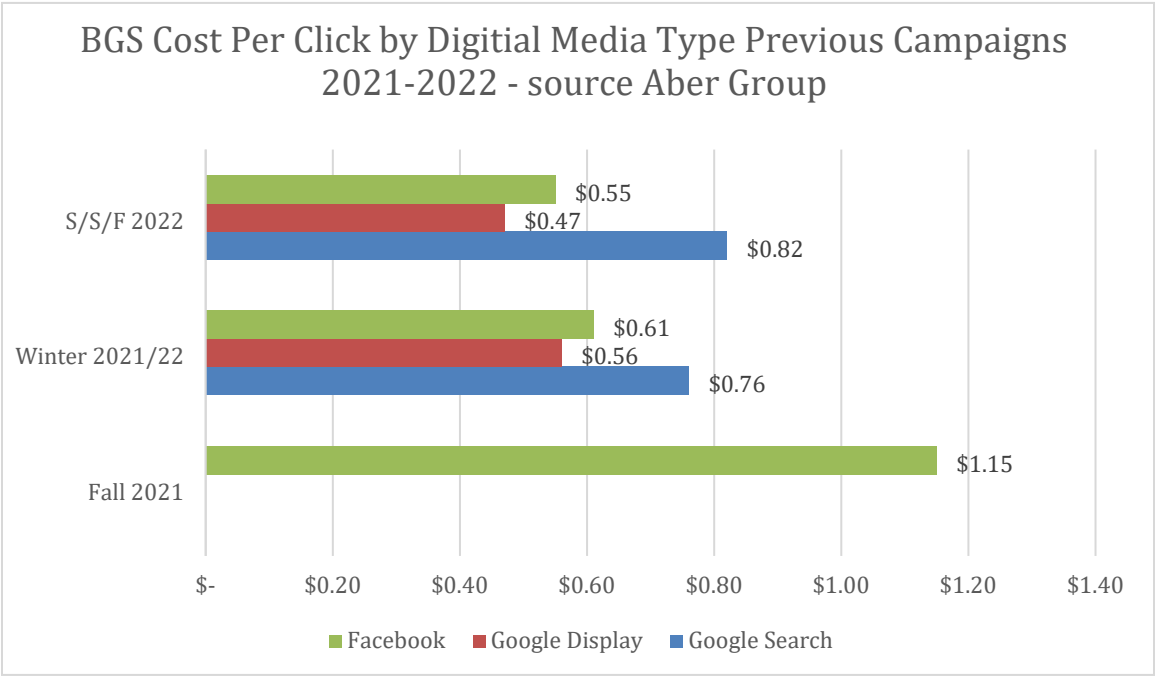
Canada 2022 Total Social Media Usage - all Ages -in millions

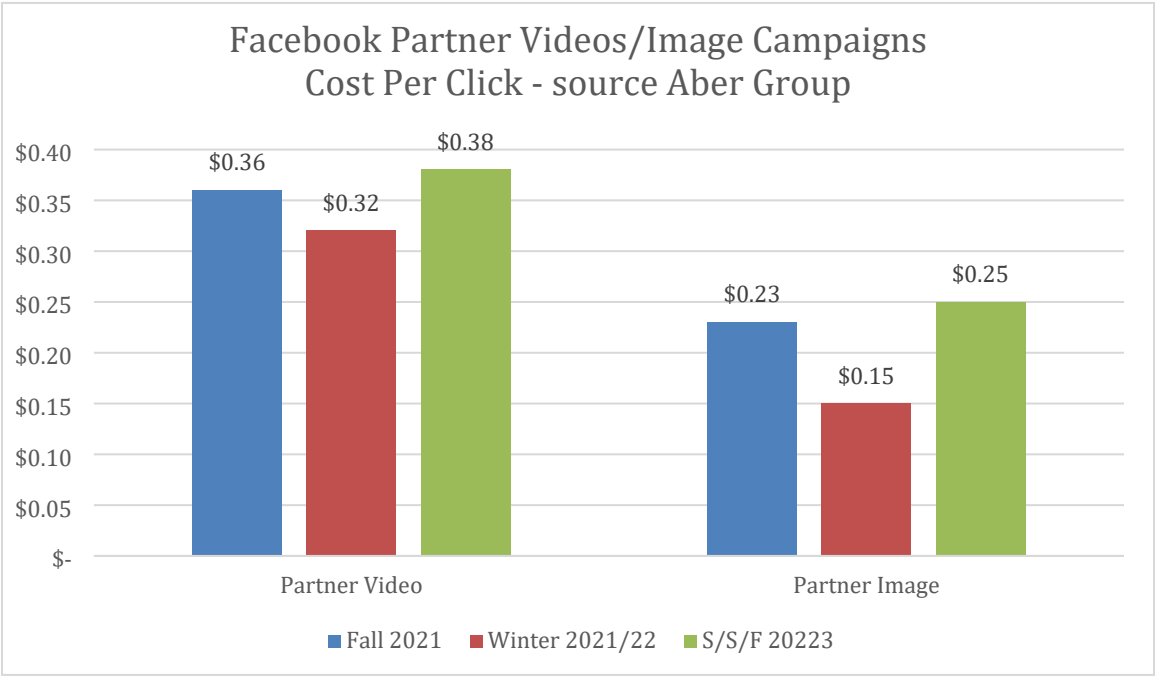


Canada - Disposable Income by Age Group Q1 2022 - source StatsCan









Primary Targets – subject to change as more data analyzed

Prizm Target Segments												
Sustainable Tourism Traits - GTA, SWONT, BGS - Environmental Conscious												
Segment	Segment Name	Life Stage	Social Group	Where they Live -selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
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	278,853	0.73%	\$ 574,521	\$ 5,364,693	Tennis	Travel Sites	Golf Channel	Blogs
									Downhill Skiing	Newspapers	News and current affairs magazines	LinkedIn
									Opera	Investment Sites	Classical/Fine arts radio	WhatsApp
									Art Galleries	Restaurant Guides	Report on Business	Comment on Instagram photos/videos
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	634,472	1.66%	\$ 145,894	\$ 1,191,686	Gardening	Respond to online classified ads	TV curling	YouTube
									golfing	access real estate listing	HGTV	Pinterest
									Rock Concerts	discount coupons online	Zoomer Magazine	Podcasts
									Craft Shows	purchase travel services online	Newspaper Editorials	View friends' photos online
12	Eat, Play, Love - Younger, well - educated urban singles	U3 - Young Urban Core	Y1 - Very Young Singles & couples	Toronto	668,629	1.75%	\$ 133,022	\$ 951,546	Dancing	Listen to podcasts	CP24	Blogs
									Jazz Concerts	Access Consumer Reviews	TV music awards shows	Twitter
									Bars/pubs	Watch TV programs online	Dance music radio	Instagram
									Active social Issues	Purchase cosmetics/skin care products online	Elle Canada	Dating platforms
15	South Asian Enterprise - Urban, upper-middle-income South Asian Families	U4 - Urban Diversity	F2 - Large Diverse Families	Brampton, Mississauga	881,261	1.47%	\$ 121,550	\$ 665,063	Tennis	Auction Sites	EI	WhatsApp
									Museums	Music Streaming	Discover Channel	Twitter
									Theme parks/Water parks. Waterslides	Career/job search sites	Toronto Star	LinkedIn
									Dancing/Nightclubs	Long form-videos on tables	Multicultural radio	Instagram
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	581,301	1.52%	\$ 95,527	\$ 382,199	Yoga	Beauty/Fashion sites	European soccer on TV	Reddit
									Downhill skiing	Group-buying sites	Teleatino	WhatsApp
									Dinner theatres	Download/print/redeem coupons	Religious/gospel radio	WeChat
									Casinos	Purchase sporting events tickets online	Newspaper arts and entertainment section	LinkedIn

Sustainable Tourism Traits - GTA, SWONT, BGS - Environmental Conscious

Segment	Segment Name	Life Stage	Social Group	Where they Live -selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
38	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	697,726	1.83%	\$ 105,873	\$ 319,195	Local arenas/rec centres	Auction Sites	DIY	Snapchat
									Crafts	Stream music on computer	Nat Geo Wild	Pinterest
									Country Music Concerts	Purchase groceries online	Album rock/classic rock radio	Twitter
									Pets	Purchase tickets to sporting events online	Today's Parent	Read news feed daily on Facebook
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	544,485	1.43%	\$ 74,040	\$ 256,103	Sewing/Knitting	Real estate sites	FX	Snapchat
									Exhibitions/carnivals/fairs/markets	Receive store offers by SMS	DIY	Pinterest
									art galleries	Access home e décor content online	Classic rock radio	Facebook
									parks/city gardens	purchase groceries online	Gardening Magazines	YouTube

Sustainable Tourism Traits - GTA, SWONT, BGS Interest Social

Segment	Segment Name	Life Stage	Social Group	Where they Live - selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	634,472	1.66%	\$ 145,894	\$ 1,191,686	Gardening	Respond to online classified ads	TV curling	YouTube
									golfing	access real estate listing	HGTV	Pinterest
									Rock Concerts	discount coupons online	Zoomer Magazine	Podcasts
									Craft Shows	purchase travel services online	Newspaper Editorials	View friends' photos online
10	Asian Achievement - Successful, middle-aged and older Asian Families	F2 - Diverse Urban Fringe	F2 - Large Diverse Families	North York, Markham	524,668	1.38%	\$ 117,224	\$ 1,343,524	Fitness classes	Watch TV shows on computer	TV Tennis	YouTube
									Active in Social Issues	Use maps/directions service online	Food Network	Instagram
									City/cultural tour vacation	Investment Sites	Multicultural radio	Flickr
									Classical music concerts	Purchase movie tickets online	National Post	Contribute to chat room/blog/bulletin board
12	Eat, Play, Love - Younger, well-educated urban singles	U3 - Young Urban Core	Y1 - Very Young Singles & couples	Toronto	668,629	1.75%	\$ 133,022	\$ 951,546	Dancing	Listen to podcasts	CP24	Blogs
									Jazz Concerts	Access Consumer Reviews	TV music awards shows	Twitter
									Bars/pubs	Watch TV programs online	Dance music radio	Instagram
									Active social Issues	Purchase cosmetics/skin care products online	Elle Canada	Dating platforms
28	Latte Life - Younger, single urban renters	U5 - Younger urban mix	Y1 - Very Young Singles & Couples	Kitchener	191,417	0.50%	\$ 95,495	\$ 454,249	Basketball	Read magazines on computer	MTV Canada	WhatsApp
									Gourmet Cooking	stream music on computer	Modern rock radio	Instagram
									Pubs/sports bars	use ad blocking software	Elle Canada	Lin LinkedIn
									active in social issues	purchase cosmetics/sin care online	Newspapers arts and entertainment section	Dating Platforms
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	581,301	1.52%	\$ 95,527	\$ 382,199	Yoga	Beauty/Fashion sites	European soccer on TV	Reddit
									Downhill skiing	Group-buying sites	Teleatino	WhatsApp
									Dinner theatres	Download/print/redeem coupons	Religious/gospel radio	WeChat
									Casinos	Purchase sporting events tickets online	Newspaper arts and entertainment section	LinkedIn

Sustainable Tourism Traits - GTA, SWONT, BGS Interest Social

Segment	Segment Name	Life Stage	Social Group	Where they Live - selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
53	Silver Flats - Mature suburban singles and couples	S6 - Older Suburban	M2 - Magture Singles and couples	Brantford	205,720	0.54%	\$ 61,400	\$ 255,418	Fitness Walking	Health sites	CTV News Channel	Play games with others online almost daily
									Rowing	Read food recipes on computer	TV figures skating	Facebook
									Community Theatres	Purchase groceries online	Country radio	Share a blog post or article on Twitter
									Casinos	Use telephone director online	Newspaper editorials	Dating Platforms

Tourism Traits - GTA, SWONT, BGS - Outdoor Enthusiast

Segment	Segment Name	Life Stage	Social Group	Where they Live - selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
09	Boomer Bliss - Older and mature, upscale suburbanites	S1 - Suburban Elite	M1 - Older Families & Empty Nests	Chatham-Kent	634,472	1.66%	\$ 145,894	\$ 1,191,686	Gardening	Respond to online classified ads	TV curling	YouTube
									golfing	access real estate listing	HGTV	Pinterest
									Rock Concerts	discount coupons online	Zoomer Magazine	Podcasts
									Craft Shows	purchase travel services online	Newspaper Editorials	View friends' photos online
10	All-Terrain Familes	S3 - Upper Middle Suburbia	Y3 Young Familes	South Simcoe, Oshawa East, Hamilton	427,334	1.12%	\$ 137,843	\$ 394,068	Power boating	Home Improvement/Décor Sites	TV reality shows	Twitter
									Hockey	Howload music/MP3 files online	TSN	Snapchat
									Dancing/nightclubs	Subscription based video streaming	modern rock radio	LinkedIn
									Travel by RV/Camper	purchase toys/games online	Outdoor Canada	Social media on mobile phone
12	Country Traditions - Rural, upper-middle-income couples and families	R1 - Upper-Middle Rural	F3 - Middle Age Families	Simcoe County, Chatham Kent, Hamilton, Niagara	900,620	2.36%	\$ 125,207	\$ 549,947	Crafts	Read e-books/listen to audiobooks	NASCAR on TV	Pinterest
									Fishing/Hunting	classifieds sites	The Weather Network	Snapchat
									Home shows	Online Shopping	New and traditional country radio	Facebook
									Worked for a political party	Research real estate	Our Canada	Twitter
28	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	697,726	1.83%	\$ 105,873	\$ 319,195	Local arenas/rec centres	Auction Sites	DIY	Snapchat
									Crafts	Stream music on computer	Nat Geo Wild	Pinterest
									Country Music Concerts	Purchase groceries online	Album rock/classic rock radio	Twitter
									Pets	Purchase tickets to sporting events online	Today's Parent	Read news feed daily on Facebook

Tourism Traits - GTA, SWONT, BGS - Skiing Enthusiast												
Segment	Segment Name	Life Stage	Social Group	Where they Live -selected by highest density	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
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	278,853	0.73%	\$ 574,521	\$ 5,364,693	Tennis	Travel Sites	Golf Channel	Blogs
									Downhill Skiing	Newspapers	News and current affairs magazines	LinkedIn
									Opera	Investment Sites	Classical/Fine arts radio	WhatsApp
									Art Galleries	Restaurant Guides	Report on Business	Comment on Instagram photos/videos
03	Asian Sophisticates	F1 - Upscale Urban Fringe	F2 - Large Diverse Families	North York, Markham	387,710	1.02%	\$ 155,652	\$ 1,880,704	Yoga/Pilates	Investment Sites	CP24	Reddit
									Racquet sports	Shopping Online	Jazz radio	WhatsApp
									Classical music concerts	Purchase sports equipment	Technology/science magazines	YouTube
									Casinos	Watch free streaming videos	The Globe and Mail	Instagram
18	Multicultural Corners - Diverse, upper-middle-income city families	F1 - Upscale Urban Fringe	F2 - Large Diverse Families	GTA, Greater Golden Horseshoe	854,193	2.24%	\$ 132,833	\$ 756,315	Aerobics	Travel sites	NBA regular season on TV	LinkedIn
									Baseball	purchase concert tickets online	Food Network	Snapchat
									Amusement parks	career/job search online	Modern rock radio	Twitter
									Pro basketball games	Watch a subscription based video service	Health/fitness magazines	Instagram
19	Family Mode	S3 - Upper Middle Suburbia	F3 - Middle-Age Families	Barrie, Newmarket, Richmond Hill	1,036,868	2.72%	\$ 145,442	\$ 627,552	Swimming	Listen to Internet-only music service online	Family Channel	Pinterest
									Baseball	Discount coupons on computer	Top 40 radio	LinkedIn
									Amusement parks	Research pets online	The Hockey News	Twitter
									Travel by RV/Camper	Purchase theatre tickets online	Today's Parent	Reddit
32	Diverse & Determined - Midscale, younger and middle-aged city dwellers	F3 - Midscale Urban Fringe	F1 - School-Age Families	Burlington, Oakville, Oshawa	581,301	1.52%	\$ 95,527	\$ 382,199	Yoga	Beauty/Fashion sites	European soccer on TV	Reddit
									Downhill skiing	Group-buying sites	Teletino	WhatsApp
									Dinner theatres	Download/print/redeem coupons	Religious/gospel radio	WeChat
									Casinos	Purchase sporting events tickets online	Newspaper arts and entertainment section	LinkedIn
38	Stressed in Suburbia - Middle-income, younger and middle-aged suburban families	S5 - Middle-Class Suburbia	F3 Middle-Age Families	Oshawa	697,726	1.83%	\$ 105,873	\$ 319,195	Local arenas/rec centres	Auction Sites	DIY	Snapchat
									Crafts	Stream music on computer	Nat Geo Wild	Pinterest
									Country Music Concerts	Purchase groceries online	Album rock/classic rock radio	Twitter
									Pets	Purchase tickets to sporting events online	Today's Parent	Read news feed daily on Facebook
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	544,485	1.43%	\$ 74,040	\$ 256,103	Sewing/Knitting Exhibitions/carnivals/fairs/markets	Real estate sites	FX	Snapchat
									art galleries	Receive store offers by SMS	DIY	Pinterest
									art galleries	Access home e décor content online	Classic rock radio	Facebook
									parks/city gardens	purchase groceries online	Gardening Magazines	YouTube

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	Population of Canada	Percentage of Population	Average Household Income	Net Worth	Activity Interest	Digital Media	Traditional Media	Social
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	900,620	2.36%	\$ 125,207	\$ 549,947	Crafts	Read e-books/listen to audiobooks	NASCAR on TV	Pinterest
									Fishing/Hunting	classifieds sites	The Weather Network	Snapchat
									Home shows	Online Shopping	New and traditional country radio	Facebook
									Worked for a political party	Research real estate	Our Canada	Twitter
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	278,853	0.73%	\$ 574,521	\$5,364,693	Tennis	Travel Sites	Golf Channel	Blogs
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									Opera	Investment Sites	Classical/Fine arts radio	WhatsApp
									Art Galleries	Restaurant Guides	Report on Business	Comment on Instagram photos/videos
23	Mid-City Mellow	U2 - Urban Older	M1 - Older Families & Empty Nests	Toronto, Lakeshore areas of Mississauga, Oakville, Burlington, Ancaster	843,048	2.21%	\$ 115,193	\$ 612,864	Entertaining at home	Discount coupons on computer	Movie Time	YouTube
									Fitness clubs	Investment sites	TV auto racing-IndyCAR	Pinterest
									Community theatres	Access sports content	Oldie radio	Read Facebook news feed
									Casino clubs	Purchase movie tickets	Community Newspapers	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	697,726	1.83%	\$ 105,873	\$ 319,195	Local arenas/rec centres	Auction Sites	DIY	Snapchat
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									Country Music Concerts	Purchase groceries online	Album rock/classic rock radio	Twitter
									Pets	Purchase tickets to sporting events online	Today's Parent	Read news feed daily on Facebook
53	Silver Flats - Mature suburban singles and couples	S6 - Older Suburban	M2 - Mature Singles and couples	Brantford	205,720	0.54%	\$ 61,400	\$ 255,418	Fitness Walking	Health sites	CTV News Channel	Play games with others online almost daily
									Rowing	Read food recipes on computer	TV figure skating	Facebook
									Community Theatres	Purchase groceries online	Country radio	Share a blog post or article on Twitter
									Casinos	Use telephone director online	Newspaper editorials	Dating Platforms
60	Value Villagers - Lower-middle-income city dwellers	U5 - Younger Urban Mic	F1 - School-Age Families	Brantford, Windsor	544,485	1.43%	\$ 74,040	\$ 256,103	Sewing/Knitting	Real estate sites	FX	Snapchat
									Exhibitions/carnivals/fairs/markets	Receive store offers by SMS	DIY	Pinterest
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									parks/city gardens	purchase groceries online	Gardening Magazines	YouTube