## **RTO Logic Model**

## To profitably grow visitor spending in Ontario

Strategic Objective

	Product Development	Marketing	Workforce Development	Investment Attraction	Governance & Administration
	To enhance visitor experience through well-designed tourism products that meet current and future customer demand	To increase awareness of Ontario as a travel destination and increase conversion in target markets	To enhance customer experience for all customers by facilitating and supporting the development and retention of skilled workforce	To increase investment in the tourism industry to enhance visitor experience	To become a catalyst in building strategic alignment and promoting collaboration within the industry
Outcomes	<ul> <li>Existing tourism products enhanced</li> <li>New tourism products introduced</li> <li>Linkages between products and packages established</li> <li>Ease of access to products / destination provided</li> <li>Reputation of tourism products / experience established</li> <li>Increased satisfaction in visitor experience</li> <li>Increased length of stay</li> <li>Attraction of new visitors / repeat visits</li> <li>Increased visitation in off-seasons</li> </ul>	<ul> <li>Featuring of tourism products that match demand</li> <li>Increased bookings / early bookings</li> <li>Increased sales leads</li> <li>Increased travel intention and conversion</li> <li>Increased domestic and international market share of Ontario as a tourism destination</li> <li>Increased brand preference</li> <li>Increased overnight visitors</li> <li>Attraction of new visitors</li> <li>Increased spend per visit / experience</li> <li>Reduction of trade imbalance</li> </ul>	<ul> <li>Availability of training offers aligned with industry needs</li> <li>Increased availability of workforce timely matching the required number and skillsets (i.e. reduced labour / skill shortages)</li> <li>Increased involvement of local labour</li> <li>Increased attractiveness as a career (i.e. increased tourism job applications)</li> <li>Reduced recruitment and retention costs</li> <li>Improved customer experience (incl. increased likelihood for revisit, positive WOM)</li> <li>Increased operator knowledge in business management through tools and training provided</li> <li>Increased business profitability</li> </ul>	<ul> <li>Increased collaboration within the industry</li> <li>Investment processes simplified</li> <li>Increased government and private sector investment in the region in the upgrade of existing infrastructure and development of new infrastructure</li> <li>A welcoming environment for investors provided</li> <li>Shift in perception of tourism as a viable business</li> <li>Increased tourism business retention</li> </ul>	<ul> <li>Increased effectiveness and efficiency in the use of resources</li> <li>Increased staff engagement and retention</li> <li>Industry participation in programs, meetings, planning, committees</li> <li>Increased alignment within the industry</li> <li>Increased partner satisfaction</li> <li>Increased financial contribution of industry stakeholders in tourism and leverage</li> <li>Achievement of objectives set out in the business plan, reflected in the TPA</li> </ul>
Outputs	<ul> <li>Understanding of gaps in tourism products based on current inventory and customer feedback</li> <li>Product development prospects identified and priority products / packages selected with industry partners</li> <li>Key tourism products and packages developed / enhanced in conjunction with industry partners</li> <li>Off-season tourism products and packages developed / enhanced in conjunction with industry partners</li> <li>Understanding of regional plans for investment in transportation, infrastructure, beautification, etc.</li> </ul>	<ul> <li>Integrated marketing (incl. SEO / social media)</li> <li>Industry buy-in for regional marketing initiatives</li> <li>Marketing dollars leveraged</li> <li>A library of digital assets established</li> <li>Understanding of domestic and international customer reach of various marketing campaigns</li> <li>Understanding of uptake on tourism products post- product campaigns</li> <li>Understanding of visitor demographics, marketing effectiveness, visitor satisfaction, etc.</li> <li>Brand established through product / regional campaigns</li> </ul>	<ul> <li>Understanding of gaps in workforce development, including the identification of tourism-focused training and recruitment needs</li> <li>Tourism needs included in the local labour market plan</li> <li>Tourism-focused training course offerings established in conjunction with relevant industry partners</li> <li>Increased knowledge of the region and tourism business know-how of workforce</li> </ul>	<ul> <li>Tourism-related investment opportunities reflected in the investment attraction strategic plan</li> <li>A clear tourism investment procedure defined in conjunction with relevant stakeholders</li> <li>Key points of contact established for tourism investment attraction</li> <li>A tourism business succession strategy developed</li> </ul>	<ul> <li>An appropriate governance structure and framework established</li> <li>A set of governance policies established</li> <li>Clear and transparent roles, responsibilities and accountabilities established</li> <li>Industry expert Board members appointed</li> <li>Hiring and coaching of staff</li> <li>A regional tourism strategy developed</li> <li>Understanding of needs / wants of industry stakeholders</li> </ul>
Current Activities	<ul> <li>Establish criteria for new tourism product development</li> <li>Undertake a tourism product inventory assessment (including MC&amp;IT facilities, where applicable) to understand need for product enhancement and identify gaps</li> <li>Conduct market research to identify desired tourism products</li> <li>Engage DMOs and industry partners to enhance existing and develop new tourism products</li> <li>Invest in developing / winning blockbuster events</li> <li>Create market-ready route packaging for festivals and events</li> <li>Advocate regional governments to invest in ease of access to products / destination, including arrival, wayfinding, beautification and transportation</li> </ul>	<ul> <li>Collaborate with industry partners to develop a marketing plan</li> <li>Develop and execute print, TV and online advertising campaigns for target markets</li> <li>Develop SEO / social media strategy</li> <li>Build digital assets (e.g. photo, video)</li> <li>Launch consumer awareness campaigns in domestic and international markets, where applicable</li> <li>Launch product-specific campaigns</li> <li>Promote the region through attendance at consumer shows</li> <li>Conduct market research (e.g. intercept surveys) to understand visitor demographics, marketing effectiveness, customer satisfaction, etc.</li> </ul>	<ul> <li>Discuss with job agencies and operators to identify gaps in workforce development</li> <li>Develop a local labour market plan with identified priorities, potential actions and partners for implementation</li> <li>Participate in the Tourism Workforce Development Industry Committee in the development of a provincial workforce development plan</li> <li>Develop and conduct training programs including elearning</li> <li>Coach and support relationship building between operators, training delivery agencies and resource providers</li> <li>Design and offer a 'road trip' to front counter / hospitality workers in the region to provide them with a guided tour to ensure familiarity with the region and its tourism assets / attractions</li> </ul>	<ul> <li>Determine requirements to conduct strategic planning</li> <li>Engage public and industry stakeholders in strategic and investment attraction planning process</li> <li>Work with regional and provincial economic development authorities to be familiar with investment processes</li> <li>Communicate tourism-related investment opportunities to economic development authorities and industry partners</li> </ul>	<ul> <li>Select appropriate Board members</li> <li>Develop Board structure and committees, and terms of reference</li> <li>Hold regular Board meetings and AGM</li> <li>Measure and communicate the economic impact of tourism to key industry stakeholders</li> <li>Develop, review and amend the governance framework as required and evolve from a membership-based Board to a skills-based Board</li> <li>Develop and review regional strategy with Board members and relevant industry stakeholders</li> <li>Develop, review and amend key financial and HR policies and evaluation criteria as required</li> </ul>
Activities	Develop off-season tourism products	Market off-season tourism products	<ul> <li>Identify composition of workforce (i.e. local)</li> <li>Develop a strategy in conjunction with industry partners to incent and retain skilled workforce Promote tourism as an attractive industry for career</li> </ul>	<ul> <li>Review and streamline investment processes to offer a simple and coordinated investment procedure</li> <li>Engage business operators in succession planning</li> </ul>	