RTO Logic Model

Strategic Objective

To profitably grow visitor spending in Ontario

Product Development

To enhance visitor experience through welldesigned tourism products that meet current and

- · Existing tourism products enhanced
- New tourism products introduced
- Linkages between products and packages established
- Ease of access to products / destination provided
- Reputation of tourism products / experience established
- Increased satisfaction in visitor experience
- · Increased length of stay
- Attraction of new visitors / repeat visits
- · Increased visitation in off-seasons

Marketing

To increase awareness of Ontario as a trave destination and increase conversion in targe

- Featuring of tourism products that match demand
- · Increased bookings / early bookings
- Increased sales leads
- · Increased travel intention and conversion
- Increased domestic and international market share of Ontario as a tourism destination
- Increased brand preference
- Increased overnight visitors
- Attraction of new visitors
- Increased visitation in off-seasons
- Increased spend per visit / experience
- Reduction of trade imbalance

Workforce Development

To enhance customer experience for all customers by facilitating and supporting the development and

- Availability of training offers aligned with industry needs
- Increased availability of workforce timely matching the required number and skillsets (i.e. reduced labour / skill shortages)
- · Increased involvement of local labour
- Increased attractiveness as a career (i.e. increased tourism job applications)
- Reduced recruitment and retention costs
- Improved customer experience (incl. increased likelihood for revisit, positive WOM)
- Increased operator knowledge in business management through tools and training provided
- · Increased business profitability

Investment Attraction

To increase investment in the tourism industry to enhance visitor experience

- Increased collaboration within the industry
- Investment processes simplified
- Increased government and private sector investment in the region in the upgrade of existing infrastructure and development of new infrastructure
- · A welcoming environment for investors provided
- Shift in perception of tourism as a viable business
- Increased tourism business retention

Governance & Administration

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

- Increased effectiveness and efficiency in the use of resources
- Increased staff engagement and retention
- Industry participation in programs, meetings, planning, committees
- · Increased alignment within the industry
- · Increased partner satisfaction
- Increased financial contribution of industry stakeholders in tourism and leverage
- Achievement of objectives set out in the business plan, reflected in the TPA

- Understanding of gaps in tourism products based on current inventory and customer feedback
- Product development prospects identified and priority products / packages selected with industry partners
- Key tourism products and packages developed / enhanced in conjunction with industry partners
- Off-season tourism products and packages developed / enhanced in conjunction with industry partners
- Understanding of regional plans for investment in transportation, infrastructure, beautification, etc.

- Integrated marketing (incl. SEO / social media)
- Industry buy-in for regional marketing initiatives
- Marketing dollars leveraged
- A library of digital assets established
 Understanding of domestic and international
- customer reach of various marketing campaigns
- Understanding of uptake on tourism products post-product campaigns
- Understanding of visitor demographics, marketing effectiveness, visitor satisfaction, etc.
- Brand established through product / regional campaigns

- Understanding of gaps in workforce development, including the identification of tourism-focused training and recruitment needs
- Tourism needs included in the local labour market plan
- Tourism-focused training course offerings established in conjunction with relevant industry partners
- Increased knowledge of the region and tourism business know-how of workforce
- Tourism-related investment opportunities reflected in the investment attraction strategic plan
- A clear tourism investment procedure defined in conjunction with relevant stakeholders
- Key points of contact established for tourism investment attraction
- A tourism business succession strategy developed
- An appropriate governance structure and framework established
- A set of governance policies established
- Clear and transparent roles, responsibilities and accountabilities established
- Industry expert Board members appointed
- Hiring and coaching of staff
- A regional tourism strategy developed
- Understanding of needs / wants of industry stakeholders

- Establish criteria for new tourism product development
- Undertake a tourism product inventory assessment (including MC&IT facilities, where applicable) to understand need for product enhancement and identify gaps
- Conduct market research to identify desired tourism products
- Engage DMOs and industry partners to enhance existing and develop new tourism products
- Invest in developing / winning blockbuster events
- Create market-ready route packaging for festivals and events
- Advocate regional governments to invest in ease of access to products / destination, including arrival, wayfinding, beautification and transportation

- Collaborate with industry partners to develop a marketing plan
- Develop and execute print, TV and online advertising campaigns for target markets
- Develop SEO / social media strategy
- Build digital assets (e.g. photo, video)
- Launch consumer awareness campaigns in domestic and international markets, where applicable
- Launch product-specific campaigns
- Promote the region through attendance at consumer shows
- Conduct market research (e.g. intercept surveys) to understand visitor demographics, marketing effectiveness, customer satisfaction, etc.

- Discuss with job agencies and operators to identify gaps in workforce development
- Develop a local labour market plan with identified priorities, potential actions and partners for implementation
- Participate in the Tourism Workforce Development Industry Committee in the development of a provincial workforce development plan
- Develop and conduct training programs including e-learning
- Coach and support relationship building between operators, training delivery agencies and resource providers
- 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

- Determine requirements to conduct strategic planning
- Engage public and industry stakeholders in strategic and investment attraction planning process
- Work with regional and provincial economic development authorities to be familiar with investment processes
- Communicate tourism-related investment opportunities to economic development authorities and industry partners

- Select appropriate Board members
- Develop Board structure and committees, and terms of reference
- Hold regular Board meetings and AGM
- Measure and communicate the economic impact of tourism to key industry stakeholders
- Develop, review and amend the governance framework as required and evolve from a membership-based Board to a skills-based Board
- Develop and review regional strategy with Board members and relevant industry stakeholders
- Develop, review and amend key financial and HR policies and evaluation criteria as required

· Develop off-season tourism products

- Market off-season tourism products
- Identify composition of workforce (i.e. local)
- Develop a strategy in conjunction with industry partners to incent and retain skilled workforce Promote tourism as an attractive industry for career
- Review and streamline investment processes to offer a simple and coordinated investment procedure
- Engage business operators in succession planning

Potential Activities