



Every month we'll be sending you the latest insights, research and thoughtful perspectives on the issues that matter most to tourism businesses and operators in RTO 9.

This month's newsletter explores research and strategic planning tools to reflect, develop new ideas and think outside the box.

If there are topics you want to read about in a future newsletter please email lmedeiros@region9tourism.com with your ideas.



Ideas Labs: Peer-To-Peer Learning

You're invited to join Ideas Labs –hosted by RTO9 in collaboration with Tourism Café. There will be six-sessions that will focus on a single topic, designed to ignite conversations around tactical and practical topics, led by an industry topic specialist. This offer is available, for free, for businesses located in South Eastern Ontario.

We look forward to seeing you online! But hurry, each session is limited to only 12 participants.

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State of Tourism

Monitoring the Impact of COVID-19

In addition to the resources on our [COVID-19 resource webpage on Tourism Talk](#), we have been monitoring trends in key areas to help you understand the trends and respond strategically.



An action plan
for economic
and social recovery
through Ontario's
Heritage, Sport, Tourism
and Culture Industries

Reconnecting Ontarians: Re-emerging As A Global Leader

[VIEW THE MINISTERS WHITEPAPER](#)



In Case You Missed It: South Eastern Ontario Regional Business Support Webinar

Update on the government's stimulus action in response to COVID-19 and available financial supports benefitting impacted small businesses, nonprofits, and not-for-profits with Ministers Todd Smith, Steve Clark and MPPs [LRI](#) Daryl Kramp & [LRI](#) Jim McDonell.

Market Insights



Tourism Employment Insights

The tourism industry saw a further decline in employment levels for December 2020, with a total reduction of 56,700 jobs from the previous month.

- The only industry group to see staffing increases in December was travel services, up 2,700 from November. Employment in this area has almost recovered to March 2020 levels.
- Employment in accommodations has seen the steepest decline (-33.1%) relative to February 2020 rates.

In December, the number of individuals with an average earning of over \$80,000 per year increased when compared to February. However, employment in all other earning bands either decreased or remained the same, with those making less than \$30,000 a year facing the most significant losses.

For the fourth month in a row, the overall tourism labour force has declined. This may represent workers leaving the industry for other jobs or signal that laid-off workers have moved on from tourism or are holding on for their previous position to return.

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Hotel Performance Trends

Canada's hotel occupancy performance slightly increased the week of January 17 – 23.

National levels came in at 23% (-58% vs. 2019); the previous weeks was 22.6%. Canada's ADR was significantly lower than last year at CAD104.86 (-29.1%), and RevPAR was CAD24.13 (-70.2%).

British Columbia had the week's highest provincial level of occupancy at 29.6%. Amongst the major markets, Vancouver's was highest at 28.7%, while Montreal saw the lowest reported at 12.6%.

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Canadians' Interest in Travel

What are Canadians most looking forward to when COVID-19 restrictions are relaxed? According to Leger's North American Tracker, taking a vacation is one of the top three activities generating excitement (41%), behind seeing friends and family (62%). This proves Canadians still feel a strong connection to travel and remain open to planning or simply daydreaming. When crafting marketing messaging it's important to acknowledge the current barriers and restrictions to foster transparency and build community and traveller trust.

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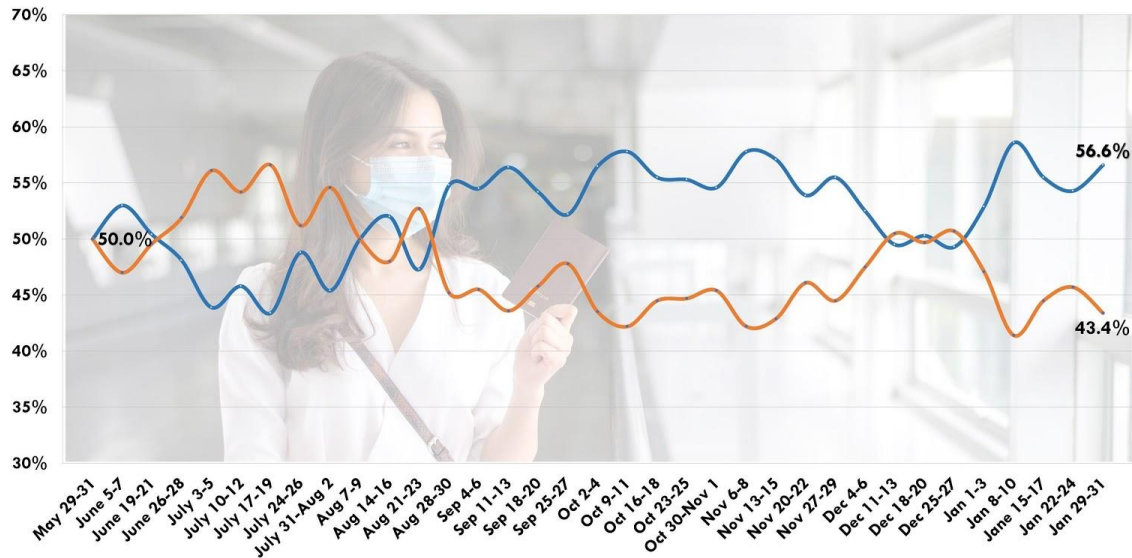
AMERICANS' TRAVEL STATE-OF-MIND MAY 29, 2020 – JANUARY, 31 2021



READY TO TRAVEL



NOT READY TO TRAVEL



QUESTION: WHEN IT COMES TO GETTING BACK OUT AND TRAVELING AGAIN, WHICH BEST DESCRIBES YOUR CURRENT STATE OF MIND? (SELECT ONE)

(Base: Waves 12-13 and 15-47. All respondents. 1,200+ completed surveys.)

Destination  Analysts
DO YOUR RESEARCH

Americans' State-of-Mind Around Travel

Recent insight from Destination Analysts shows that Americans' state-of-mind around travel has improved in recent weeks to levels last seen in Fall 2020 before cases began surging. According to the survey data, Americans are more open to travel inspiration than they have been since the pandemic started 11 months ago. In the week of Jan. 29, readiness mindset amongst travellers was up to 56.6% and 40.5% said they would happy to see an add promoting their community for tourism when it's safe.

The average American traveller is reporting a desire to take 2.8 trips in 2021. Trips are more likely to be regional (close to home), and cities are being chosen over small towns and rural destinations (40.9% vs. 31.6%), which is a change in interest from last year.

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Ways to Spark a New Idea

The COVID-19 pandemic has highlighted the importance of strategic planning. In a lucrative but volatile space like travel and tourism, contingency plans are a non-negotiable, and circumstances can change rapidly. By thinking ahead, your organization will have the plans in place to begin taking action quickly when the time comes. The following are some strategic planning methods that you can use to help build robustness and resilience.

1. VRIO ANALYSIS

The VRIO (Value, Rarity, Imitability, Organization) framework is a strategic planning tool that's used to identify the competitive advantages of your product or service. Specifically, the VRIO framework provides a means of assessing product/service viability. Given the importance of adapting to new market realities, particularly for tourism products, this can provide a consistent means of assessing your business model in a comparable way.

VRIO is composed of four different elements:

1. Value: Does it provide value to customers?
2. Rarity: Do you have control over a rare resource or piece of technology?
3. Imitability: Can competitors easily copy it?

4. Organization: Does your business have the operations and systems in place to capitalize on its resources?

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2. THE SCAMPER MODEL

If you're looking for a new idea or simply improving upon an existing product or service you should consider using the SCAMPER model. It's a handy technique that can help you generate new ideas and come up with solutions to difficult challenges. Maybe you're looking to substitute an existing product or service to make it better? Or perhaps improve a process or combine services to reduce costs?

The first step is to think about which product or service you want to improve or are having challenges with. Then, ask questions about it by using each letter as noted below. The final step is to take a look at what you wrote and see what stands out as viable for further exploration.

SCAMPER stands for:

Substitute

Combine

Adapt

Modify

Put to another use

Eliminate

Reverse

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3. NEXT LEVEL BRAINSTORMING

Brainstorming is the starting point for new ideas. Whether done in a large group, small team or on your own there are lots of methods to get the creativity flowing:

1. Rapid Ideation: Limit yourself to 10 or 15 minutes and focus on coming up with as many ideas as possible.
2. Other People's Shoes: Roleplay or draw a storyboard of your challenge from the perspective of a specific persona.
3. Silent Brainstorming: Gather a group and share a prompt, but forgo discussion and instead have everyone write down ideas on sticky notes.

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Workforce Development

Workshops + Events

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Feb 9, 2021 | Online



Feb 9, 2021 | Online



Feb 16, 2021 | Online

NEW: Workshops & Events Calendar

View all of our upcoming Workshops & Events. Add your tactical and practical workshops to our calendar.

[VIEW UPCOMING WORKSHOPS](#)



Webinar: Hotel Numbers & Analysis

Date: February 16, 2021 at 2:00pm (EST)

Hotel Business will be hosting an informative panel featuring top experts in the hospitality industry. The session will bring forward key metrics, market recovery expectations and the outlook for 2021. The panel will be hosted by Hotel Business Editor-in-Chief Christina Trauthwein and will feature:

- Roger Dow, president/CEO, U.S. Travel Association
- JP Ford, SVP, Lodging Econometrics
- Bram Gallagher, senior hotel economist, CBRE Hotels Research
- Cindy Estis Green, CEO/co-founder, Kalibri Labs
- Chip Rogers, president/CEO, AHLA

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Ruud Janssen, CMM, DES
Co-Founder & Managing
Partner, Event Design Collective



Joseph Pine
Co-founder, Strategic Horizons
LLP - author The Experience
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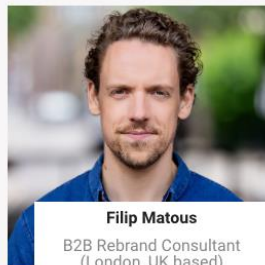
Carina Bauer
CEO, IMEX Group



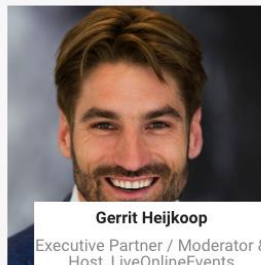
Kai Hattendorf
Managing Director and CEO, UFI



Yarkin Sakucoglu
CEO, Socio



Filip Matous
B2B Rebrand Consultant
(London, UK based)



Gerrit Heijkoop
Executive Partner / Moderator &
Host, LiveOnlineEvents



Joe Schwinger
Co-Founder and CEO,
MeetingPlay

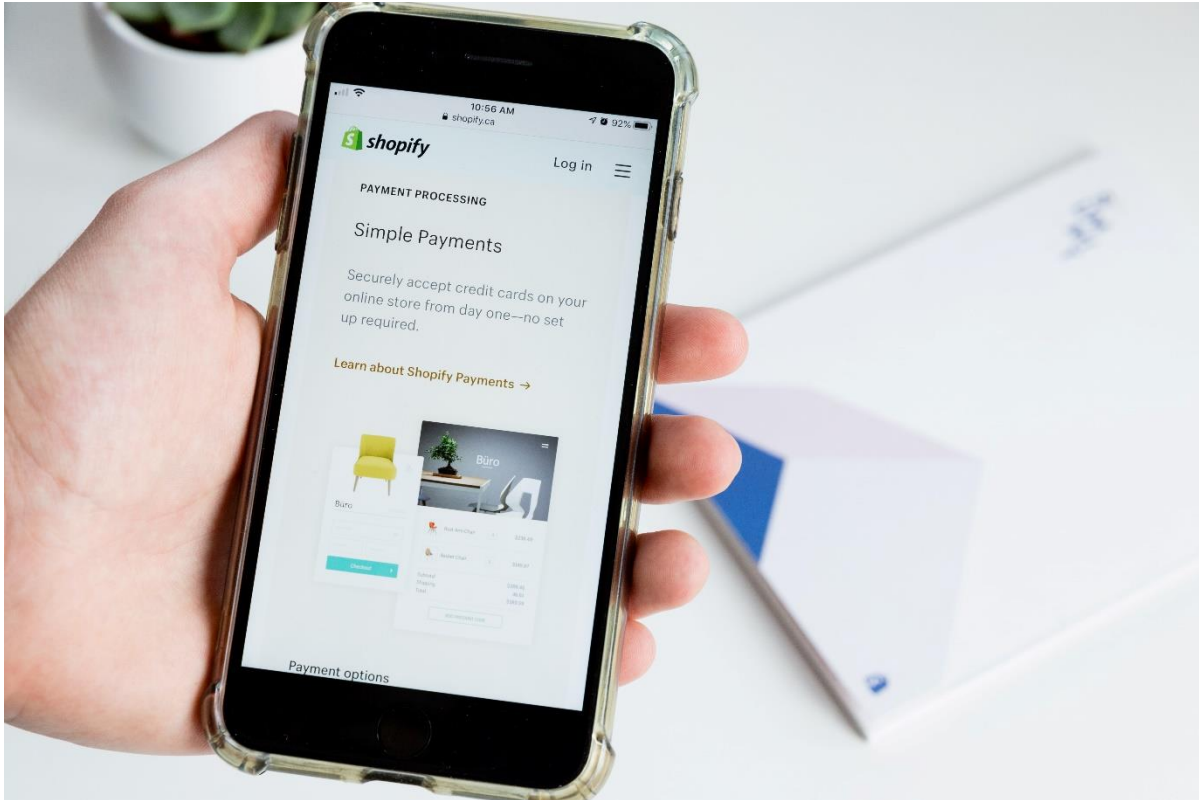
Conference: Future Of The Events Industry

Date: February 16, 2021 at 11:00am (EST)

One year into the pandemic, the future of the event industry in 2021 is still uncertain. Join this virtual event to hear insights and predictions from the top industry leaders in sectors from tech and trade shows to security and sustainability. Participants will learn about:

- Recovery expectations by sector
- Event safety and security needs
- Advanced tech for virtual events

REGISTER



Calling All Small Businesses! Free Webinar To Get Selling Online

Date: February 12, 2021 at 10:00am (EST)

Destination Ontario is teaming up with Digital Main Street and Google to provide free online store builds and marketing training for small businesses to reach new customers online.

This webinar will focus on how small businesses can learn about and participate in the ShopHERE Powered by Google Program to build a new online store or improve existing websites to support ecommerce. Take advantage of one-on-one support to be more effective in selling your product or service in a digital environment!

REGISTER

Digital Marketing Webinars With Search Warrant

Have a look below for our latest workshop webinars featuring Search Warrant. Topics include: Google Analytics 101 and Search Engine Optimization 101.



[VIEW THE PRESENTATION](#)



[VIEW THE PRESENTATION](#)

Media Spotlight



Around The Globe: How To Be A Better Traveller

The interest in doing good in the world and helping tourism become a force for good has never been greater. The concept of values-based “regenerative tourism” which seeks to go beyond the eco-tourism of years past, pushes for travellers to leave destinations better than they found them.

“It’s about people matching their values to their travel,” Bruce Poon Tip, founder of Toronto-based adventure travel company “G Adventures,” told CTV’s Your Morning. Twenty-two travel groups, including “G Adventures” have signed on to the “Future of Tourism” coalitions 13 guiding principles.

[**READ MORE**](#)

Around The Globe: Offline-Online Business Events

In an ongoing effort to help Hong Kong companies do business during the pandemic, the Hong Kong Trade Development Council (HKTDC) is completely revamping its approach to industry trade fairs and conferences. The focus will be on launching new local exhibitions along with taking international conferences, specifically in the finance, creative and marketing sectors, online. Their hybrid model that combined online fairs with physical fairs and symposiums is already in the process of enhancement and refinement and is successfully sending a message of support and confidence.

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Opportunities

In 2020, COVID-19 ended the era of “business as usual”.



The EmployerOne survey is your opportunity to provide feedback to help local employment service providers and educators respond to the needs of your business now and in the future.

**Job seekers with
the right skills
and education**

**Local agencies
respond to your
employment
needs**

**Our work saves
you time and
money**

For more information, please contact us at:
maureen@workforcedev.ca | www.employeronesurvey.com



This project is funded in part by the Government of Canada and Government of Ontario.



PLEASE TAKE OUR 10 MINUTE SURVEY

Complete the survey by Feb 26 2021, for a chance to win \$25.00 to \$100.00 gift certificates at local businesses awarded every week.

The sooner you complete the survey - the more chances to win!

SURVEY



bit.ly/2021_EmployerOne

TAKE THE SURVEY



Uncover Canada's \$12 Billion Leisure Travel Opportunity

Inclusivity is not just the right thing to do, it is good business! Take advantage of free, interactive online programming to learn new skills to ensure you are ready to seize the \$12 billion leisure travel opportunity from welcoming LGBT+ travellers to your region.

Join Canada's LGBT+ Chamber of Commerce, in partnership with Tourism HR Canada, for the digital Navigating LGBT+ Diversity and Inclusion in the Tourism Industry workshops, then the LGBT+ Market-Ready seminars. Afterwards, you could be eligible to participate in a Destination Audit and also a new Accreditation program to be publicly recognized for your important contributions!

LEARN MORE

#SAFETRAVELS



'Safe Travels' Stamp Application

The specially designed stamp will allow travellers and other Travel & Tourism stakeholders to recognise destination authorities and companies around the world that have implemented health and hygiene protocols that are aligned with WTTC's Global Safe Travels Protocols.

Below are all the resources you need to complete your application:

- [Download the Safe Travels Application Form](#)
- [Download the Safe Travels Guidelines](#)
- [Review the Safe Travels Terms and Conditions](#)
- [Review the Safe Travels Protocols](#)

LEARN MORE



Below, you'll find information and resources for businesses featured in Great Taste of Ontario passports and content to help you make the most of your participation in the program.

[VISIT THE BUSINESS PORTAL](#)



Get Social With Us!

Connect and engage with our industry brand '**RTO 9**' on social media.



Get Social With Us!

Connect and engage with our consumer brand '**South Eastern Ontario**' on social media.



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