



2024-2025

Operations Plan

Table of Contents

Land Acknowledgement	02
Executive Summary and Overview	03
1.0 Statements	06
2.0 Board Structure	08
2.1 Current Board of Directors	11
2.2 Administrative Plan	16
3.0 Regional Assessment and Research	18
3.1 Digital Analytics	49
3.2 Economic Impact of Tourism in Region 9	55
4.0 Pillar 1 – Product Development	58
5.0 Pillar 2 – Marketing	61
6.0 Pillar 3 – Workforce Development	65
7.0 Pillar 4 – Investment Attraction	68
8.0 Pillar 5 – Partnerships	70
9.0 Risk Identification	73
10. Budget	81

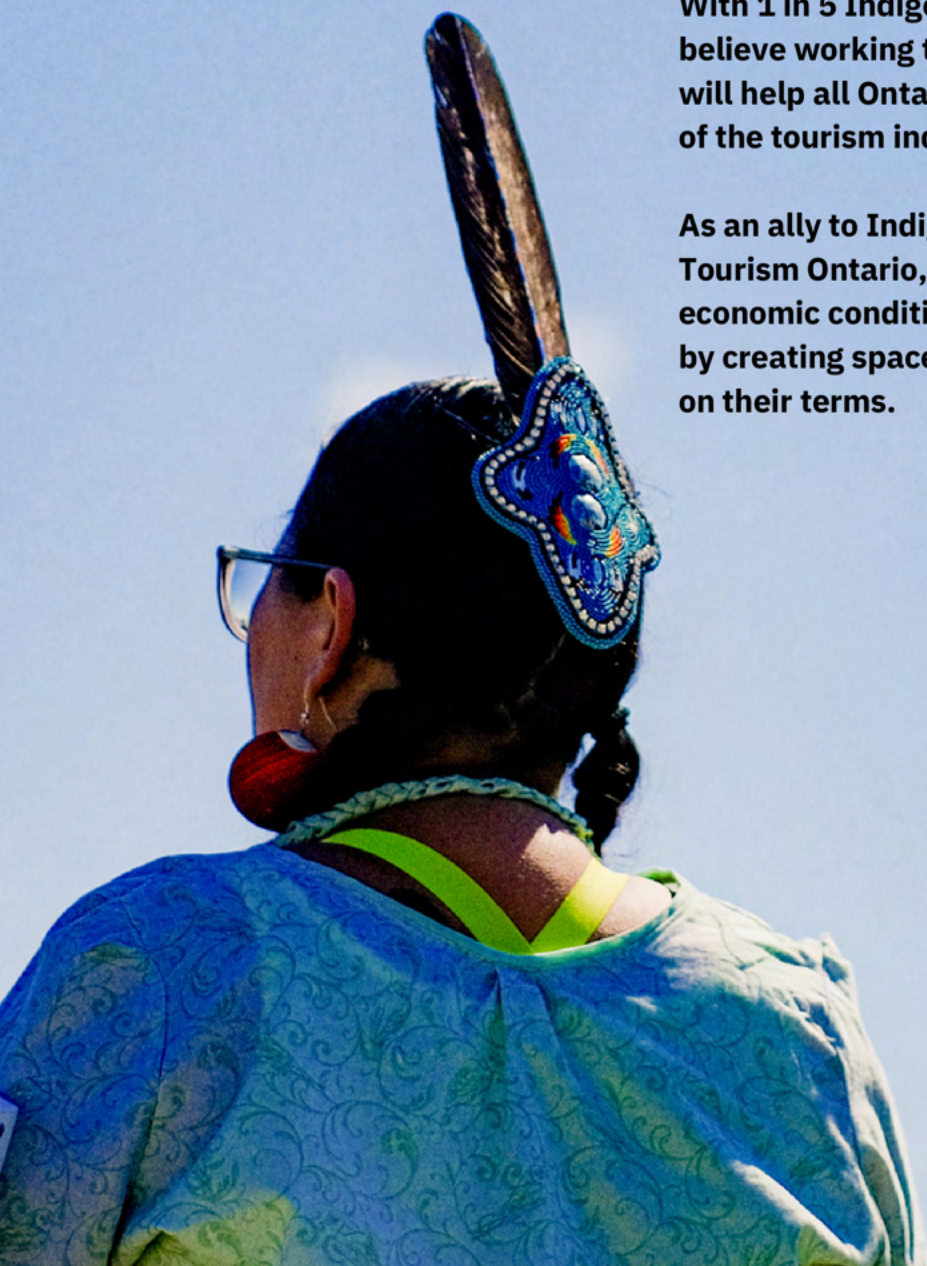
Land Acknowledgement

We would like to acknowledge that the land we identify as RTO 9 is the traditional territory of the Ho-de-no-sau (“sho”)-nee- (Haudenosaunee), Anishinaabe (“anish-naw-bee”), and Huron-Wendat Peoples.

RTO 9 will honour and respect the land, the people, and the treaties. We are extremely thankful for the original tour guides of these lands and all that they have shared. All those who reside, work, and play on these lands are treaty people, and we must honour the treaties in a mutually beneficial and equitable manner.

With 1 in 5 Indigenous people in Canada living in Ontario, we believe working together in a mutually beneficial manner will help all Ontarians prosper through the joint development of the tourism industry.

As an ally to Indigenous people and a partner of Indigenous Tourism Ontario, RTO 9 will commit to improving the socio-economic conditions of Indigenous people through tourism by creating space for Indigenous people to tell their stories on their terms.



Executive Summary and Overview



RTO 9's 2024/2025 Operations plan outlines the priorities and key activities that will be completed in the upcoming fiscal year. This plan has been approved by the Board of Directors and follows the strategic goals that were set by the Board.

RTO 9 has developed priorities for each of the five pillars that will deliver against our purpose of increasing visitation to South Eastern Ontario. Within each pillar, we have identified the Priorities, Key Activities and Performance indicators, which will provide direction and outline the deliverables to accomplish our plan. Priorities and Key Activities were developed based on the goal of developing each of our destinations to ensure that our visitors have memorable experiences that will keep South Eastern Ontario top of mind as a travel destination. Destination development is key to supporting tourism growth in South Eastern Ontario.

RTO 9's **Product Development** efforts will stimulate the development of new tourism products for the region by focusing on regional development, building partner capacity, and understanding the market to inform our activities. Initiatives will include – Regional Film, Indigenous Tourism, LGBTQ+ and Sustainable Tourism. Our efforts are guided by trends that are shaping the new tourism ecosystem.

Through targeted regional marketing initiatives, through earned media and with continued collaborative effort with our Destination partners, RTO 9 will continue to play a strategic regional **Marketing** role with a goal to increase multi-night visitation in South Eastern Ontario. Through our marketing and promotions efforts, we will tell the region's stories to increase overnight visitation. RTO 9 will continue to be the leading regional tourism organization that provides guidance and management expertise to all 11 destinations in South Eastern Ontario.

The tourism industry continues to struggle with **Workforce** issues hindering business existence and growth. Businesses continue to struggle with the recruitment and retention of front-line staff. RTO 9 will collaborate with regional and provincial partners to address these issues and bring recognition to the industry as a viable career option. RTO 9 will continue collaborating with RTO 7 & 13 to implement the Tourism Skills Network initiative.

By providing timely and relevant research for our tourism operators and economic development partners, RTO 9 is able to assist with strengthening opportunities for tourism **Investment** in South Eastern Ontario. By collecting critical market accommodation data, RTO 9 can set benchmarks for the industry to understand its market share.

Partnerships are essential for RTO 9 as we foster tourism growth in South Eastern Ontario. RTO 9 will continue to build strong relationships with our destinations, owners/operators, and sector organizations. RTO 9's partnership fund program will offer opportunities for operators to partner with the RTO on – new events, signage, and development of Indigenous tourism.

RTO 9 will measure the success of this operations plan through solid relationships and collaborations that have been built with their destinations and operators, along with an increase in tourism receipts. Real success for the RTO can be measured through tourism growth in South Eastern Ontario through increased visitation and investment. Tourism is a strong economic driver for South Eastern Ontario, and RTO 9 will continue to be the leading strategic partner by working together to create a sustainable tourism industry.

RTO 9 Successes



Developed a regional cruise working group and hosted a travel agent FAM tour in March 2023 in partnership with the Great Lakes Cruising Association.



Partnered with RTO 13 & 7 on a tourism skills network initiative and trained over 300 front-line tourism individuals (new and current employees).



The first RTO to have a regional 2SLGBTQI+ assessment completed.



Received their Bronze level GreenStep Certification.

RTO 9 Focus

In the coming 2024/2025 fiscal year RTO will focus on providing our tourism owners/operators and destinations with more relevant and recent consumer and industry data. This will be accomplished through a funding opportunity with FedDev (Tourism Growth Fund). RTO 9 will take the lead on this initiative and is working with RTO's 1/3/4/6/7/8/11/13. This is a two-year initiative, and we will also work closely with the Ministry of Tourism, Culture and Gaming (MTCG), along with Destination Ontario.

RTO 9 dissolved their quarterly regional advisory committee (DMO/DMP representatives) and has switched their focus to one-on-one consultations with the destinations at various times throughout the year.

Consensus told us that the destinations only wanted to meet twice yearly as a group to network. This feedback was gathered through a partnership framework initiative that was led by Laridae Consulting. Additionally, our Board switched from being focused entirely on geographic representation to being a skills-based Board, with some consideration given to geography.

1.0

Statements





Mission Statement

Fostering successful destinations in RTO 9 that set the standard in Ontario.

Vision Statement

To be recognized as the leading strategic tourism partner by destinations in our region.

Value proposition

RTO 9 is a hub of ideas and a leader of initiatives for an industry that is an economic driver for South Eastern Ontario and a contributor to the identity and quality of life for all those who call the region home.

Values of RTO 9

The below key words reflect the current and desired values of RTO 9.

- **Collaborative**
- **Approachable**
- **Accountable**
- **Leader**

Goals for RTO 9

- RTO 9 is recognized as the leader of tourism for the region.
- Tourism products are embraced by the communities where tourism experiences take place.
- The regional tourism industry and its workforce are strong.
- Reliable revenue sources enable RTO 9 to do the good work.
- The destinations comprising South Eastern Ontario deliver on the regional value proposition.

2.0

Board Structure



Board and Committee Structure

The RTO 9 Board consists of 13 board members representing industry owners/operators, destinations and organizations. RTO 9 completed a Board composition review, which recognized the need to base Board representation on skills and knowledge and divide seats between the East, West and Central parts of the region while also recognizing the importance of having At Large positions that can be from outside of RTO 9. Additionally, the Board received governance training following the 2023 AGM to ensure they understood their roles and responsibilities. Bi-monthly Board meetings are held throughout the fiscal year, focusing on governance and financial accountability.

The Executive committee is comprised of the following three positions:

Cheri Kemp Long – Chair

Principal and Consultant
Weeping Willow Cottage Consulting
13746 County Road 15
Merrickville, ON K0G 1N0

☎ 867.222.2768
✉ ckemplong@gmail.com

EAST

Kevin Lajoie – Treasurer

Tourism Coordinator
Cornwall Tourism
100 Water St East,
Cornwall, ON K6G 6G4

☎ 613.930.2787 ext 2547
✉ klajoie@cornwall.ca

EAST

Cale Fair – Vice Chair

Vice President
Black Bear Ridge Golf & Resort
501 Harmony Road
Belleville, ON K0K 1V0

☎ 416.846.8252
✉ cfair@blackbearridge.ca

WEST



Organizational Chart

Level 1

Board of Directors
Finance and Governance committees

Level 2

Executive Director

Level 3

Operations Manager
Senior Marketing Manager
Digital Marketing Manager

2.1

Current Board of Directors





Cheri Kemp-Long

Chair (EAST)

Cheri Kemp-Long has worked in tourism, business development, and community economic development for over forty years. Her experience and training includes all facets of tourism marketing and operations, training and development, business management, and public sector policy and contribution management. Thirty-one years of her work was while living in Canada's northern Territories (Nunavut, NWT, and Yukon); during that time, Cheri served as President of the Iqaluit and Baffin Regional Chambers of Commerce, Chair of the Conference Committee of the Nunavut Trade Show and Conference, Co-chair of the Conference Committee of the Northern Lights Conference and Trade Show, a major trade show, conference and cultural event held in Ottawa that features Nunavut, Labrador and Nunavik, Executive member of the Nunavut Economic Developers Association Board, and Member and executive member of the Economic Developers Association of Canada culminating her time with them as National President in 2013. Cheri and her husband retired from their respective government jobs in 2015 and moved to Ontario, where they have enjoyed sailing on the St Lawrence and Lake Ontario for years; now, in Merrickville, they are boating on the Rideau. Time is also spent volunteering locally, doing business consulting in Nunavut, and keeping in touch with family and friends still resident there.



Kevin Lajoie

Treasurer (EAST)

Kevin is the Tourism Coordinator at Cornwall Tourism, a division of the City of Cornwall's Economic Development Department. In this role, Kevin oversees Cornwall's tourism efforts in the areas of marketing, visitor services and tourism product development. Kevin brings extensive experience in communications, marketing, and community development. Prior to his current role as Tourism Coordinator, Kevin oversaw the City of Cornwall's corporate and external communication efforts. He also worked as a journalist for the Cornwall Standard-Freeholder and as a Coordinator with Heart of the City, an organization dedicated to revitalizing Cornwall's traditional commercial areas. As a proud Cornwall resident and ambassador, Kevin is also heavily involved in his community through various causes and initiatives. He has previously served on the local United Way campaign and is currently a Director of the Cornwall Sports Hall of Fame.



Brett Christopher

(EAST)

Brett has been an active member of the Canadian theatre sector for over twenty years. Celebrated as both an actor and a director, he has worked with a variety of theatre companies, including the Stratford Festival, Vancouver's Arts Club, Montreal's Segal Centre, Toronto's Canadian Stage, and many more. He has worked in an administrative capacity for several theatre companies, including Buddies in Bad Times, Actors Repertory Company, and Theatre Kingston, where he founded the Storefront Fringe Festival and co-founded the Kick & Push Festival. He has led the Thousand Islands Playhouse in Gananoque, ON, for the last four years, as Managing Artistic Director. He has sat on the Boards of the Kingston Arts Council, Arts Advisory of the City of Kingston, Tourism Kingston, and currently serves on the TIAP Board and is a member of the Economic Development Committee of the Town of Gananoque.



Karina Belanger

(EAST)

Karina Belanger is the Tourism Coordinator, serving The United Counties of Stormont, Dundas, and Glengarry (SDG Tourism). With a focus on enhancing the region's appeal as a premier visitor destination, Karina oversees the development, implementation, and management of various programs and services for both visitors and tourism stakeholders. Her notable achievements include spearheading a successful video series and visitor guide that showcases the beauty and attractions of SDG Counties, effectively raising awareness and interest among potential visitors. Furthermore, Karina is responsible for the operations of the Historic SDG Jail, which provides engaging guided tours and special events throughout the year, ensuring a memorable visitor experience.



Krista LeClair

(CENTRAL)

Krista LeClair was appointed Executive Director at Kingston Accommodation Partners in December 2019, following nine years in the charitable sector at Easter Seals Ontario. Krista has held Board positions as an Executive at the Greater Kingston Chamber of Commerce, President of the Association of Fundraising Professionals South Eastern Ontario, and Director for the Rotary Club of Kingston. Krista is now serving on the Ontario Hotel Council through ORHMA, on the Policy Advisory Committee through TIAO and on the Program Advisory Committee for the Tourism program at St. Lawrence College. Krista is a community tourism development professional focusing on sector associations, advocacy and government relations, revenue management, and stakeholder and partnership relations. Krista has experience in fundraising and event planning, leadership, media, public relations, and budgeting.



Megan Knott

(CENTRAL)

Megan, Chief Executive Officer at Tourism Kingston, has more than a decade of experience in leadership and development, strategic marketing, media and public relations, and business and fiscal management. Her proven capabilities in stakeholder engagement and idea generation have led to the development, implementation, and continuation of many revenue-generating partnerships and projects for organizations such as Tourism Kingston, Kingston Accommodation Partners, and St. Lawrence Parks Commission, building capacity and profile. An active member of the Kingston community, Megan has participated on several Boards of Directors, including Regional Tourism Organization 9, Kingston Economic Development Corporation, Downtown Kingston!, and the Greater Kingston Chamber of Commerce. Under Megan's leadership, the Visit Kingston brand has been recognized with 12 national and international awards.



Liam Karry

(CENTRAL)

Liam's in his eighth season with the Kick & Push Festival and brings his array of talent to the RTO 9 Board of Directors. Liam is the founding and current artistic director of the Single Thread Theatre Company. He was a founding member of the Kingston Theatre Alliance and currently serves on the board of anARC theatre. Recent directing credits include: Unless, a site-specific immersive experience produced in Bangkok, Thailand, and Collider, a live VR performance, which was co-produced by foldA, and the rEvolver festival in June 2021. In addition, Liam spearheaded PXR2023: a national conference on live performance within extended reality.



Eleanor Cook

(WEST)

Eleanor is the Executive Director of Prince Edward County's new Destination Marketing and Management Organization, Visit The County. With over twelve years of experience supporting the industry at the municipal, regional, and provincial levels of tourism, her passion lies in driving community-led tourism planning. In her former role with a Regional Tourism Organization, Eleanor focused on a regionally aligned approach to strategy, tourism wayfinding planning, and award-winning experience development. Destination development has been a journey from the boardroom to the classroom, from field professional to Professor, allowing Eleanor to shape Ontario's tourism growth by mentoring graduates as future leaders in regenerative destination development, responsible tourism marketing, and niche product development. Eleanor's approach to tourism begins with a welcoming host community that embraces ownership of the visitor economy for its sociocultural benefit, economic sustainability and vibrant quality of life.



Cale Fair

Vice Chair (WEST)

Cale is a people person who's spent his career business-building with some of the world's most exciting creators and brands. Currently, he is the Vice President of Black Bear Ridge Golf + Resort in Belleville, a burgeoning four-season resort anchored by one of Canada's 59 Top Public Golf Courses. He brings deep experience directing sales, partnerships, and operations at successful manufacturing, e-commerce, and retail companies. Cale has managed product development, sales, and partnerships with 100's of SME's and several Fortune 500 brands, including NIKE, Microsoft, Red Bull, and Hudson's Bay Co. He's developed omnichannel commerce partnerships with respected global organizations, as well next-generation entrepreneurs in the creator, influencer and social enterprise space. In 2018, Cale co-founded the Leslieville Residents Association in Toronto's Lower East Side.



Rob Plumley

(WEST)

Rob is the Community Development Officer for Lennox and Addington County. Working in the Community & Development Services Department for Lennox & Addington, Rob is very involved in destination marketing duties on behalf of the county and its tourism stakeholders. He develops and promotes a number of successful products, including the L&A Dark Sky Viewing Area, the L&A County Trails road cycling system and the L&A County Geocaching Experience. In addition, Rob has sat on the executive committees of several major sporting events in the county in recent years. Tourism is a major economic driver in Lennox & Addington County, and having a strong, influential RTO will benefit all tourism stakeholders in the region.



Loren Christie

(AT LARGE)

With over 25 years of experience in the tourism industry, 15 of which have been in leadership roles in hotels and with a Destination Marketing Organization, Loren brings his creative, energetic, enthusiastic, and inspiring leadership skills to RTO 9. Loren has had numerous successes in re-imagining businesses and process improvement. With 20 years of on-air TV presence, including a regular segment on CTV's Canada AM and Your Morning as well as 20 years of spokesperson, moderator, and panellist experience, Loren brings many perspectives to the RTO9 board position.



Michelle Caron

(AT LARGE)

With a full spectrum of 28 years of experience in all aspects of tourism, Michelle is a knowledgeable and keen representative for South Eastern Ontario stakeholders. Her prior career background includes a strong business acumen that she acquired as a business owner and President of Sales for 14 years. Currently, she also serves as a Director for the 1000 Islands Regional Tourism Development Corporation Board. Her genuine enthusiasm and interest in people have been key ingredients to her success, and she looks forward to sharing her lifetime of experience with others every day and in every way.



Karen Best

(AT LARGE)

Karen Best has more than 20 years of experience working within Canadian destination marketing organizations. As the Director of Membership for Ottawa Tourism, Karen was responsible for increasing membership by 40% in three years by planning and executing a membership recruitment strategy that involved leading a committee to generate new ideas, targeting new market sectors, and developing a value proposition for members. With exceptional planning, organizational and people skills, she is focused on building consensus and generating results that benefit all parties. Her impressive track record of creating, managing, and enhancing special events has involved cultivating a wide range of contacts across multiple disciplines throughout South Eastern Ontario and beyond. Karen has a wide range of Board governance, human resource, administrative, and financial management experience in the private, public, and non-profit sectors.

Recognition

RTO 9 recognizes the contributions of Mia Robertson, Louis Bedard and Katie Crowley - Regional Development Advisors, Ministry of Tourism, Culture, and Gaming.

2.2

Administrative Plan



Four positions have been hired to serve the Corporation, with an understanding that funding is dependent on the renewal of a TPA with the MTCG each fiscal year. RTO 9 retains qualified staff to ensure the goals of the organization are met. Staff are compensated fairly through competitive wages, benefits, and vacation time. Annually, the Executive Director reviews the staffing needs of the organization to ensure the goals and objectives of the operations plan will be met.

- **The Executive Director** is a full-time position and is responsible for leadership to implement the RTO strategic direction and the development of the annual operations plan that includes initiatives and programs to grow visitation revenues and positively influence the growth of investment within the Region. These initiatives and programs include but are not limited to research and planning, marketing, product development, workforce development and investment attraction. The Executive Director reports directly to the Board of Directors and is responsible for the day-to-day management of staff.
- **The Operations Manager** is a full-time position and is responsible for the development, organization, and implementation of Partnership Funds. Additionally, any administrative duties regarding Board meetings, workshops, and product development initiatives. This position works cohesively with the Executive Director on various projects throughout the year.
- **The Senior Marketing Manager** is a full-time position, and their role is to implement the partnership framework as a communications tool with our destinations. This position has a responsibility to work cohesively for the region by working with RTO 9's 11 destinations. The Senior Marketing Manager will oversee the Digital Marketing Manager's role to ensure cohesion in planning. This role will also directly coordinate with the agency of record, manage public relations and maintain the industry website (RTO9.ca).
- **The Digital Marketing Manager** is a full-time position and their role is to develop and implement a digital marketing strategy in coordination with RTO 9's 11 destinations. The goal of this position is to assist each destination in its marketing efforts to grow tourism receipts. Additionally, this position is also responsible for consumer and industry communications for RTO 9 and management of the consumer website (southeasternontario.ca).

Additionally, in the 2023/2024 fiscal year RTO 9 employed two contract positions, one part-time and one full-time to complete the Tourism Skills Network initiative.

The Board retains professional services such as banking, accounting, insurance, and legal professionals.

RTO 9's financial institution is the Royal Bank of Canada. McDougall Upper Canada Insurance is retained as the Corporation's insurance provider, Secker Ross & Perry LLP acts as the Corporation's accounting firm and Soloway Wright as the Corporation's legal counsel.

All services are located within the City of Kingston.

All RTO 9 staff work remotely.

Mailing address:

829 Norwest Road, Suite 403
Kingston, ON, K7P 2N3

3.0

Regional Assessment and Research



Economic and Market Indicators relevant to South Easterns Ontario's Tourism Economy

The information and data found in the pages to follow are current as of the date of reporting from Twenty31 Consulting Inc. in March 2023. They are subject to change, given market forces and external variables.

The analysis offers a comprehensive overview of the tourism economic landscape in Canada and South Eastern Ontario in 2022, with a focus on key indicators such as GDP, retail sales, consumer spending, tourism unemployment, total number of active tourism businesses, and accommodation occupancy rates.

The statistics reflect the economic trends in the region, highlighting the impact of COVID-19 on the local economy and the recovery efforts in various sub-sectors. Additionally, it provides a comparison of the region's performance with the national averages.

The data used in the report is primarily sourced from Statistics Canada, including the Labour Force Survey, Retail Trade Survey, and Tourism Employment Tracker. Other data sources include industry reports, market research, and surveys conducted by local economic development agencies and chambers of commerce. Historical data from previous years is also included for comparison and context. This analysis is meant to provide a historical assessment of the tourism economy in South Eastern Ontario and to provide context on the potential outlook for 2023.



Total Economic Activity - Canada

COVID-19 challenges and uncertainty persist in 2023, highlighting the need for prioritizing support for affected industries like tourism, despite projected GDP growth.

What does it measure?

Provides an economic snapshot, used to estimate the size of an economy and its growth rate. Typically used as a proxy to measure economic health.

Indicator - Gross Domestic Product (GDP)

Measurement - Annual Average (\$)

Data Source - Statistics Canada, Table 36-10-0434-03

Link -

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610043401>

Key Insight

COVID-19 is expected to continue impacting the Canadian economy in the coming years, creating challenges and uncertainty for various industries, including tourism.

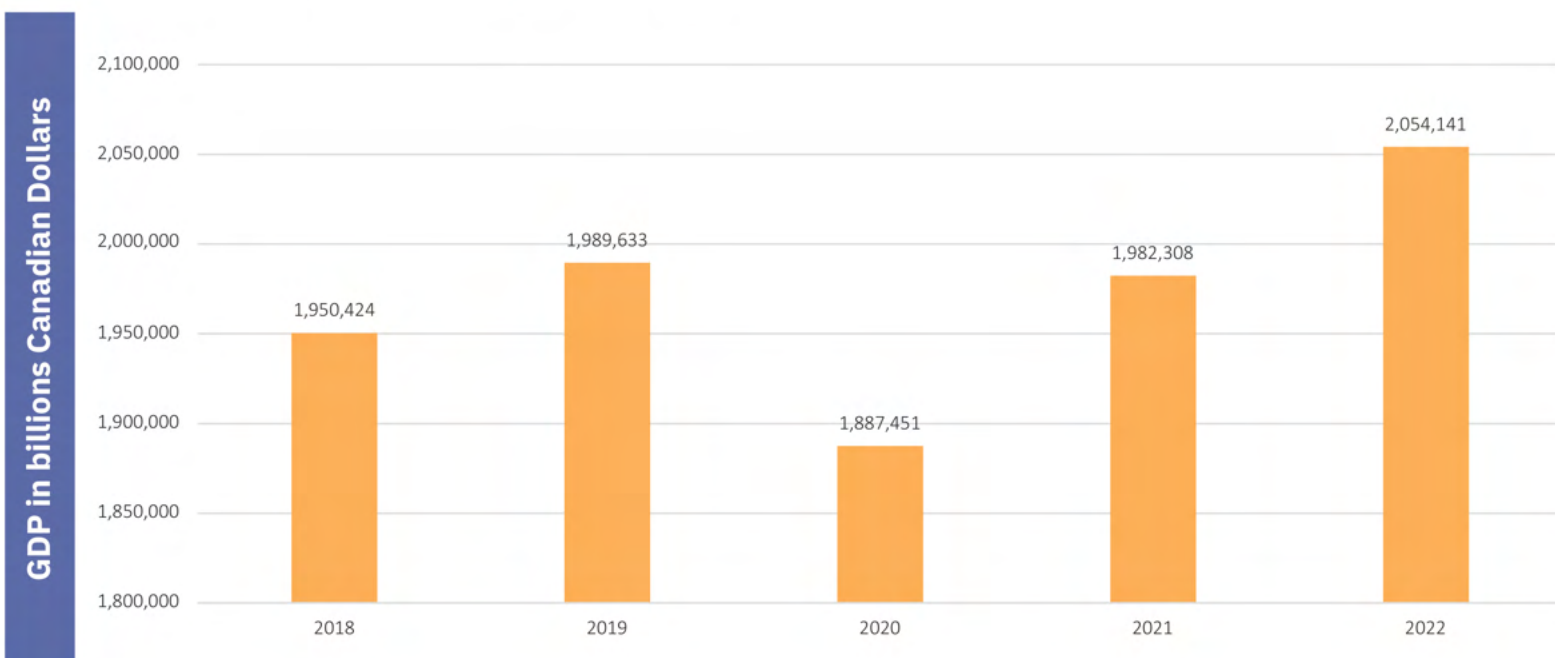
Prioritizing support for affected businesses is critical for promoting long-term economic growth and resilience.

In 2022, real GDP surpassed pre-COVID-19 levels after a year of recovery in 2021.

However, high inflation will take a toll on spending and hiring in 2023.

Despite ongoing challenges, Canadian GDP growth is expected to remain positive in 2023, with a projected growth rate of 0.8%

GDP at basic prices, annual average, 2018-2022



Sources: Statistics Canada; (<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610043403&pickMembers%5B0%5D=2.1&pickMembers%5B1%5D=3.1&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2021&referencePeriods=20180101%2C20210101>), TD Economics: <https://economics.td.com/ca-long-term-forecast> -

(<https://economics.td.com/ca-forecast-tables#lt-ca>)

(<https://economics.td.com/ca-forecast-tables#lt-ca>)

Total Economic Activity - Canada

Tourism GDP in Canada grew consistently throughout 2022, but remained lower than pre-pandemic levels – recovery of the tourism economy in Canada is on-going and likely to return to 2019 levels by mid to end 2024.

What does it measure?

Provides an economic snapshot, used to estimate the size of the tourism-related economy and growth rate.

Indicator - Gross Domestic Product (GDP)

Measurement - Monthly (\$)

Data Source - Statistics Canada, Table 36-10-0434-01

Link -

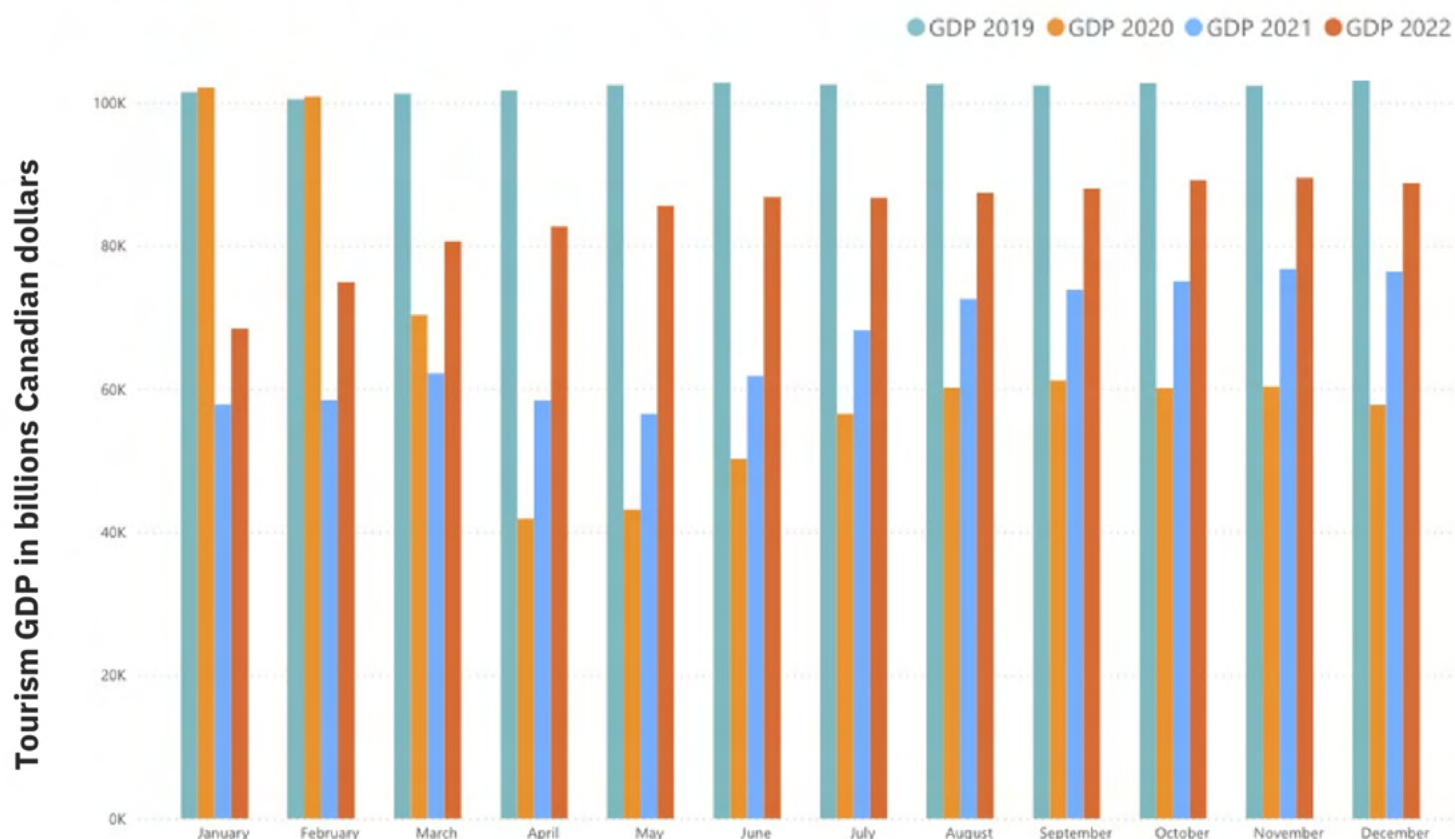
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610023401>

Key Insight

Tourism GDP in Q1 2022 declined by 1.6% compared to the previous quarter. The accommodation sub-sector rebounded in Q3 2022 with a 33% increase compared to Q3 2021. In 2022, tourism-related industries' total GDP was 20.6% lower than pre-pandemic levels recorded in February 2020.

This data clearly highlights that while the recovery of the tourism economy in Canada is positive, it is still an on-going exercise, with 2019 GDP levels not likely to be achieved until mid to end 2024.

Tourism GDP, monthly, January through December, 2019 to 2022



Source: Tourism HR Canada; (<https://tourismhr.ca/labour-market-information/tourism-employment-tracker-insights-into-covid-19s-impact/#GDP>)

Total Economic Activity - Canada

Canadian retail sales increased by 0.5% to \$62.1 billion in December 2022, led by higher sales at motor vehicle and parts dealers and general merchandise stores. Core retail sales increased by 0.4% and retail sales increased by 8.2% in 2022.

What does it measure?

Indicator of the pulse of the economy and its projected path toward expansion or contraction.

Indicator - Retail Sales

Measurement - Monthly (\$)

Data Source -Statistics Canada, Table 20-10-0008-01

Link -

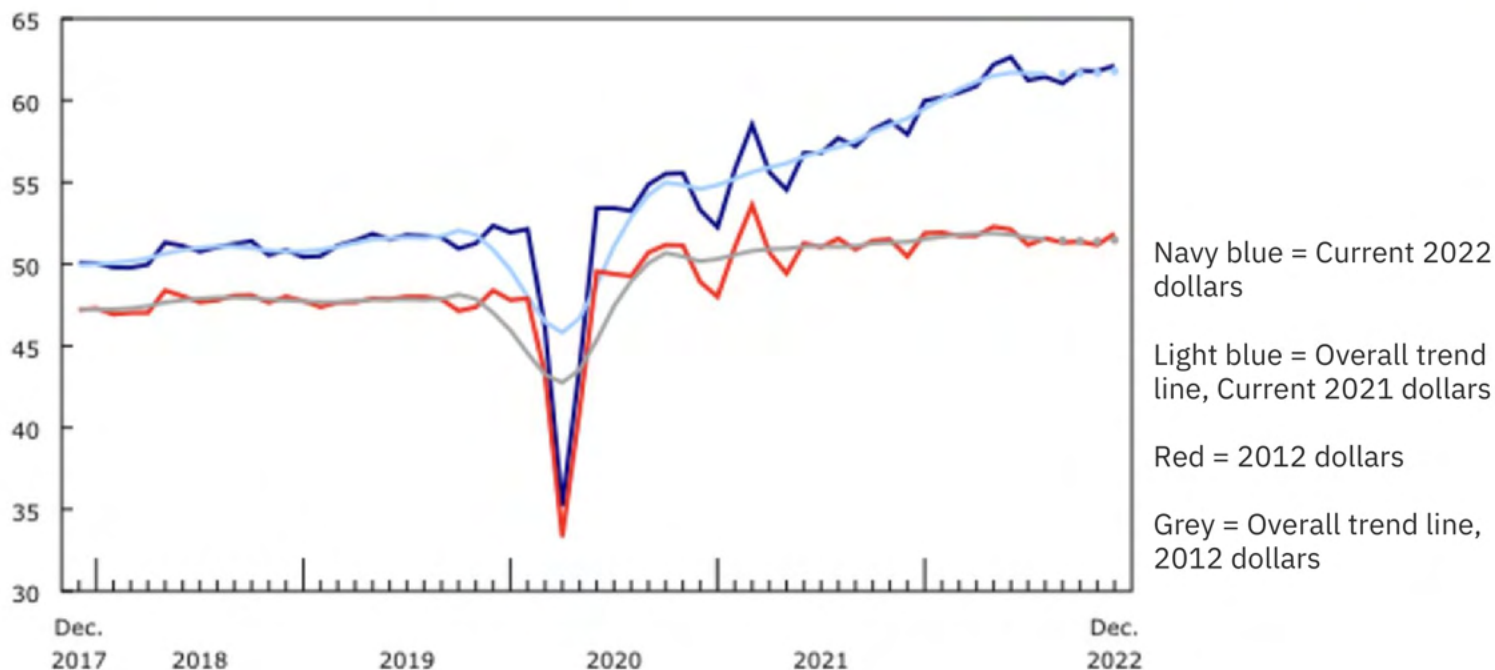
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=2010000801>

Key Insight

Tourism GDP in Q1 2022 declined by 1.6% compared to the previous quarter. The accommodation sub-sector rebounded in Q3 2022 with a 33% increase compared to Q3 2021. In 2022, tourism-related industries' total GDP was 20.6% lower than pre-pandemic levels recorded in February 2020.

This data clearly highlights that while the recovery of the tourism economy in Canada is positive, it is still an on-going exercise, with 2019 GDP levels not likely to be achieved until mid to end 2024.

Retail Sales, current dollars, December 2017 to December 2022 (in billions of dollars, Canada)



Total Economic Activity - Canada

Canadian consumers were optimistic about the economy in 2022, with expected income growth and lower unemployment rates, although concerns about inflation persisted.

What does it measure?

Degree of optimism about the state of the economy, measured through consumer spending activities.

Indicator - Consumer Spending Expectations

Measurement - Growth next 12 months (%)

Data Source - Bank of Canada, Canadian Survey of Consumer Expectations

Link - <https://www.bankofcanada.ca/2023/01/canadian-survey-of-consumer-expectations-fourth-quarter-of-2022/>

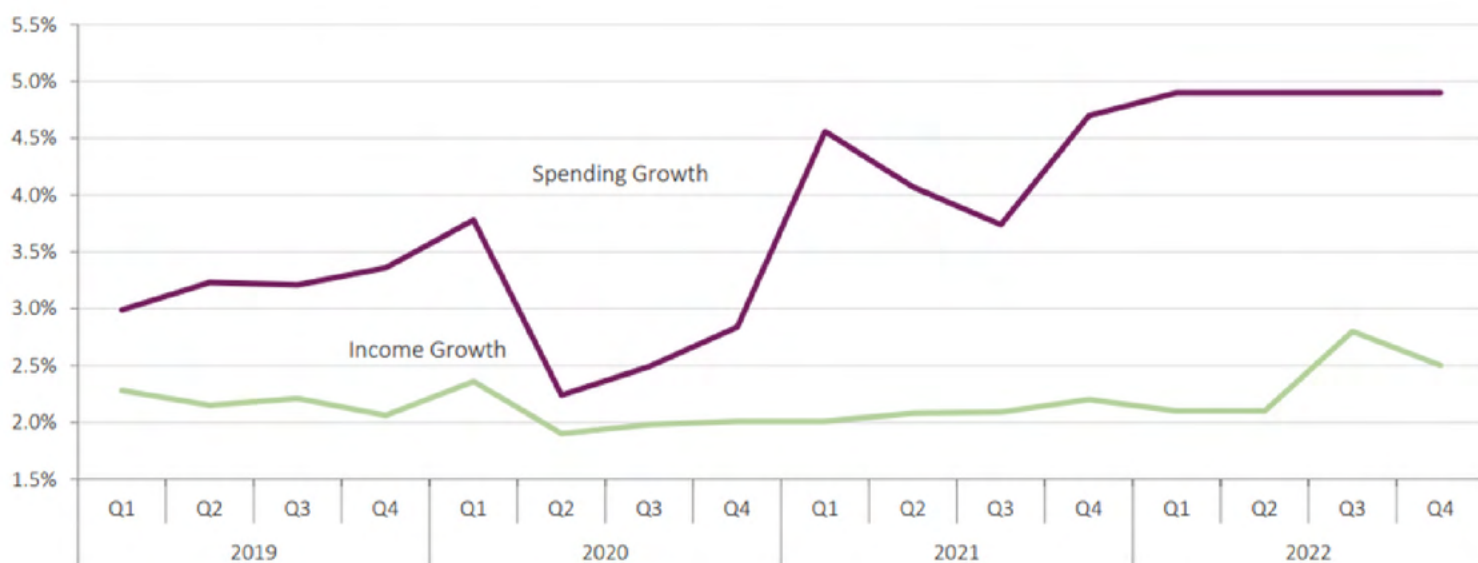
Key Insight

Most consumers were expecting their incomes to increase in 2022, which could have been a driver of higher consumer spending.

However, consumers were expecting inflation to continue to increase and, therefore, were not expecting major increases in their spending growth.

Consumer spending leveled off in Q2 2022 – a trend likely to continue (and potentially decline) in 2023 as inflation continues to bite into household budgets.

Quarterly Consumer Spending, 2019 to 2022 (% growth, Canada)



Source: Bank of Canada: (<https://www.bankofcanada.ca/publications/canadian-survey-of-consumer-expectations/canadian-survey-of-consumer-expectations-survey-data/>)

Q: Over the next 12 months, by about what percent do you expect your total household income to [increase/decrease]?

Q: Over the next 12 months, By about what percent do you expect your total household spending to [increase/decrease]?

Tourism Unemployment - Canada

In 2022, Canadian unemployment rates improved, with the tourism industry making a strong recovery. The recreation and entertainment sub-sector was the strongest tourism employment sector in 2022.

What does it measure?

Illustrates how quickly tourism's employment landscape is changing.

Indicator - Tourism Unemployment

Measurement - Monthly (%)

Data Source - Statistics Canada, Canadian Labour Force Survey

Link -

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410037501>

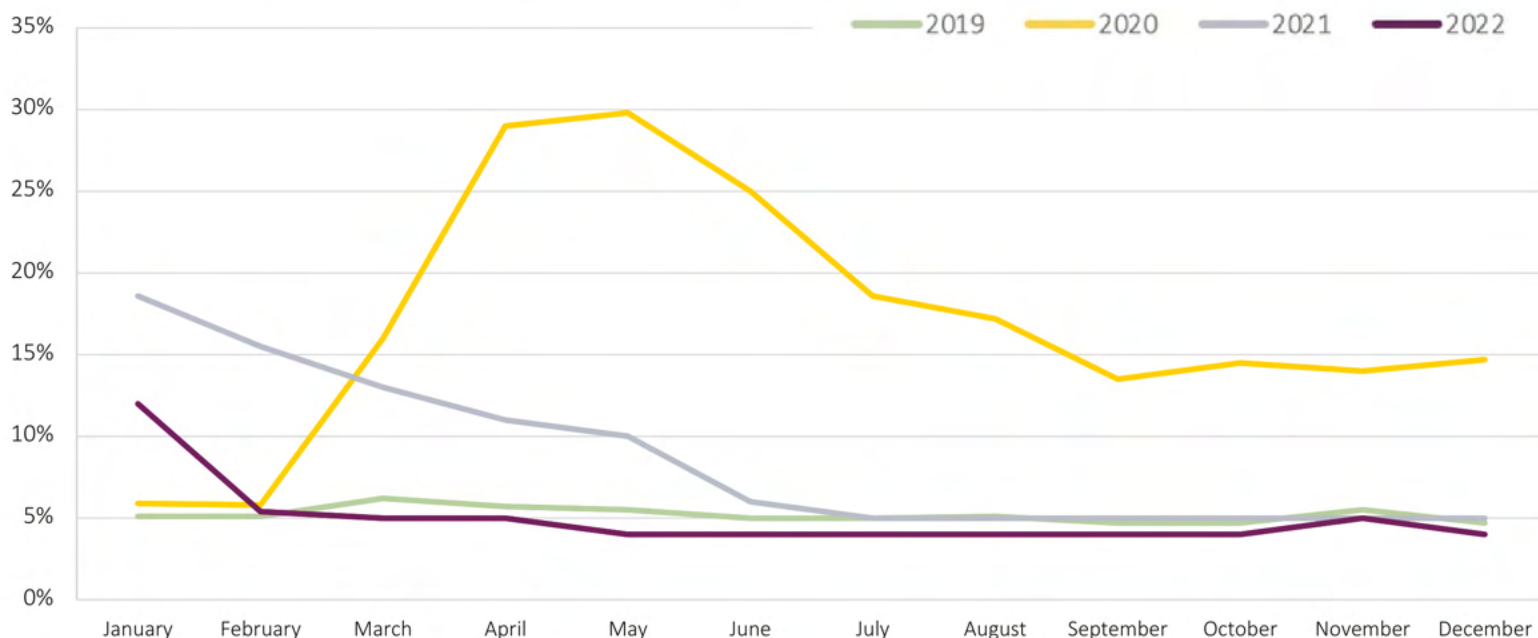
Key Insight

In 2022, the national tourism unemployment rate was 5.3%, a 2.2% decrease from 2021 (7.5%).

From February 2022 onwards, the tourism unemployment rate in Canada was lower than 2019 levels.

The recreation and entertainment sub-sector was the only sector in 2022 to consistently hit or surpass 2019 employment levels.

Tourism Unemployment Rate, 2022 (% monthly, Canada)



Tourism Unemployment - Ontario

Ontario saw its lowest tourism unemployment rate in 2022, with unemployment consistently under the 2019 unemployment rates.

What does it measure?

Illustrates how quickly tourism's employment landscape is changing.

Indicator - Tourism Unemployment

Measurement - Monthly (%)

Data Source - Statistics Canada, Canadian Labour Force Survey

Link - <https://www150.statcan.gc.ca/n1/daily-quotidien/230310/dq230310a-eng.htm>

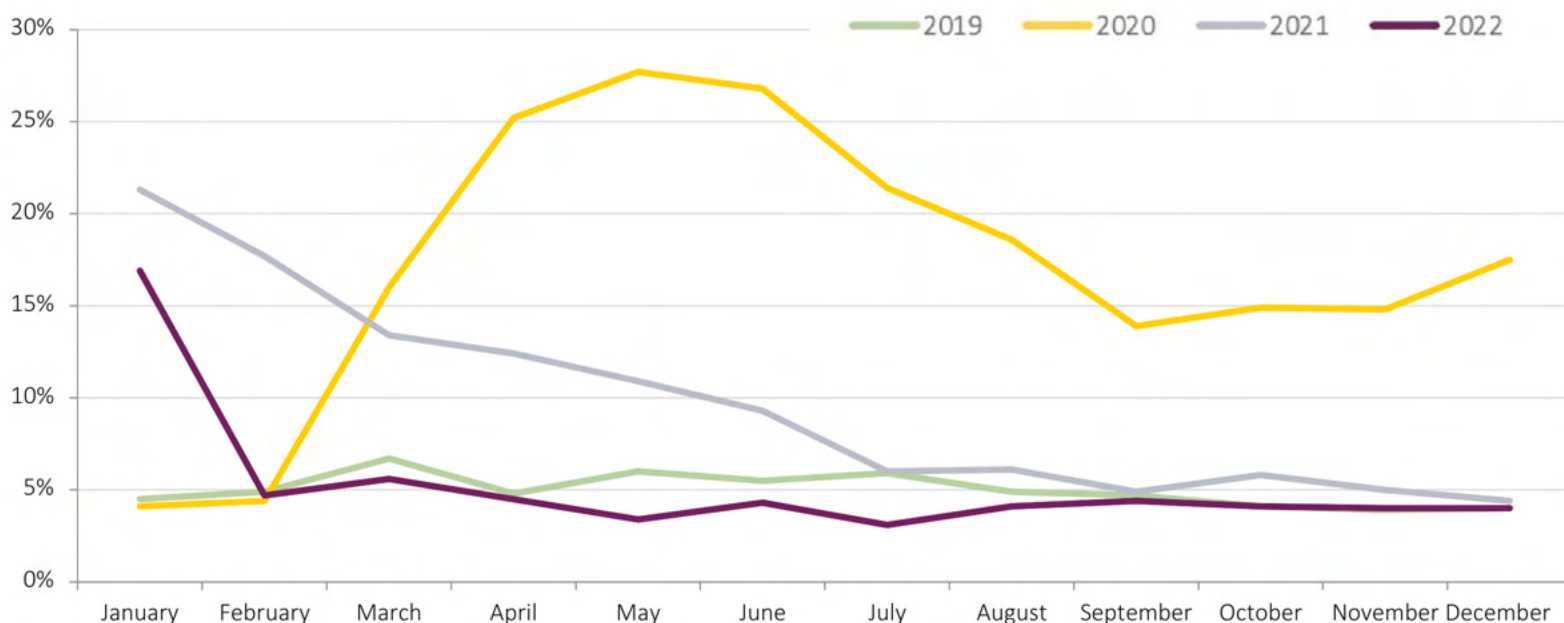
Key Insight

In July 2022, Ontario had a tourism unemployment rate of 3.1%, the lowest it has been in over three years.

Employment rose for women in the six months to February 2022.

While these numbers are positive and indicate a high degree of positive business sentiment, they also mask a perceived and real labour shortage in tourism.

Tourism Unemployment Rate, 2019 to 2022 (% monthly, Ontario)



Tourism Businesses - Ontario

The number of active tourism businesses in Ontario in 2022 grew from 2021, and came to within 1.2% of February 2019 peak levels.

What does it measure?

Illustrates how quickly tourism's employment landscape is changing.

Indicator - Active Tourism Related Businesses

Measurement - Monthly (#)

Data Source - StatisticsCanada, Table 33-10-0270-01

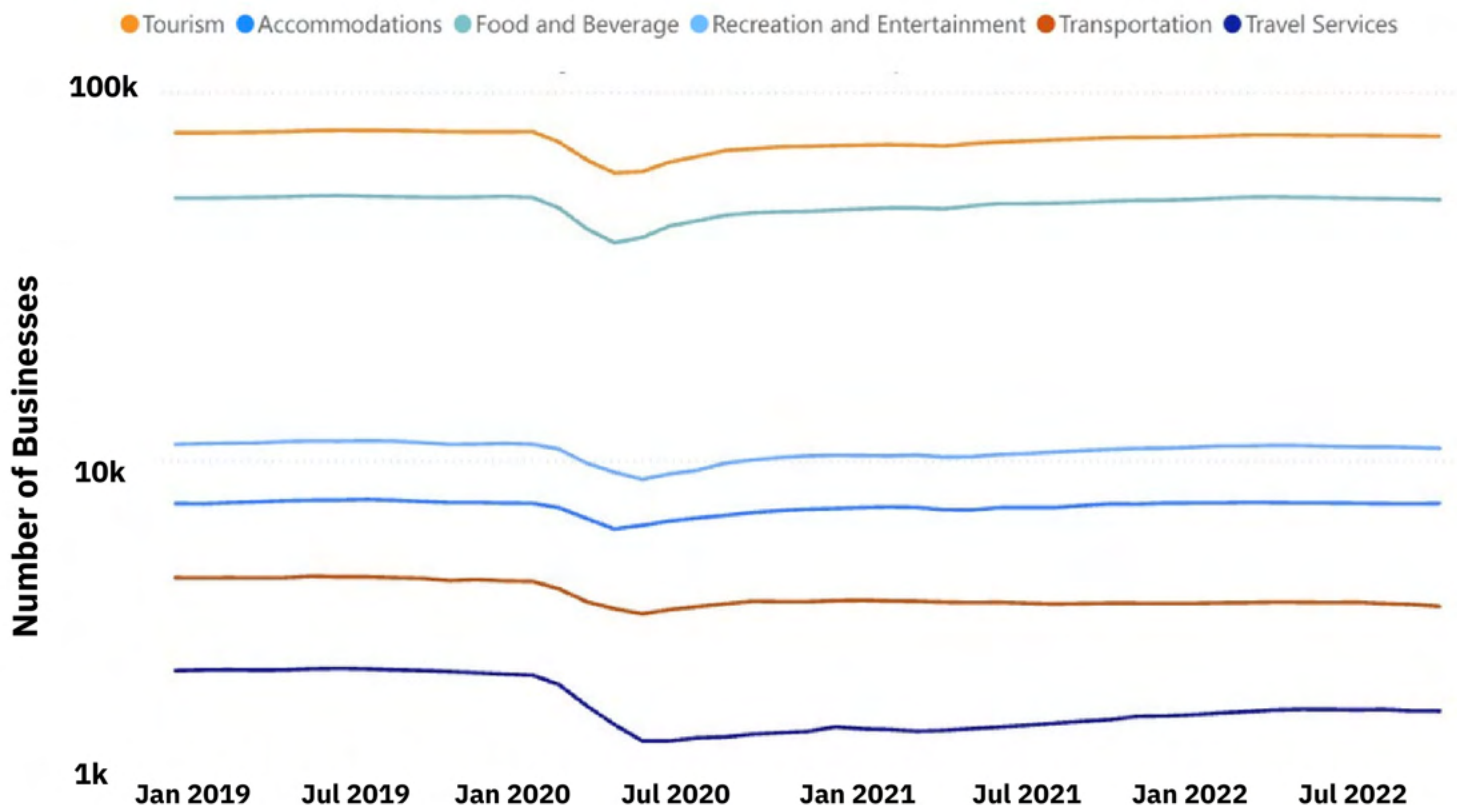
Link - <https://www150.statcan.gc.ca/n1/daily-quotidien/230310/dq230310a-eng.htm>

Key Insight

The number of active tourism businesses in Ontario operating in 2022 continued to grow from 2021 numbers, almost reaching pre-pandemic levels.

In May 2020, there were 20,182 active tourism businesses in Ontario. As of November 2022, there were 26,771 active tourism businesses, an increase of 33% from May 2020. This indicates a recovering tourism industry in Ontario, and a high degree in business confidence.

Tourism Unemployment Rate, 2019 to 2022 (% monthly, Ontario)



Tourism Businesses - South Eastern Ontario

The tourism industry in South Eastern Ontario is mainly comprised of food and beverage businesses. In 2021, total tourism-related businesses operating in the SE Ontario region decreased to 2,314 from 2,489 in 2020.

What does it measure?

Used to compare the number of active tourism businesses in Ontario and by region.

Indicator - Tourism Related Businesses

Measurement - Share by Sector (%)

Data Source - Statistics Canada, Canadian Business Patterns

Link - <https://www150.statcan.gc.ca/n1/daily-quotidien/230310/dq230310a-eng.htm>

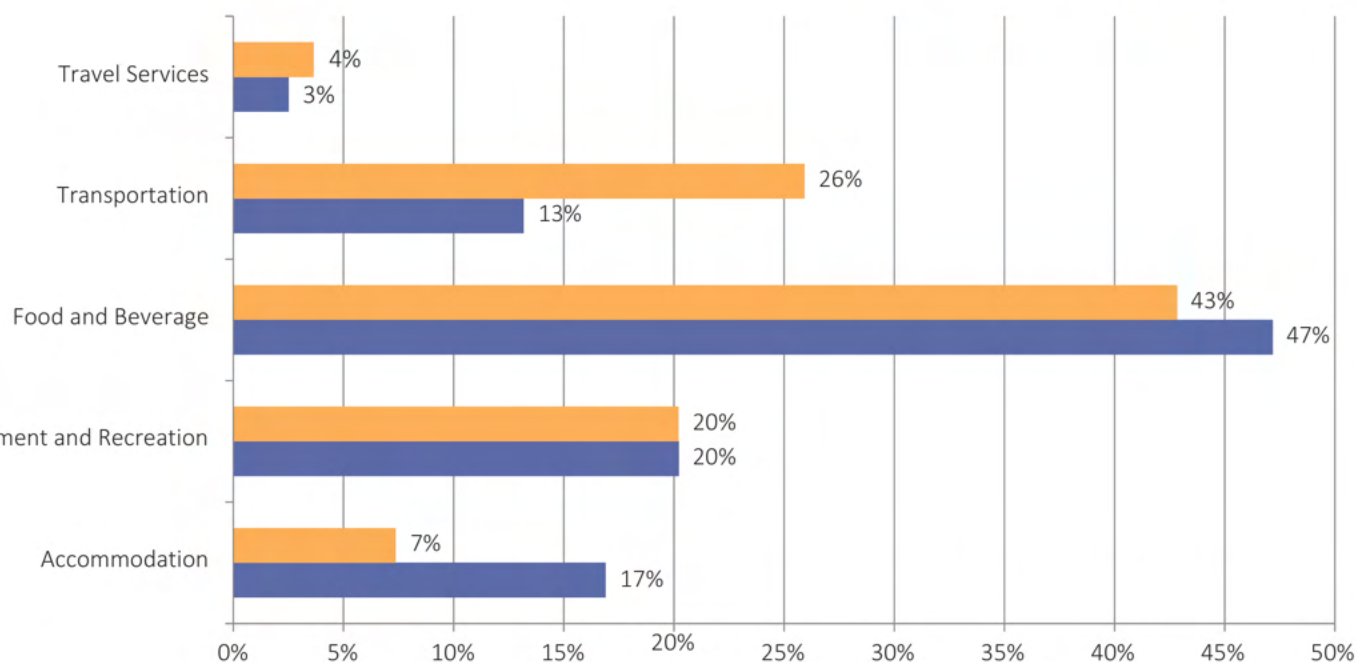
Key Insight

Due to changes in demand for tourism activities and restrictions brought about by the COVID-19 pandemic, some businesses were forced to close temporarily or permanently.

Excluding retail and other services, 2,314 tourism businesses were operating in SE Ontario in 2021, a 7% decline from the year before. The highest share of businesses operated in the food and beverage sub-sector (47%), followed by arts, entertainment and recreation (20%). Over 80% of tourism businesses in the region had less than 20 employees.

Tourism Related Businesses, 2021 (% share by sub-sector, Ontario vs. South Eastern Ontario)

Ontario SE Ontario



Source: Statistics Canada and Ontario Government: (<https://www.ontario.ca/document/tourism-regions/region-9-South-Eastern-Ontario>)

Occupancy Rates - South Eastern Ontario

South Eastern Ontario accommodation occupancy rates continued to recover whilst the average daily rate hit a 10-year peak at \$141 a night, a 32% increase from 2012 prices.

What does it measure?

Used to compare the number of active tourism businesses in Ontario and by region.

Indicator - Accommodations

Measurement - Occupancy (%); Revenue per available room (\$); Average daily rate (\$)

Data Source - CBRE Hotels' Trends in the Hotel Industry National Market/Operations Report

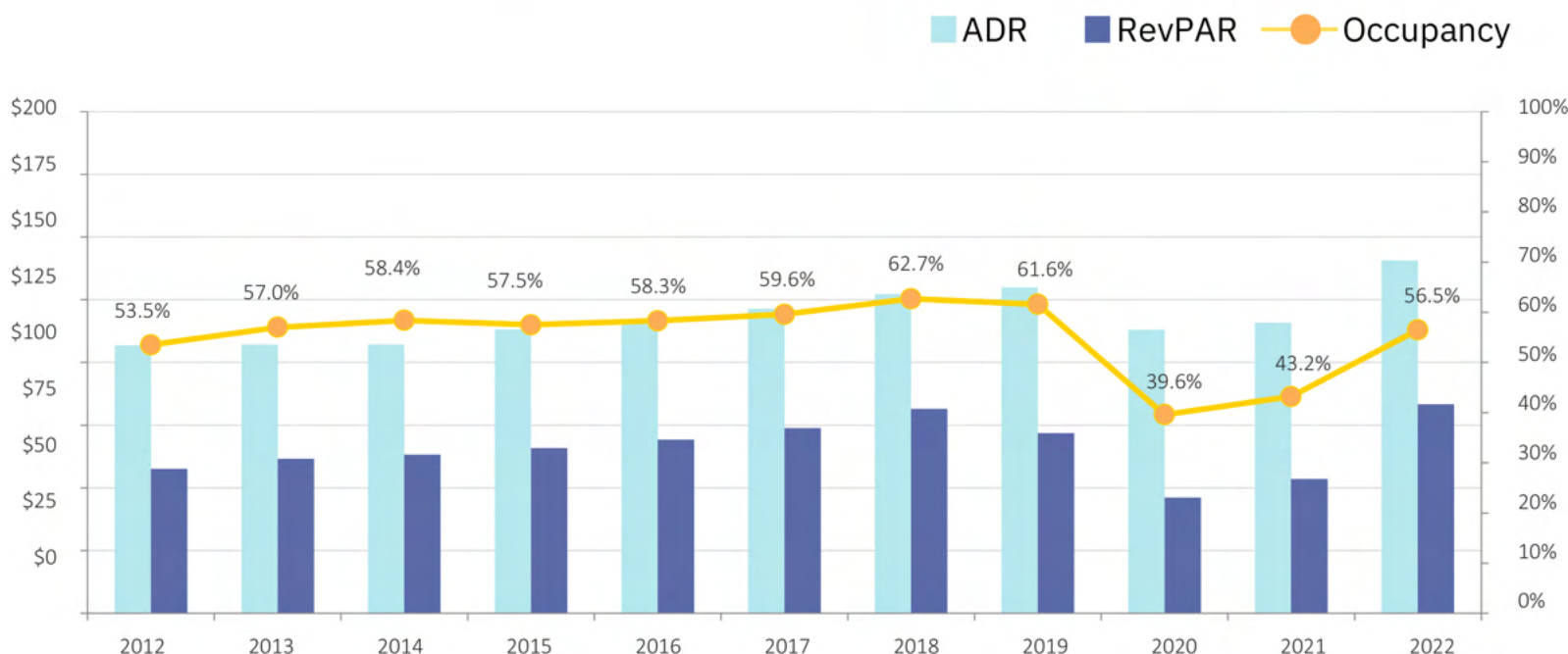
Link - <https://www150.statcan.gc.ca/n1/daily-quotidien/230310/dq230310a-eng.htm>

Key Insight

Average daily rate and revenue per available room surpassed 2019 levels, while occupancy rates continued to recover, falling 5.1% short of 2019 levels.

With high inflation rates and an impending recession, many traveller segments' plans will likely change with reduced length of stay and travellers looking for cheaper accommodation options.

Tourism Related Businesses, 2021 (% share by sub-sector, Ontario vs. South Eastern Ontario)



Source: Statistics Canada and Ontario Government: (<https://www.ontario.ca/document/tourism-regions/region-9-South-Eastern-Ontario>)

Target Markets

South Eastern Ontario will focus its marketing efforts on several key geographic markets to attract visitors from both domestic and international locations. Markets for South Eastern Ontario to target include:

Domestic

Ontario

- Targeting major cities and regions within Ontario, including Toronto, Ottawa, and the Greater Toronto Area (GTA), attracting a significant number of domestic travellers seeking weekend getaways or short vacations.

Quebec

- Quebec residents, particularly those in Montreal and surrounding areas, are drawn to South Eastern Ontario for its cultural attractions, outdoor activities, and proximity.

United States

Neighbouring U.S. States: Destination Ontario Spotlight Campaigns and the partnership with the Thousand Islands Tourism Council will target:

New York State

- Targeting cities like New York City, Buffalo, and Syracuse attracts visitors interested in exploring the nearby Thousand Islands region, Prince Edward County and the Rideau Canal World Heritage Site in South Eastern Ontario.

Michigan

- Cities like Detroit, Ann Arbor, and Grand Rapids are within driving distance of South Eastern Ontario and may be interested in cross-border travel opportunities, particularly for outdoor recreation and cultural experiences.

Other Nearby States

- Marketing efforts in neighbouring states such as Pennsylvania, Ohio, and Vermont, where travellers may be interested in exploring Canada's natural beauty and cultural offerings.

Target Markets

Global Hubs and Transit Points

Toronto Pearson International Airport

Via Rail Union Station

- Targeting major cities and regions within Ontario, including Toronto, Ottawa, and the Greater Toronto Area (GTA), attracting a significant number of domestic travellers seeking weekend getaways or short vacations.



By strategically targeting these geographic markets, South Eastern Ontario can expand its reach, attract diverse visitor demographics, and capitalize on opportunities for tourism growth and development. Collaborating with tourism partners, travel agencies, and industry operators will be essential to effectively promote the region to these target markets.

Consumer Profiles

Cultural Explorers

- These travellers are interested in immersing themselves in local culture, history, and arts.
- They seek authentic experiences such as visiting museums, attending festivals, and exploring heritage sites.
- South Eastern Ontario can appeal to Cultural Explorers by highlighting rich historic attractions, including Fort Henry, Upper Canada Village, and Kingston Penitentiary tours. Promoting cultural events, art galleries, and theater performances in cities like Kingston, Brockville, Cornwall and Belleville can also attract these travellers.



Active Outdoor Adventurers

- Active Outdoor Adventurers are enthusiasts of outdoor activities such as hiking, biking, kayaking, and wildlife watching.
- They are drawn to destinations with diverse natural landscapes and opportunities for adventure.
- South Eastern Ontario can target Active Outdoor Adventurers by showcasing its extensive network of trails, conservation areas, national parks and lock stations including waterfronts. Activities like hiking along the Rideau, Cataraqui, K&P Trails, cycling the Waterfront Trail, and exploring the Frontenac Arch Biosphere Reserve can appeal to this segment.



Consumer Profiles

Food and Drink Enthusiasts

- These travellers prioritize culinary experiences, including trying local cuisine, visiting wineries, and exploring food markets.
- They are interested in farm-to-table dining, wine tasting, and culinary tours.
- South Eastern Ontario can attract Food and Drink Enthusiasts by promoting its burgeoning food scene, especially Kingston, with the most restaurants per capita in Ontario, wineries, breweries, and farmers' markets. Offering culinary tours, wine-tasting events, and farm-to-table dining experiences in regions like Prince Edward County and the Thousand Islands can cater to this segment.



Exploring History and Heritage: Cultural History Buffs

- These travellers are fascinated by historical sites, landmarks, and cultural heritage.
- They enjoy visiting museums, historic buildings, and UNESCO World Heritage Sites.
- South Eastern Ontario can appeal to travellers exploring history and heritage by highlighting its rich colonial and Indigenous history. Promote visits to historic sites like the Rideau Canal World Heritage Site, including Fort Henry and the Kingston Fortifications, the Kingston Penitentiary, Fort Wellington, and National Historic Sites throughout South Eastern Ontario.



Consumer Profiles

Family Vacationers

- Family Vacationers prioritize destinations and activities suitable for all ages.
- They seek family-friendly accommodations, attractions, and entertainment options.
- South Eastern Ontario can target Family Vacationers by promoting its family-friendly attractions, such as water parks, National and Provincial Parks & Conservation Areas, and beaches. Offering package deals, accommodations with family amenities, and organizing family-oriented events and festivals can attract this segment.



By tailoring marketing efforts and experiences to these consumer profiles, South Eastern Ontario can effectively attract a diverse range of travellers who align with the region's offerings and attractions.



Tourism products and experiences for South Eastern Ontario in 2024-2025 through curated Itineraries

Eco-Tourism Initiatives

Highlight eco-tourism initiatives focused on promoting sustainable travel practices and conservation efforts in South Eastern Ontario. Offer eco-friendly accommodations and guided nature walks highlighting the region's biodiversity and natural beauty.



Agri-Tourism Experiences

Showcase agri-tourism offerings with farm tours, agritourism events, and farm-to-table dining experiences highlighting South Eastern Ontario's agricultural heritage and local produce. Engage visitors in hands-on farming activities, harvest experiences, and culinary workshops on local farms and orchards. Promote Agri-Tourism stays where applicable.



Boat Cruise & Paddling Adventures

Promote Boat Cruise adventures along the region's lakes, rivers, and waterways. Highlight boat cruise tours, fishing charters, paddling excursions (& rentals), and sailing adventures exploring the Thousand Islands, St. Lawrence River, Bay of Quinte, Ottawa River, and along the Rideau Canal.



Seasonal Events and Festivals

Curate monthly seasonal event and festival blogs to showcase the region's seasonal attractions and activities. From maple syrup festivals and fall foliage tours to winter sports competitions and holiday markets, offer a diverse range of experiences catering to different seasons and interests.



Tourism products and experiences for South Eastern Ontario in 2024-2025 through curated Itineraries

Culinary and Wine Tours

Showcase guided tours and tasting experiences highlighting the region's diverse culinary scene and award-winning wineries. Collaborate with local chefs, farmers, and vintners to offer farm-to-table dining experiences, wine pairings, and cooking classes.



Family-Friendly Activities

Promote family-friendly attractions such as water parks and interactive museums. Showcase itineraries incorporate deals for families, including accommodation, dining, and entertainment options.



History and Culture Buffs

Emphasize the rich historical sites, including Upper Canada Village, Fort Henry, and the Kingston Penitentiary tours. Market heritage tours, reenactments, and festivals celebrating the region's colonial and Indigenous history. Highlight heritage accommodation partners and the history and mystery around their properties.



Cultural and Arts Tourism

Showcase the region's vibrant arts scene, including galleries, theatres, music festivals, and cultural events. Offer art workshops, studio tours, and performances featuring local artists and musicians.



Tourism products and experiences for South Eastern Ontario in 2024-2025 through curated Itineraries

Dark Tourism

Exploring the Dark Side of South Eastern Ontario through stories such as the Kingston Penitentiary, Fort Henry, Fort Wellington and the Glenora Ferry Disaster Memorial. Visitors can also take part in guided tours to learn about South Eastern Ontario's history, including its darker aspects, and even participate in ghost tours offered during certain times of the year.



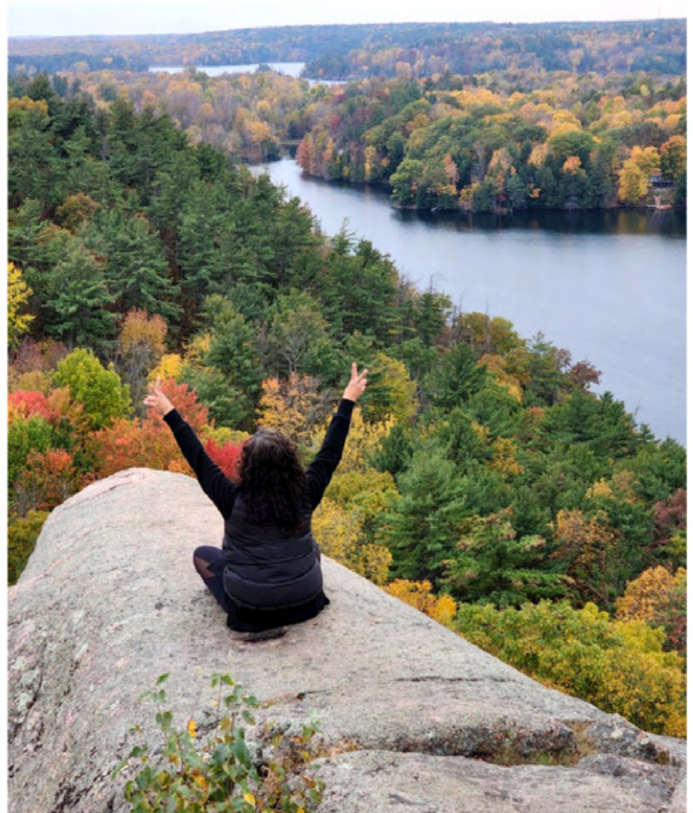
Small Towns

Showcase often overlooked small towns and villages. Highlight landmarks, retail and accommodation partners and the hidden gems of South Eastern Ontario. Promote small towns as places to get off the beaten track and avoid crowds and as places to stop en route to other larger destinations.



Trails - Parks & Conservation

Promote activities such as hiking, camping, biking and birdwatching in the region's National Parks and Conservation Areas. Highlight the region's scenic regions, including the Frontenac Arch Biosphere Reserve. Further promotion of biking itineraries and routes.



Identifying the drivers of South Eastern Ontario's Destination Brand

RTO 9's current statistics provide factual information on total visitor arrivals and traveller origin. In tourism research circles, these metrics are the basic data points needed to understand macro growth and performance. However, this data provides a limited understanding of consumer issues, market dynamics and travel consumer insights. Best-practice in international destination management and marketing outlines the need to benchmark brand standing and travel consumer perceptions and then, over time, track performance.

The data in the following pages provides a snapshot of how identified travel consumers perceive Southwest Ontario's destination relative to a 'normative benchmark' competitive destination on an analysis of a custom market research study focused on South Eastern Ontario, launched by Twenty31 in February 2023.

These market research insights are invaluable to design products and experiences that will resonate with travel consumers, understand ideal markets and determine how best to connect with them; and design PR, travel trade and marketing strategies and tactics that will move consumers down the Path to Purchase.

Destination BC, Discover Halifax, Tourism Kingston, Travel Alberta, and other select destination marketing organizations are becoming increasingly successful in driving higher-value tourism to their destinations because they invest in conducting, analyzing, and utilizing market research that is specifically focused on brand health and consumer insights.



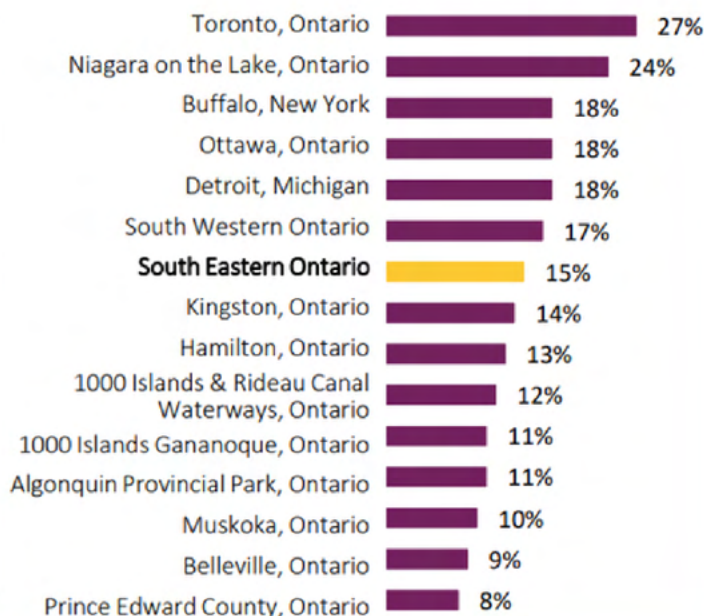
Executive Summary - South Eastern Ontario

South Eastern Ontario's brand health is moderate compared to other nearby destinations; food and drink and soft adventure while enjoying the outdoors are the top preferences in terms of activity on a potential holiday to the region.

PAST VISITATION & FUTURE CONSIDERATION

- 1 These findings reveal that a relatively small proportion of travellers surveyed – 15% in total – say they have visited South Eastern Ontario. This is some way behind the most-visited nearby destinations, Toronto (visited by 27%) and Niagara-on-the-Lake (visited by 24%) – but ahead of competitor destinations like Muskoka (10%) or Algonquin Park (11%).
- 2 Encouragingly, almost two in five (39%) travellers across these markets say they will consider South Eastern Ontario as a future leisure travel destination (39%), including 19% who say they will definitely consider it.
- 3 When travellers are asked what would make them more likely to consider the region in future, relatively low awareness is apparent, with many mentioning more information. Others cite offers and discounts on accommodation or food and drink, or easier transportation.

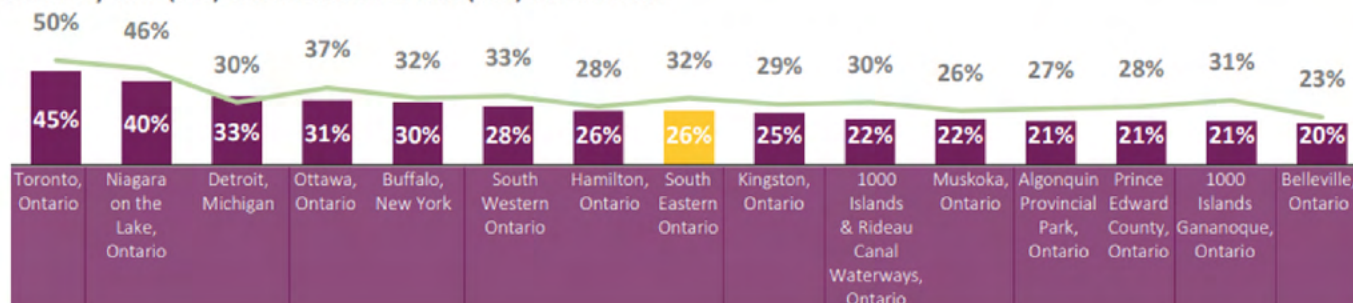
Top recent destinations by market



SOUTH EASTERN ONTARIO'S BRAND HEALTH

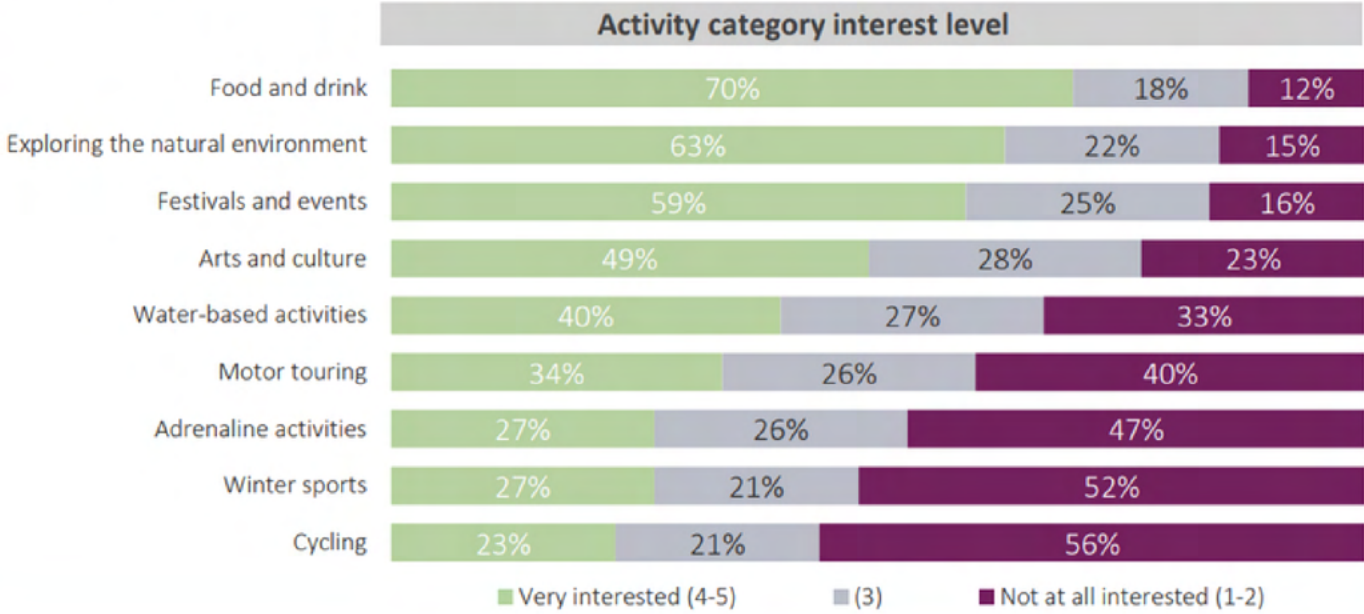
- 1 South Eastern Ontario's brand health is moderate compared to other nearby destinations. At 26%, familiarity with the region as a whole is significantly higher than with the destinations within the region except for Kingston, which is almost as well known at 25%. However, it is less well known than major urban centres such as Ottawa (31%), Detroit (33%) or Buffalo (30%) and much less well known than marquee destinations Toronto (45%) and Niagara on the Lake (40%).
- 2 Likelihood to visit South Eastern Ontario is in line with this overall picture – just under a third (32%) say they are likely to visit in future. Many have clear associations with it on being asked, and often mention its natural beauty – beaches, lakes, rivers, countryside and small towns.

Familiarity with (bar) and likelihood to visit (line) destinations



INTEREST IN TYPES OF ACTIVITY ON HOLIDAY

- 1** Relaxation and enjoying the outdoors are also clearly top of mind when travellers think about their preferred activities on a holiday to the region. Asked what type of activities they would be interested in undertaking on a potential holiday to South Eastern Ontario, the only categories that a majority are interested in are food and drink (70%), exploring the natural environment (63%) and festivals (59%). More active or energetic activity types tend to be the least popular, with only 27% mentioning adrenaline activities or winter sports, and 23% mentioning cycling.



INTEREST IN SPECIFIC ACTIVITIES

Top activities mentioned

Trying
local
food - 61%



Lakes,
waterfalls
- 57%



Music
festivals
- 48%



Hiking
or walking
in nature - 46%



Specific activity preferences reflect the overall bias towards relaxation and outdoor pursuits when on a holiday in the region. Trying local food is most popular, as well as soft adventure activities like visiting lakes or hiking. Music festivals have the greatest appeal of all event types, mentioned by nearly half.



INSPIRATION SOURCE FOR PAST VISITS

Top channels mentioned

Online travel
sites - 45%



Social Media - 37%



Referrals and
recommendation
- 37%



Google search - 37%



Referrals and recommendations from friends (37%) and generic Google search (37%) are the single most mentioned sources of inspiration and information when selecting a destination for a holiday within Canada. But as a category, online travel sites such as Trip Advisor and Expedia are more often mentioned (45%)

South Eastern Ontario's natural beauty is actively driving visitation. Adrenaline activities and nightlife are seen as weaker areas for the region – but this does not appear to be a major factor holding people back from visiting.

KEY ELEMENTS OF SOUTH EASTERN ONTARIO'S IMAGE

- 1 Travellers across these markets were asked to say which of a range of descriptions they felt applied to South Eastern Ontario. The results confirm that **it has a number of important attributes that make it appealing** and that potentially differentiate it.
- 2 **Natural beauty is the top attribute associated with South Eastern Ontario**, cited by over half (56%). This meshes well with travellers' preference for soft adventure activities in the outdoors. A majority (52%) also feel that it is a good destination for families, highlighting the success of RTO9's current positioning.
- 3 **Its weaker areas are to some degree the flipside of these strengths.** If it valued for its relaxing environment, the peace and quiet of its natural beauty, its easy accessibility and its suitability for families, travellers in these target markets are more likely to doubt that it offers adrenaline activities (35%), has good nightlife (36%), or is a good place to meet new people (41%).
- 4 It is striking that **sustainability is also one of the weaker associations with South Eastern Ontario**. It is not clear why travellers perceive the region in this way – this may be a reflection of low awareness of initiatives to promote sustainability, or of the relative lack of public transportation options in the region. Further research is advisable to understand this perception better.

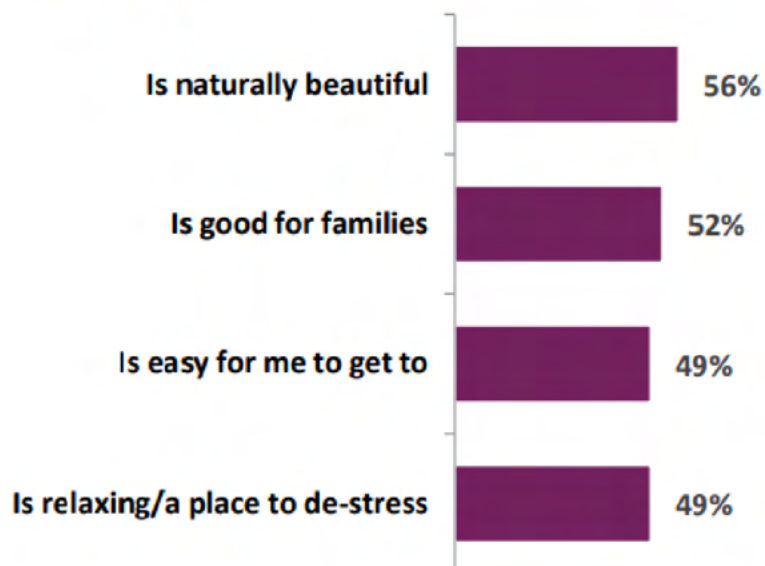
INTEREST IN TYPES OF ACTIVITY ON HOLIDAY

- 1 Not all perceptions about South Eastern Ontario are equally important in driving visitation to the region. By conducting a Key Drivers analysis, **it is possible to uncover which are the beliefs that are doing most to encourage people in these markets to visit – and which are most important in holding them back.**
- 2 South Eastern Ontario has a wide array of key reputation assets – positive perceptions that actively drive visitation. Most notable among these are its reputation as a **beautiful and welcoming place**, that is **appealing to all ages**, that it is **authentic** and has **inspiring culture**. These themes should be reinforced in brand communications. Conversely, there is the potential to do more to strongly link South Eastern Ontario's food and beverages with its brand, as the positive perceptions in this area are not currently strongly driving visitation.
- 3 While South Eastern Ontario is seen as having a weaker offering in terms of adrenaline activities or nightlife, these are not 'deal-breakers' for potential visitors. More significant may be the perception that South Eastern Ontario is not a **unique or adventurous** place, that it could do more to be **sustainable** and that other destinations may potentially be more **diverse**. Perceptions around diversity appear to be a particular problem in some American markets.



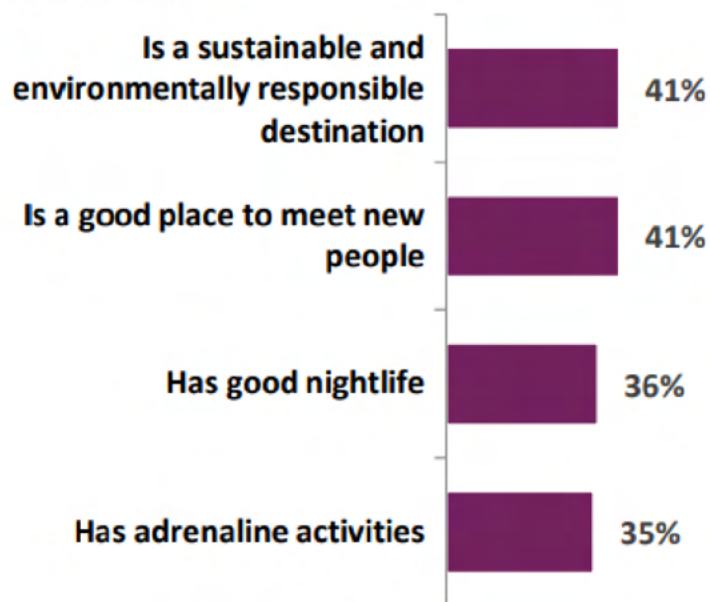
*% who feel each
applies to South
Eastern Ontario*

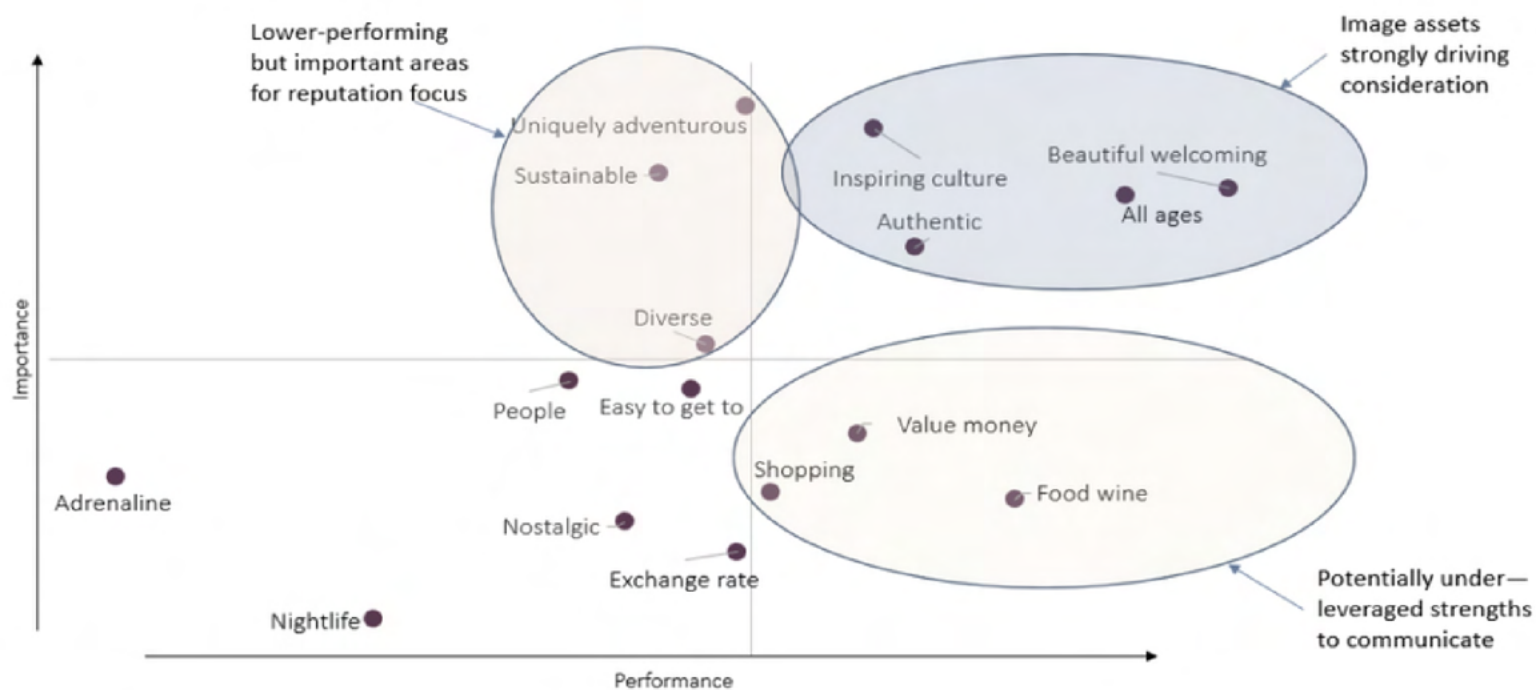
Highest rated attributes



*% who feel each
applies to South
Eastern Ontario*

Lowest rated attributes



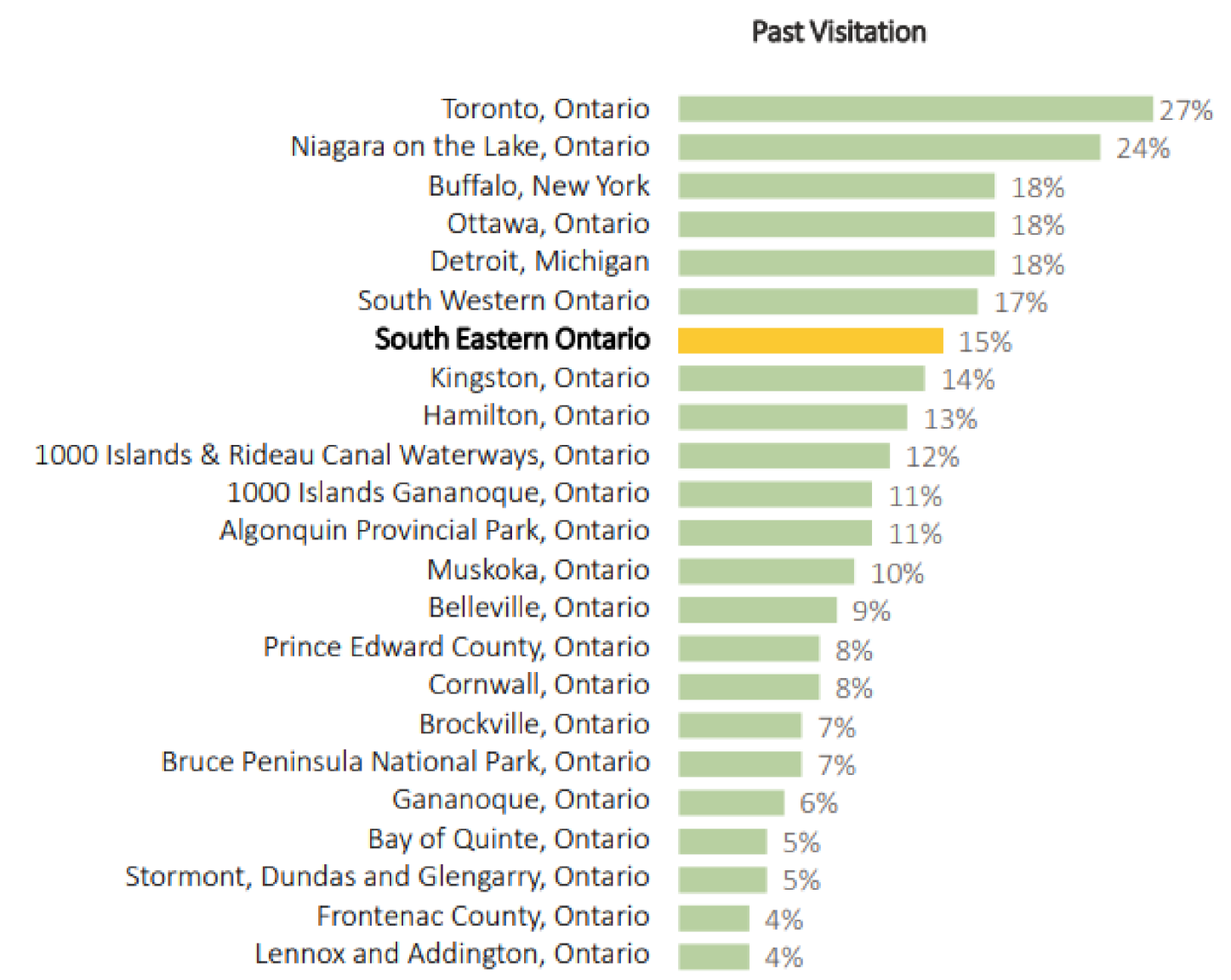


Previous Visitation of Key Destinations in the Wider Region: Unaided

Toronto and Niagara are clearly the most-visited destinations in the wider region, but South Eastern Ontario is mentioned as a past destination by nearly one in seven.

Base: All Respondents (4250)

Q18. And which have you visited in the past

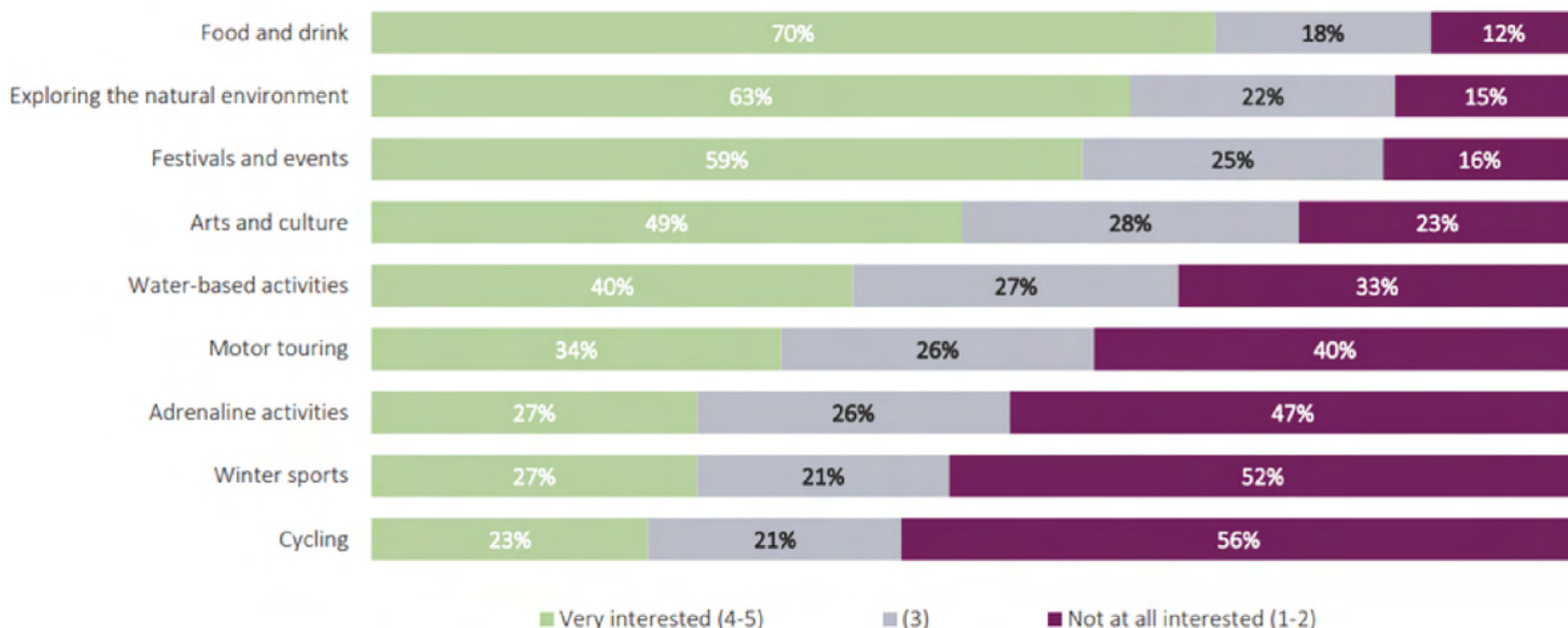


Interest in Different Activity Categories on Potential Future Trips to South Eastern Ontario

Culinary tourism, exploring nature, and festivals are the types of activities that appeal to most travellers on a trip to South Eastern Ontario, with more energetic activities less popular.

Base: As Administered (2132)

Q37. Thinking about a possible future overnight holiday/vacation trip to South Eastern Ontario, how interested, if at all, would you be in a vacation focused on the following types of activities?

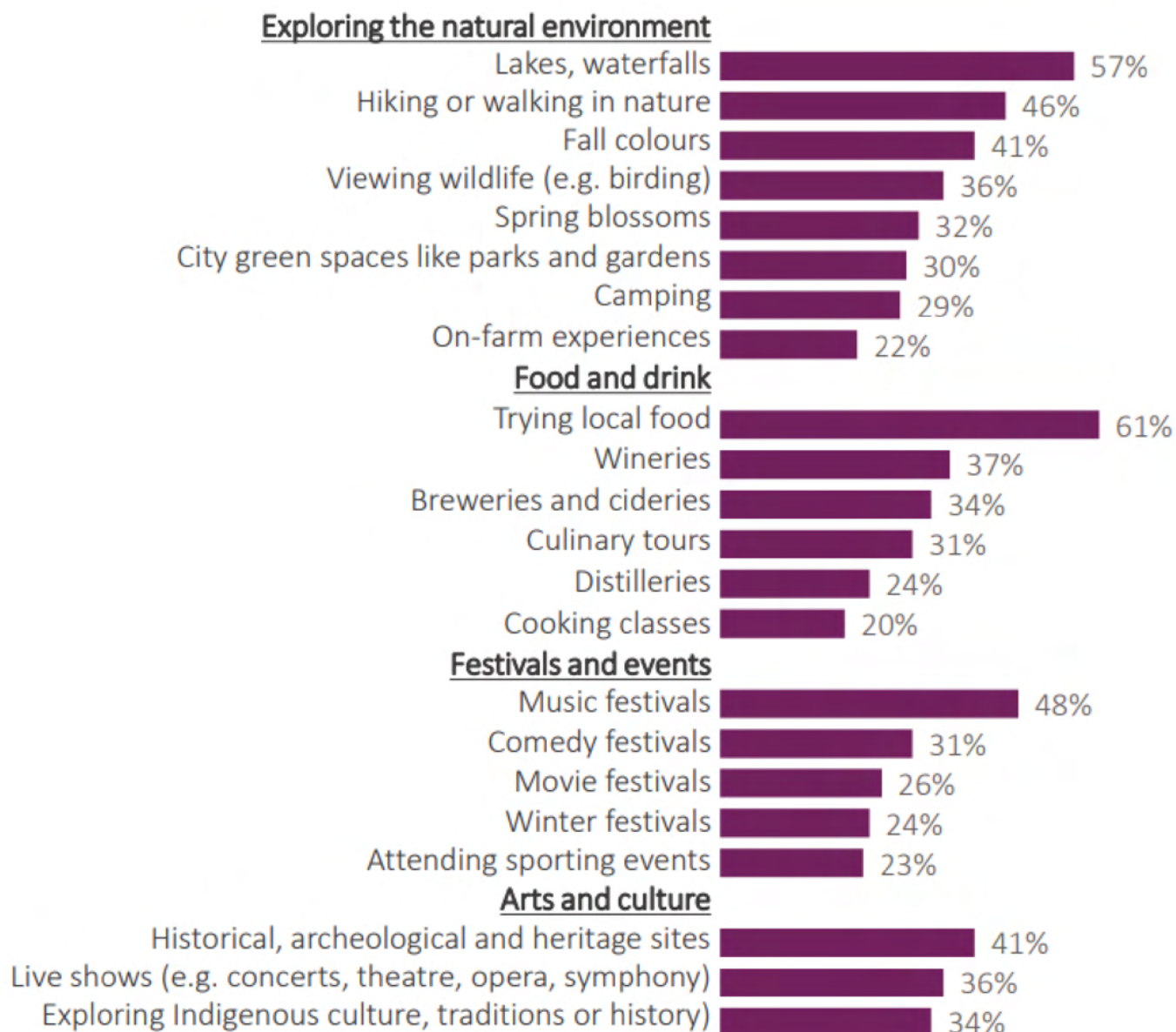


Interest in Specific Activities on Potential Future Trips to South Eastern Ontario

Specific activities with high level of interest include trying local food, seeing lakes and waterfalls, music festivals, and visiting historical sites.

Base: As Administered (2132)

Q38. Which of these specific activities would you be most interested in doing on a possible future overnight holiday/vacation trip to South Eastern Ontario?

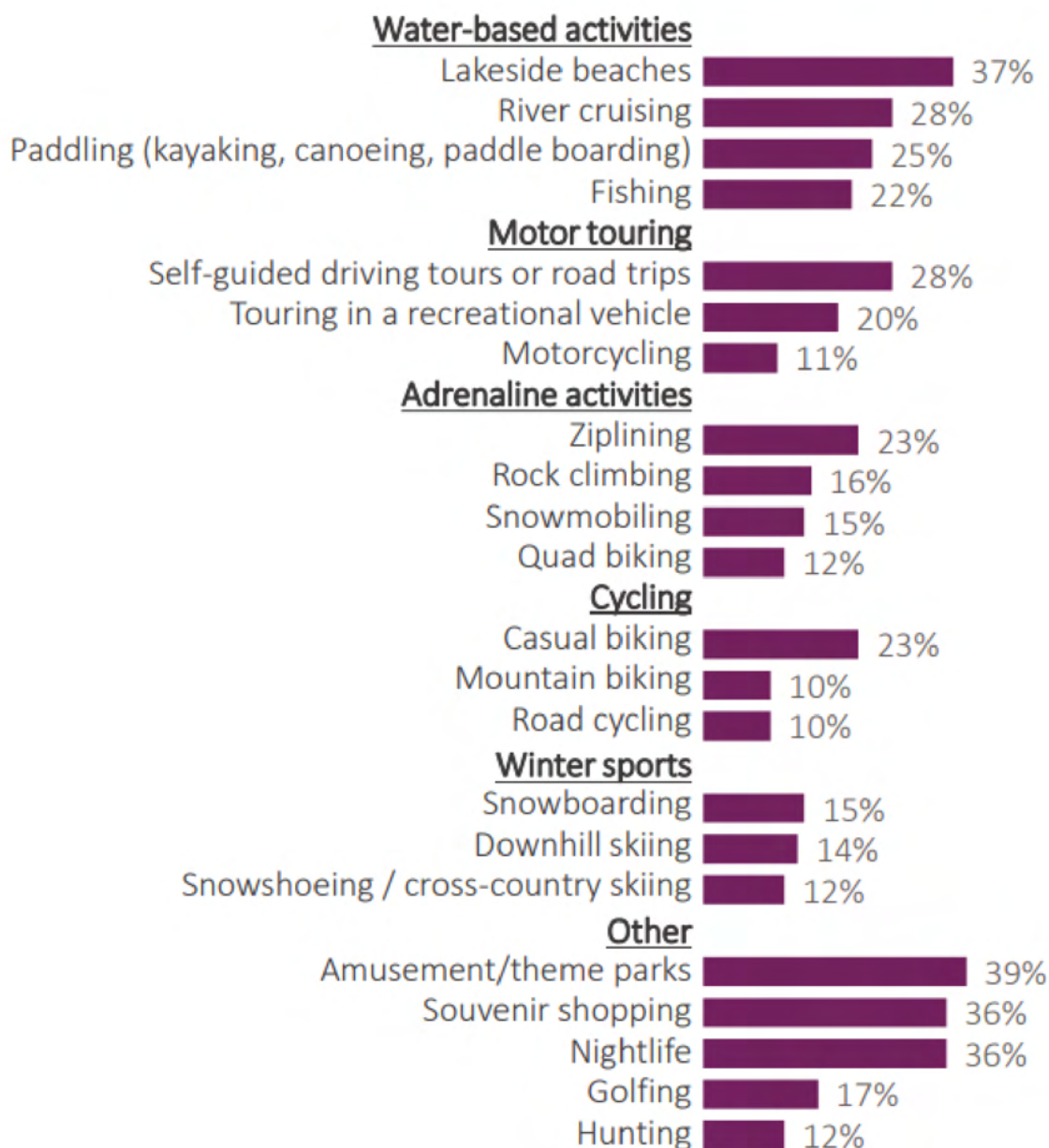


Interest in Specific Activities on Potential Future Trips to South Eastern Ontario (continued)

Specific activities with high level of interest include trying local food, seeing lakes and waterfalls, music festivals, and visiting historical sites.

Base: As Administered (2132)

Q38. Which of these specific activities would you be most interested in doing on a possible future overnight holiday/vacation trip to South Eastern Ontario?

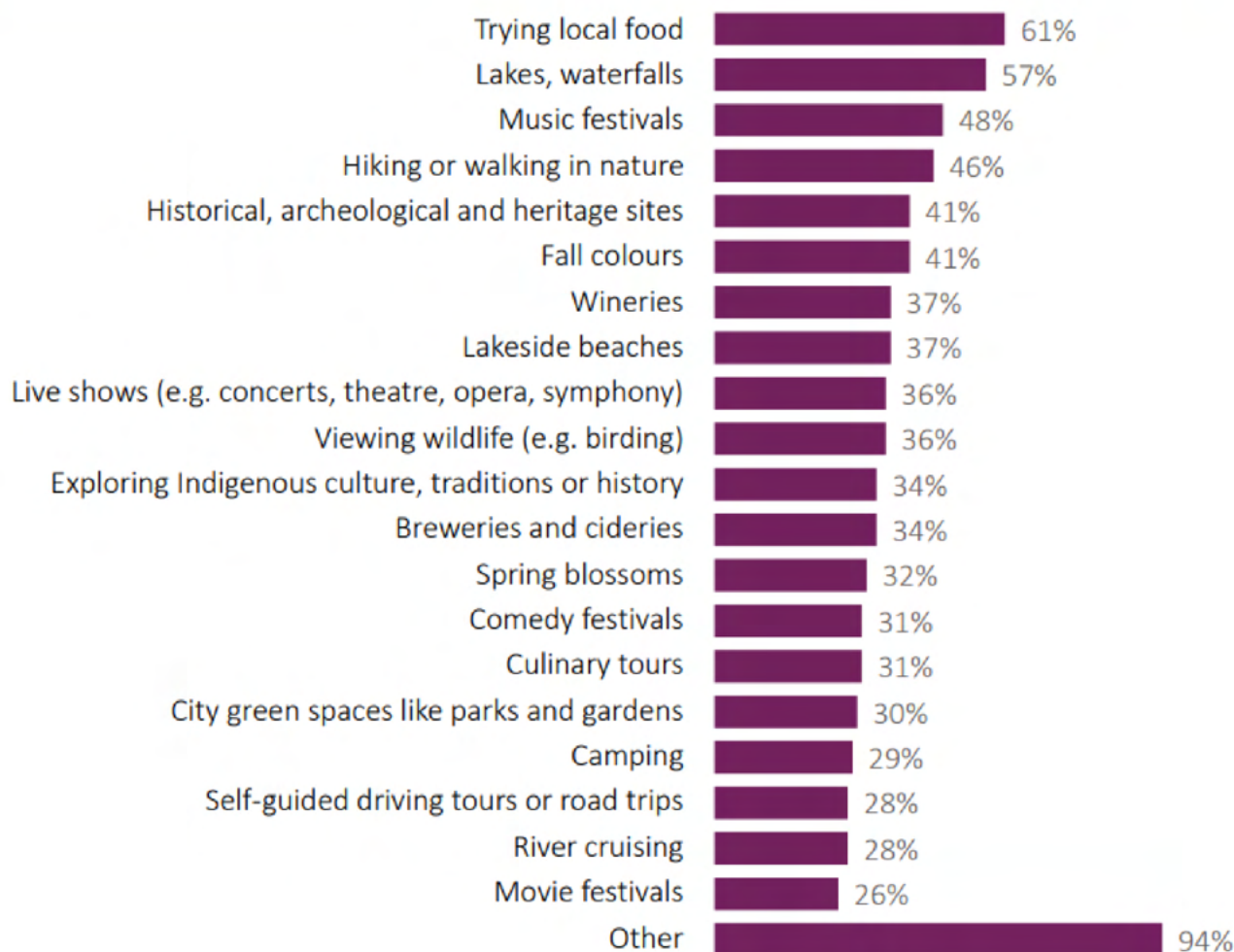


Interest in Specific Activities on Potential Future Trips to South Eastern Ontario (continued)

Many activities are of interest to a third or more of travellers.

Base: As Administered (2132)

Q38. Which of these specific activities would you be most interested in doing on a possible future overnight holiday/vacation trip to South Eastern Ontario?




3.1

Digital Analytics



South Eastern Ontario (Consumer) Digital Analytics

Summary of data from southeasternontario.ca and its social channels from April 1 – September 30 (YOY).

Website - www.southeasternontario.ca	South Eastern Ontario (Consumer) Digital Analytics				
	April 1 – September 30 YOY	2023	2022	2021	
	Sessions				Change & Notes
	Total English Website Traffic	479,826	376,051	348,077	The US and Cruise Campaigns contributed to these results
	Total French Website Traffic	N/A	1,559	107	No French content on consumer webpage
	Total Consumer Newsletter	37,240	39,206	34,757	The database needed to be cleaned and disengaged emails were removed
	Website Referrals to Destination Websites	19,172	7,982	11,688	Increased visitors to recently designed destinations pages
	Social Media Community Size	65,732	61,104	57,118	Results are from community building & contest giveaways
	Total Reach (social)	1,335,281	3,819,673	3,231,050	A switch to GA analytics has resulted in a decrease in statistics being pulled
	Total Engagement (social)	106,453	219,927	306,318	A switch to GA analytics has resulted in a decrease in statistics being pulled
	YouTube views	914	1,082	1,852	No changes to content developed
	Client FAM Tours	7	7	9	RTO 9 led Media and Influencer FAM Tours

South Eastern Ontario (Consumer) Digital Analytics

Summary of data from southeasternontario.ca and its social channels from April 1 – September 30 (YOY).

Website - www.southeasternontario.ca



Top Performing Webpages	
USA - South Eastern Ontario	357,640
7 Unforgettable Cruising Experiences In South Eastern Ontario	36,235
3 Overnight Waterway Excursions In South Eastern Ontario	34,274
"World Famous" 1000 Islands Boat Tours Are Back	31,577
Home - South Eastern Ontario	28,973
	488,699

Partnerships - Reach	
US Campaign Reach	18,968,356
Cruise Campaign	7,612,971
Ontario By Bike	183,703
Attractions Ontario	159,216
CTA	183,368
	27,107,614

PRESS UPDATES April 1-September 30, 2023	
September Snapshot:	
Total Stories	287
TV Segments	2
Online	285
Total media impressions for September	170,723,773
Total media impressions to date:	1,693,354,230

South Eastern Ontario (Consumer) Digital Analytics

Summary of data from southeasternontario.ca and its social channels from April 1 – September 30 (YOY).



Social Media

Social Media Community Size (SEO Consumer)

Facebook	40,882
Instagram	19,696
X (Twitter)	5,154
Total SEO Consumer	65,732

Social Media Community Size (SEO Consumer)

Total Reach

Facebook	877,701
Instagram	436,047
X (Twitter)	21,533
Total RTO 9	1,335,281

Social Media Community Size (SEO Consumer)

Total Engagement

Facebook	99,540
Instagram	113
X (Twitter)	6,800
Total RTO 9	106,453

RTO 9 (Industry) Digital Analytics

Summary of data from RTO9.ca and its social channels from April 1 – September 30 (YOY).

RTO 9 (Industry) Digital Analytics				
April 1 – September 30 YOY	2023	2022	2021	
Sessions				Change & Notes
Total English Website Traffic	26,847	19,510	7,291	Increased visitors to Partnership Fund page (1,202) and new page for film Reelscout (597)
Total Industry Newsletter	1,856	1,807	1,854	Cleaned up subscriber list to maintain a healthy and engaged industry database
Social Media Community Size	3,351	2,843	2,140	Increased sign-ups from our website and community building
Total Reach (social)	N/A	1,081,572	780,022	A switch to GA analytics has resulted in limited statistics being reported.
Total Engagement (social)	N/A	26,216	12,007	A switch to GA analytics has resulted in limited statistics being pulled
YouTube views	650	129	411	More engagement with RTO 9 webinars and spotlight content

Website - www.rto9.ca



RTO 9 (Industry) Digital Analytics

Summary of data from RTO9.ca and its social channels from April 1 – September 30 (YOY).



Social Media

Social Media Community Size (RTO 9 Industry)

Facebook	868
Instagram	1,063
LinkedIn	860
X (Twitter)	560
Total RTO 9	3,351



3.2

Economic Impact of Tourism in Region 9



Key Takeaway

Tourism in Ontario is in an overall upward recovery trend – some Key Performance Indicators have fully surpassed 2022 levels in all regions, but are still below pre-pandemic levels (2019)

Summary

- **Border crossings from all key markets in August 2023 surpassed 2022 levels but have not reached pre-pandemic levels (2019)**

The highest increases in August 2023 were from (1) China (+246.9%), (2) Mexico (+125.6%) and (3) Hong Kong (+113.7%)

International border crossings in August 2023 need to increase an average of 36.1% to reach pre-pandemic levels (2019)

- **Net Ontario entry through border crossings experienced more net entry loss from the US compared to before the pandemic in 2019. However, there was more net entry gain from other international countries (except US) compared to the pre-pandemic levels (2019).**

The visitor deficits have not returned to pre-pandemic levels for the US markets, though activities for Canadians travelling to US have experienced a relatively faster rebound.

The visitor deficits have improved from pre-pandemic levels for other international markets (except US).

The visitor deficits follow a distinct seasonal trend, decreasing to a lower level or shifting to a surplus during the summer and resurging to a higher level during the winter.

- **Travel Price Index (TPI) in September 2023 decreased by 0.3% compared with September 2022 levels, following a 0.4% decrease in August.**

Intercity transportation has significantly decreased by 19.4%. Small increases can be found in accommodations, recreation/entertainment and restaurants.

The drop in travel costs has led to rising willingness to travel as the demand to travel was really strong in January 2023 after two years of restrictions.

- **Short-term Occupancy and Rental Stats**

The short-term rental occupancy rates in September 2023 have underperformed compared with September 2022 levels by 4.6 percentage point gap and September 2019 levels by 11.2 percentage point gap on average for all regions.

The short-term rental average daily rates in September 2023 have underperformed compared with September 2022 levels by 10.3% on average for all regions.

The short-term rental average daily rates in September 2023 have surpassed September 2019 levels by 35.3% on average for all regions.

Key Takeaway

Tourism in Ontario is in an overall upward recovery trend - some KPIs have fully surpassed 2022 levels in all regions but are still below pre-pandemic levels (2019)

• Hotel Occupancy Regional and Sub-Regional Breakdown

According to the research, leisure travel has gone back to pre-pandemic level, while business travel has only recovered roughly 70.0%, which may lead to the gap of the hotel occupancy rate between 2019 and 2022 in Canada. Research also shows that hotel occupancy rates can be fully recovered by the end of 2023.

The hotel occupancy rate in August 2023 surpassed August 2022 level by 0.2 percentage points on average for all regions.

The hotel occupancy rate in August 2023 underperformed compared with August 2019 level by 3.0 percentage points on average for all regions.

The hotel average daily rates in August 2023 have surpassed August 2022 levels by 5.6% on average for all regions.

The hotel average daily rates in August 2023 have surpassed August 2019 levels by 24.8% on average for all regions.

Source: CBRE Hotels with reproduction and use of information subject to CBRE Disclaimer



4.0

Pillar 1 – Product Development



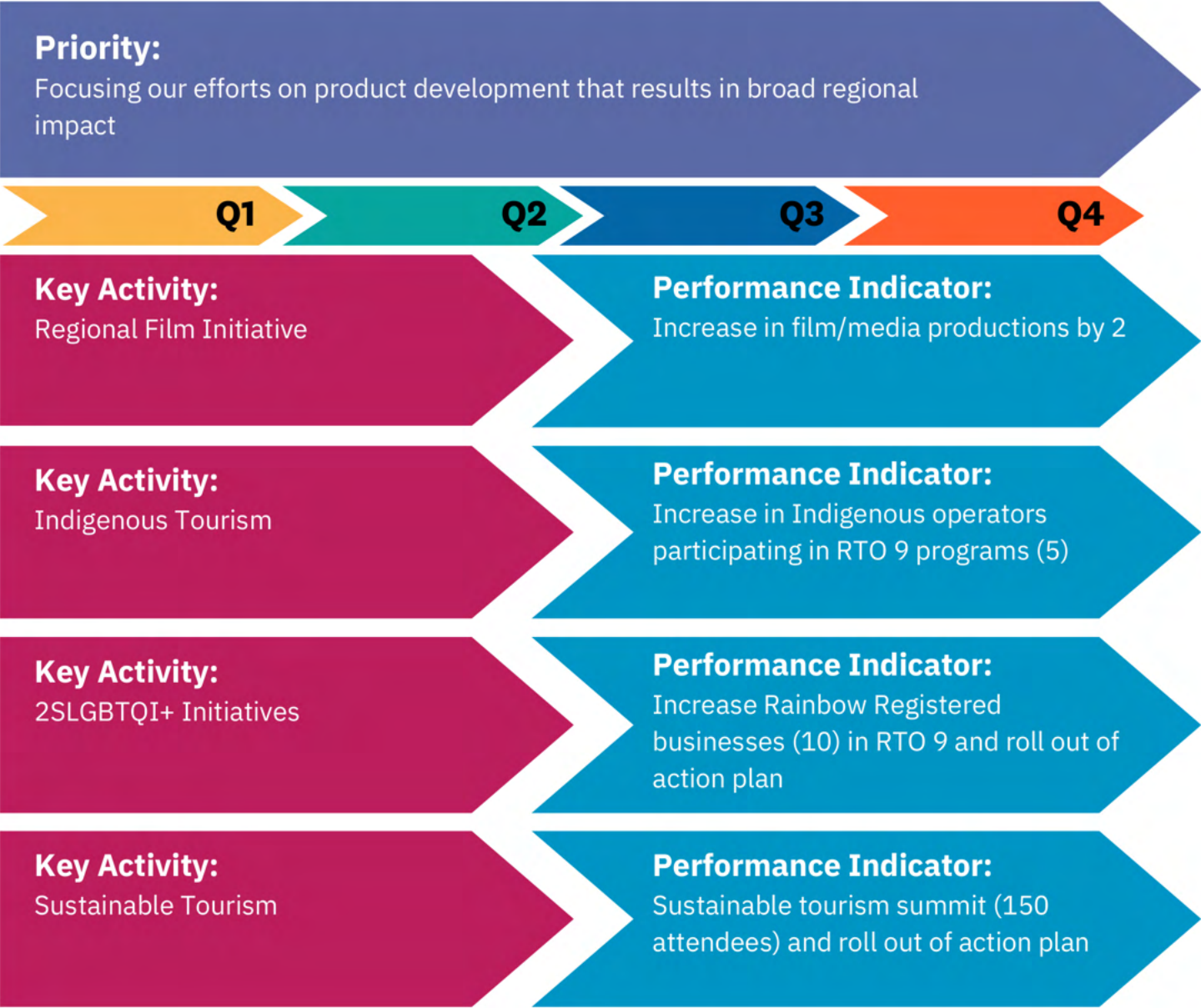
Objective:

To enhance visitor experiences through well-designed tourism products that meet current and future visitor demand

Product and experience development is the creation of products with new or different characteristics that offer new or additional benefits to the customer.

Product development may involve modification of an existing product or its presentation or formulation of an entirely new product that satisfies a newly defined customer want or market niche. Experience development is taking product development to a higher-level and linking lifestyle expectations to vacation needs.

RTO 9 will position itself as the leader in tourism for the region by focusing on the development of regional film initiative, building capacity for Indigenous tourism, LGBTQ+, and sustainable tourism.



Priority:

Creating opportunities for industry to develop capacity while connecting them to others

Q1**Q2****Q3****Q4****Key Activity:**

Resource identification and communication

Performance Indicator:

Reciprocal sharing of information between RTO 9 and owners/operators.

Priority:

Generating insights that will allow stakeholders to make more informed decisions

Q1**Q2****Q3****Q4****Key Activity:**

Market Research

Performance Indicator:

Research presentation to regional owners/operators. (2)



5.0

Pillar 2 – Marketing



Objective:

To increase awareness of Ontario as a travel destination and increase conversion in target markets

The South Eastern Ontario brand is an important means to demonstrate a cohesive approach to showcasing the region's assets in collaboration with Destination partners and support from Destination Ontario. RTO 9 will reach target markets to encourage visitation and increase overnight stays through consumer-integrated regional marketing campaigns (visitor-first philosophy) and through earned media. RTO 9 will continue to analyze our efforts through monthly and quarterly reporting, progressing based on our findings to evolve our online identity and position.

Priority:

Celebrating the destinations that make up the region through the South Eastern Ontario Brand

Q1

Q2

Q3

Q4

Key Activity:

Agency of Record
Public Relations

Performance Indicator:

Increased awareness of SEO and RTO 9 brands, increased visitor spending and visitation in all seasons to South Eastern Ontario

Key Activity:

Destination Ontario Opportunities

Performance Indicator:

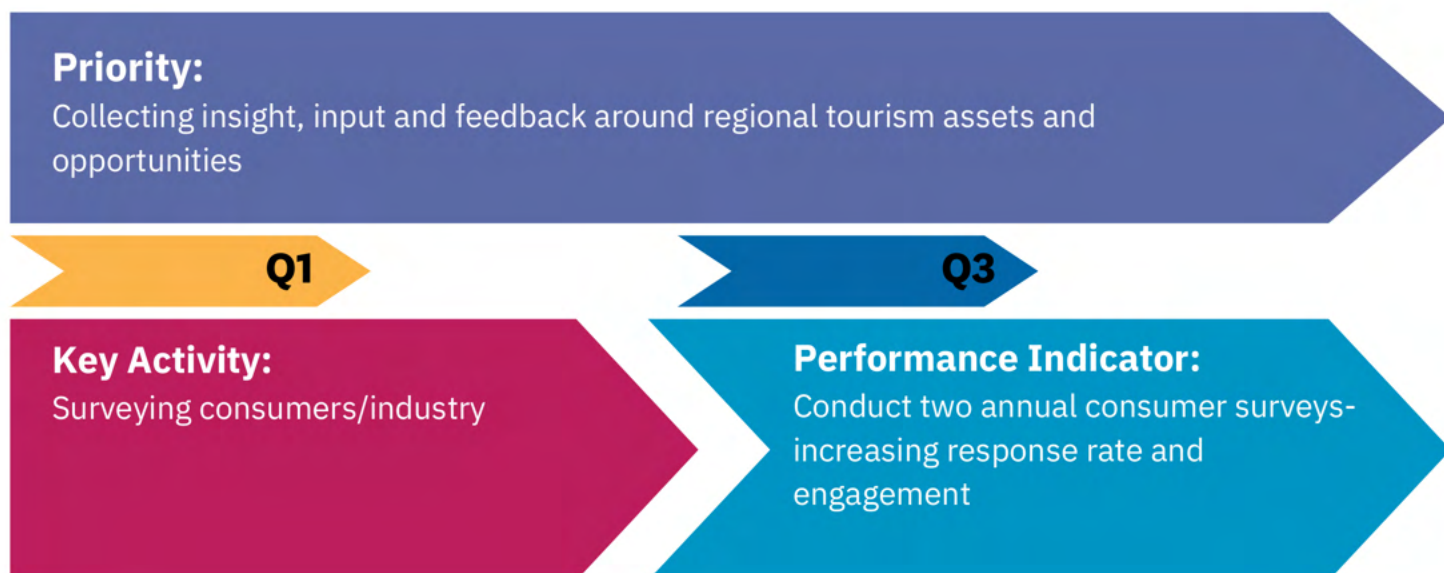
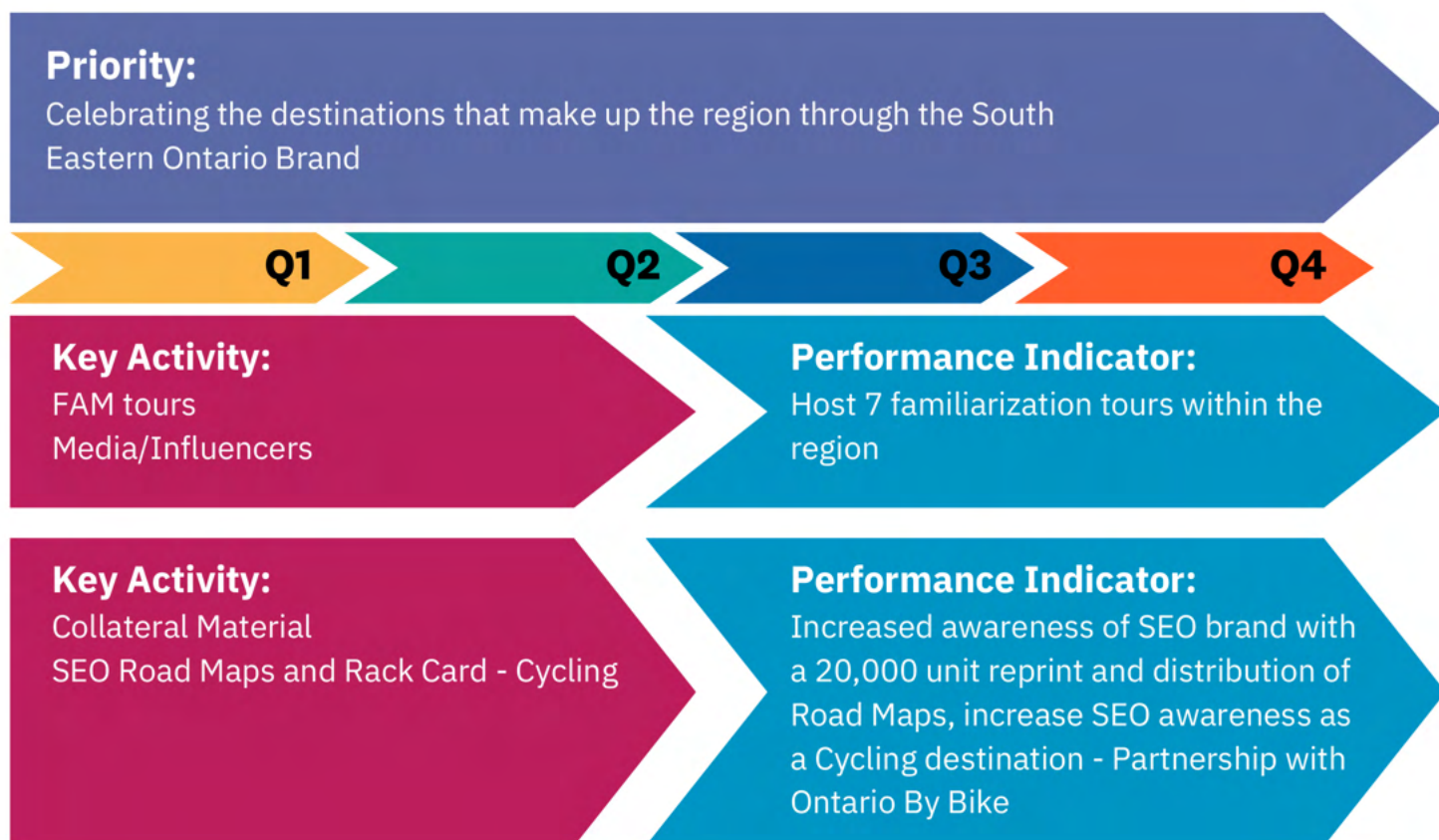
Through shared resources on FAM Tours, photoshoots and marketing campaigns, RTO 9 will utilize partnership with Destination Ontario

Key Activity:

Owned Digital Marketing Tactics

Performance Indicator:

Increased newsletter subscriptions (4,000), social media followers (SEO 5,000), and organic website traffic by 10%



Priority:

Exposing visitors to new and existing ways to experience the region

Q1**Q2****Q3****Q4****Key Activity:**

Seasonal Itinerary development

Performance Indicator:

Publishing 10 Seasonal itineraries-
Spring (3), Summer (1), Fall (3) and
Winter (3)



6.0

Pillar 3 – Workforce Development



Objective:

Facilitate and support the attraction, development, and retention of a tourism workforce to enhance the visitor experience

RTO 9 will collaborate with regional and provincial partners to address the workforce development challenges that the Tourism industry is facing. A workforce development plan with short- and longterm goals was created in 2021/2022 in collaboration with RTO 9's ten destinations, and implementation of the plan was executed in Q4. Many initiatives in the plan will continue into the 2024/2025 fiscal year. Initiatives will support the retention and survival of tourism operators across the region.

Priority:

Partnering with leaders in workforce development

Q1

Q2

Q3

Q4

Key Activity:

Strategic partnership development

Performance Indicator:

Continued working relationships with service agencies via three regional working groups

Priority:

Facilitating access to tools and resources

Q1

Q2

Q3

Q4

Key Activity:

Workshops

Performance Indicator:

Eight workshops delivered across RTO 9

Priority:

Engaging employers in the development of a strong regional workforce

Q1**Q2****Q3****Q4****Key Activity:**

Tourism skills network

Performance Indicator:

Training of 125 tourism employees



7.0

Pillar 4 – Investment Attraction



Objective:

To increase investment in the tourism industry to enhance visitor experience

RTO 9 will continue to coordinate efforts with local organizations that are mandated to support investment business retention and growth in the region. We will also actively engage with FedDev, the Ontario East Economic Development Cooperation (OEEDC), CBRE, and the Great Lakes Cruising Association.

Priority:

Exploring funding opportunities to facilitate strategic investment in the region

Q1**Q2****Q3****Q4****Key Activity:**

Government funding programs

Performance Indicator:

Continued sharing of government funding programs via www.RTO9.ca

Priority:

Partnering with leaders in investment attraction, business retention and growth in the region

Q1**Q2****Q3****Q4****Key Activity:**

Ontario East Economic Development Corporation

Performance Indicator:

Attendance at all OEEDC meetings and one speaking opportunity

Key Activity:

Accommodation Tracking

Performance Indicator:

Increase participating properties by 5

8.0

Pillar 5 – Partnerships



Objective:

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

RTO 9 will continue to build relationships with key owners/operators and organizations within the region that strive to increase overnight visitation and tourism receipts – all aligned with the recovery of the tourism economy. RTO 9 will continue to build meaningful relationships through their destination communications and Industry newsletter. RTO 9 has identified the following Partnership Fund categories – new events, development of Indigenous tourism and signage. RTO 9 recognizes that industry operators' needs vary and will consider other projects that meet established criteria. RTO 9 will continue to focus on off-season (winter/spring) initiatives to encourage year-round visitation to the region. All Partnership Fund initiatives will be cost-shared 1:1 with RTO 9. Destinations will be advised of applications received from their area. A committee will review all projects and score based on established criteria.

Priority:

Proactively sharing relevant information and updates with key owners/operators and organizations.

Q1

Q2

Q3

Q4

Key Activity:

Destination Communications

Performance Indicator:

Bi-Weekly (26) continued communications with destinations and two in person meetings

Key Activity:

Industry Newsletters

Performance Indicator:

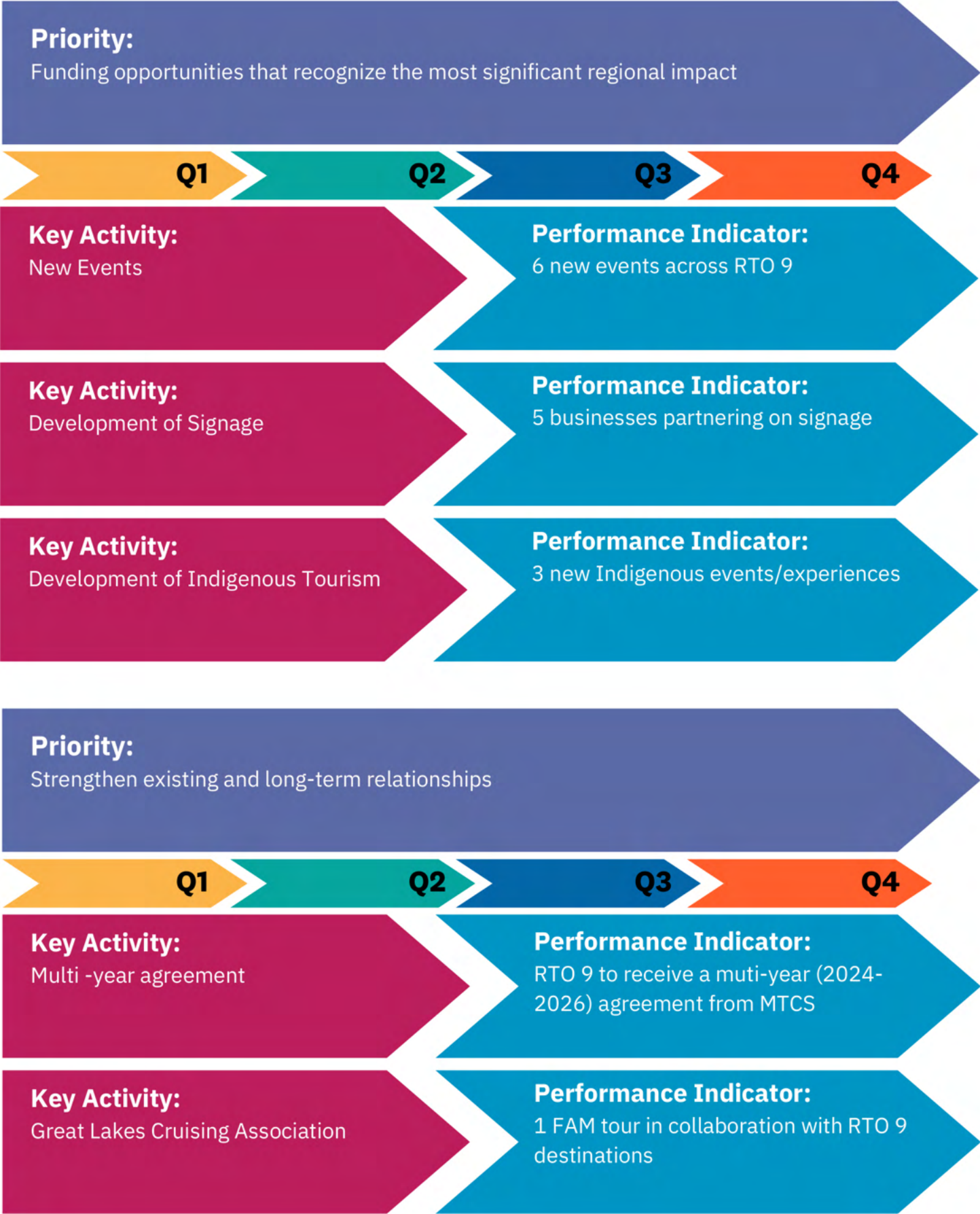
12 newsletters to owners/operators and an increase in recipients by 25

Key Activity:

Industry owner/operator Communications

Performance Indicator:

3 posts weekly to stakeholders via RTO 9 social channels



9.0

Risk Identification



Risk Management Philosophy

Regional Tourism Organization 9 aspires to operate in a way that protects the health, safety and security of stakeholders and staff members while magnifying Regional Tourism Organization 9's mission and safeguarding assets needed for mission-critical programs and activities.

Risk Management Goals

To protect the health, safety and security of staff, owners, operators and partners while safeguarding assets.

General Safety Principles

The safety of personnel receiving or engaged in delivering services sponsored by Regional Tourism Organization 9 shall at all times be regarded as a top priority and this emphasis shall be communicated throughout Regional Tourism Organization 9 in order to ensure its understanding.

Regional Tourism Organization 9 seeks to involve appropriate personnel, whether Board or staff, at all levels in the identification of risks and creation of practical strategies in order to make certain that Regional Tourism Organization 9's approach to risk management considers diverse perspectives and that staff understand their responsibility to protect the confidentiality of owners, operators and partners, the safety and security of our resources, the integrity of our reputation, the preservation and future growth of assets as well as the fulfillment of our mission.



Board of Directors

- Adopts annual operating objectives with risk management included.
- Adopts annual budget with risk management in mind.
- Reviews operational reports to determine compliance and future priorities.
- Ensures compliance with policies and standards imposed by the Province of Ontario.
- Reviews Regional Tourism Organization 9's insurance program periodically.

Executive Director

- Assigns staff to design and carry out safety and risk management activities.
- Assigns staff to perform an annual review of the safety and risk management activities.
- Executes and actions contracts according to RTO 9's Operations Policy & Procedures Manual and Ministry guidelines for Regional Tourism Organization 9.
- Keeps the Board apprised of emerging threats and opportunities facing RTO 9.

Operations Manager

- Management of all aspects of Partnership Allocation Funding and conducts a yearly review of procedures.
- Management of all product and experience development initiatives of RTO 9.
- Management of Indigenous Tourism portfolio, including owner/operator relations, product development and website content.

Digital Marketing Manager

- Management of all consumer and industry social channels.

Senior Marketing Manager

- Management of all aspects of consumer and industry website and communications and conducts a yearly review of procedures.



Board Operations

Regional Tourism Organization 9 has adopted a Governance Policy & Procedures Manual containing the key policies and expectations of the Board, Committees and Staff. The Manual is reviewed every year by the Board of Directors, and updates are made on an as-needed basis.

Board Orientation

To ensure that the members of the Board of Regional Tourism Organization 9 are properly trained and prepared for their service, the Executive Director conducts a Board orientation training for all Board members on an annual basis. The experienced Board members will share their insights and coach the new members in fulfilling their Board duties.

Board Assessment

To become a more effective Board, the Board members of Regional Tourism Organization 9 will conduct a Board self-assessment once every year. The Board will use the self-assessment as a tool to improve its performance and energize Regional Tourism Organization 9 to achieve its mission.

Board Recruitment and Nomination

Regional Tourism Organization 9 strives to have a diverse and qualified Board with people who bring the skills, qualities, and expertise needed to lead and govern Regional Tourism Organization 9 in accomplishing its mission.

Board Minutes

Regional Tourism Organization 9 recognizes the importance of recording accurate and contemporaneous minutes of Board meetings and minutes of committees that are authorized to act on the Board's behalf, and each Board member is aware of their responsibility for ensuring the accuracy of the minutes.

Risk Financing Strategy

To safeguard the organization's assets and resources, Regional Tourism Organization 9 will purchase insurance for those insurable risks of major importance to mission-critical operations and the financial health of the organization. It is the Executive Director's responsibility to oversee Regional Tourism Organization 9's insurance program and provide an annual insurance report to the Board.



Job Descriptions

Regional Tourism Organization 9 has developed job descriptions for all paid and contracted employee positions in the organization. These documents are finalized before the recruitment process begins and used during interviews with prospective candidates to inquire whether the candidate is able to perform all the duties listed. The positions' essential functions are listed.

Employee Orientation

The Executive Director at Regional Tourism Organization 9 is responsible for conducting an orientation session for all new employees on the first day of employment. During this session, key provisions of the Operations Policy & Procedures Manual are discussed, the employee is asked to provide any additional information necessary for benefits enrollment, and the employee is encouraged to ask questions about any aspect of employment policy or operations. Employees are also introduced to other staff and provided with an overview of the equipment and systems they will be required to use.

Staff Supervision

Regional Tourism Organization 9 views effective staff supervision as an essential component of risk management. The Executive Director is expected to communicate their expectations of direct reports clearly and consistently and hold employees accountable with regard to key tasks and responsibilities and compliance with Regional Tourism Organization 9's employment policies. All employees are encouraged to raise concerns or questions about work priorities and assignments with the Executive Director.

Performance Appraisal Process

Regional Tourism Organization 9 requires annual reviews for all employees. The Executive Director is responsible for scheduling review meetings and completing the Performance Review form. A goal-setting and professional development exercise is part of this process.

Staff Code of Conduct

Staff will adhere to the Code of Conduct as described in the current Operations Policy & Procedures Manual.

Financial Management

Staff will adhere to the Code of Conduct as described in the current Operations Policy & Procedures Manual.

Financial Responsibilities and Objectives

The Executive Director of Regional Tourism Organization 9 acts as the primary fiscal agent, with responsibility for implementing all financial management policies and procedures on a day-to-day basis. The Executive Director may delegate qualified professional staff to manage various aspects of financial management.

The financial management objectives of Regional Tourism Organization 9 are to:

- Preserve and protect financial assets needed for mission-critical activities;
- Exercise appropriate care in the handling of incoming funds and disbursement of outgoing funds;
- Strive for transparency and accountability in fiscal operations.

Budgeting Process

The Executive Director shall be responsible for developing and presenting to the Board of Directors a proposed budget for the upcoming fiscal year no less than 60 days prior to the beginning of the new fiscal year. The Board of Directors shall review and approve the budget. The budget shall contain detailed projections for revenues and expenditures as well as cash flows.

Financial Statements

The Executive Director and the finance committee will review financial statements prior to each Board meeting, and the full Board will review the financial statements at each Board meeting. The financial statements will show a comparison of the budget to actual revenue and expenses and also a list of grants or funding that is anticipated but not yet received.

Audit

It is the policy of Regional Tourism Organization 9 to engage the services of a reputable, independent Charter Accountancy firm to conduct an annual audit of Regional Tourism Organization 9's financial statements. The audit is required to be completed within three months of the end of each fiscal year. The audit firm is appointed at each annual AGM and reports to Regional Tourism Organization 9's Executive Director.

Resources Needs

Regional Tourism Organization 9 seeks to utilize its resources and assets fully to achieve its mission. The prudent use of resources is required to protect the safety and well-being of all personnel, including staff and stakeholders, while safeguarding Regional Tourism Organization 9's financial assets.

Technology and Information Management

An employee's work computer is intended for Regional Tourism Organization 9 use only; accordingly, their work computer email use is not private, and all material, documents and communications on company provided electronic equipment are Regional Tourism Organization 9's property. Regional Tourism Organization 9 is committed to protecting its office technology assets. The organization takes all reasonable steps to protect and safeguard systems and equipment from damage. In addition, the organization guards against threats due to viruses, worms, malicious software and hackers. The position in the organization responsible for overseeing the security of office systems is the Executive Director and/or staff member designated to perform these duties.

The Executive Director or staff member designated to perform these duties is responsible for efforts to prevent an interruption to the organization's operations due to damage to technology assets, including data. The individual in this position will coordinate the development of appropriate policies and security measures to protect these vital assets.



Computer/Email/ Internet usage policy

All staff will adhere to the computer/Email/Internet usage policy as outlined within the most current version of the Operations Policy & Procedures Manual.

Systems Backup

Regional Tourism Organization 9 understands the importance of maintaining computer operations in order to deliver services and programs. A major tool to mitigate damage to computer systems is to adopt procedures for creating and storing system backups to enable the organization to quickly restore any lost files or systems. All computers are set up with a backup program that periodically backs up the system to the server several times each day. In the event of a crash the Executive Director will contact Weehoey Inc. to assist in the retrieval of data.

Priority Board Member Risks – Top Risks relating to Volunteers:

- Not having the "right" Board members.
- Board Member causing harm to owners, operators, partners and staff.
- Board Member causing harm to the reputation of Regional Tourism Organization 9.

Addressing Risks Through Recruitment, Screening and Selection

New Board members will be recruited when there is a vacancy on the Board.

To be eligible for directorship, an individual must have an interest in tourism, and maintain on a de facto basis a personal residence or business location within one or more of the regions within RTO 9, with the exception of At Large positions.

The Board is responsible for maintaining these policies and ensuring these policies are adhered to in the nomination and selection of candidate directors. The Board will ensure that all individuals are given a fair opportunity to apply for vacancies on the Board as they arise.

Board of Directors

The roles and responsibilities of the Board Chair and Board Members will be detailed in a job description within the most current version of the Governance Policy & Procedures Manual.



Insurance Program for Regional Tourism Organization 9

Regional Tourism Organization 9 retains two types of insurance: Commercial General Liability Insurance and Directors and Officers Insurance.

The Board of Directors works with the Executive Director to review proposals submitted by qualified brokers and to determine the most appropriate limits of liability, deductibles and carriers given the resources, risks and requirements of the organization.

The current insurance program for Regional Tourism Organization 9 consists of the following coverages:

Commercial General Liability

General Aggregate - \$5,000,000 (expiration date: March 31, 2024)

Directors and Officers Insurance

Aggregate Limit - \$2,000,000 (expiration date: March 31, 2024)

Insurance Advisors

Expectations of Regional Tourism Organization 9's agent or broker,

- They will help Regional Tourism Organization 9 purchase adequate insurance coverage at an acceptable price;
- Claims management assistance in reporting and handling claims and acting as our advocate
- Premium and loss reports on a periodic basis, contract review for insurance implications
- Loss-control and prevention activities
- Risk management services
- Educational resources, for example, provide training sessions for employees, volunteers, and the Board of directors
- Account reports and updates throughout the year
- Annual stewardship report; and client advocacy and business partnership

Regional Tourism Organization 9's approach to working with an insurance professional to review its insurance program.

- Regional Tourism Organization 9 puts its insurance program out to bid every 3-5 years, or more frequently if the organization determines that a current provider is unable to meet the service needs of the organization.
- It is the policy of Regional Tourism Organization 9 to evaluate the performance of any and all insurance advisors (agents or consultants) on an annual basis and seek competitive bids for these services no less than every five years. The incumbent advisor will be invited to participate in the bidding process as long as their current performance meets the minimum requirements of RTO 9.

Regional Tourism Organization 9 has retained the services of McDougall Upper Canada Insurance Brokers, Kingston, ON. Scott Lee performs a costing search annually to ensure Regional Tourism Organization 9 is receiving the best insurance rates possible.

10

Budget



RTO 9 Budget – 2024/2025

Total Budget \$1,554,500

	Q1	Q2	Q3	Q4
Administrative				
Audit	\$ 11,000.00			
Insurance	\$ 6,000.00			
Consulting Fees	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Payroll Fees	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Professional Development	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Bank Fees	\$ 436.00	\$ 436.00	\$ 439.00	\$ 439.00
Salaries & Benefits	\$ 31,345.00	\$ 31,345.00	\$ 31,345.00	\$ 31,345.00
Bookkeeper	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
Governance				
Board meetings	\$ 875.00	\$ 875.00	\$ 875.00	\$ 875.00
Annual General meeting	\$ 500.00			
Overhead				
Office Overhead	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00
CRM	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Website hosting & Maintenance	\$ 4,125.00	\$ 4,125.00	\$ 4,125.00	\$ 4,125.00
Travel	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Industry Relations				
Tourism Summit		\$ 7,500.00	\$ 5,000.00	
Sustainable Summit		\$ 7,500.00	\$ 5,000.00	
Memberships/Conferences	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00

RTO 9 Budget – 2024/2025

	Q1	Q2	Q3	Q4
Product Development				
LGBTQ+		\$ 2,500.00	\$ 2,500.00	
Indigenous Tourism	\$ 5,000.00	\$ 10,000.00	\$ 2,500.00	\$ 2,500.00
Regional Film Initiative	\$ 12,000.00	\$ 4,000.00	\$ 4,000.00	
Meetings	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Salaries & Benefits	\$ 9,625.00	\$ 9,625.00	\$ 9,625.00	\$ 9,625.00
Marketing				
Marketing Program	\$ 162,842.00	\$ 162,842.00	\$ 162,843.00	\$ 162,843.00
Platforms	\$ 20,000.00	\$ 10,000.00	\$ 10,000.00	
Salaries & Benefits	\$ 37,500.00	\$ 37,500.00	\$ 37,500.00	\$ 37,500.00
Website Maintenance	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
Workforce Development				
Workshops	\$ 10,000.00	\$ 1,000.00	\$ 4,500.00	\$ 4,500.00
Investment Attraction				
Tourism Investment Sector Team(OEEDC)		\$ 2,000.00		
Market Research	\$ 17,500.00	\$ 17,500.00		
CBRE	\$ 7,000.00			
Great Lakes Cruising	\$ 5,000.00			
Partnerships				
Partnership Funds	\$ 54,750.00	\$ 54,750.00	\$ 54,750.00	\$ 54,750.00
Salaries & Benefits	\$ 9,625.00	\$ 9,625.00	\$ 9,625.00	\$ 9,625.00
Quarterly Totals	\$ 433,498.00	\$ 401,498.00	\$ 373,002.00	\$ 346,502.00

Total Budget \$1,554,500

Find your adventure in South Eastern Ontario





Regional Tourism
ORGANIZATION

Board of Directors meeting – November 14, 2023.

Motion 14-11-2023-04: To approve the 2024/25 Operations Plan as presented and for staff to further develop and present to the Ministry.

Moved by: Karen Best

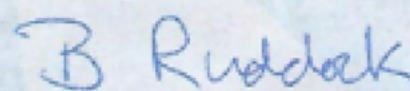
Seconded by: Kevin Lajoie

Motion carried



 Cheri Kemp-Long, Chair

February 16, 2024



 Bonnie Ruddock, Executive Director

February 16, 2024

Bonnie Ruddock, Executive Director

C 613.329.2753 | bruddock@region9tourism.ca

Meg Dabros, Operations Manager

C 613.983.5215 | mdabros@region9tourism.ca

Steve Weir, Senior Marketing Manager

C 613.341.6638 | sweir@region9tourism.ca

Lesley McDougall, Digital Marketing Manager

C 613.360.9229 | lmcdougall@region9tourism.ca

