



Ministry of Tourism and Culture and
Ontario Tourism

RTO Roadmap Session

Regional Tourism Organization 01
Wednesday, January 26, 2011



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Objectives

- ❑ Continue to define our relationships going forward
- ❑ Share understanding of each others' progress and process
- ❑ Define opportunities for alignment and collaboration

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MTC Support - Governance

- ❑ TIAO and the MTC have entered into a partnership.
- ❑ TIAO will deliver governance training to the Boards of Directors of each RTO once they are established.
- ❑ TIAO has completed the development of the governance training program and workshop materials.
- ❑ TIAO is now booking dates for workshops with the Boards of Directors of each RTO.

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MTC Support – Francophone

- Francophone visitors are an important market for Ontario.
- Many tourism partners are already putting an emphasis on serving Francophone visitors. We encourage this work to continue.
- Direction Ontario and the MTC have entered into a partnership. Direction Ontario will work with the RTOs to increase their capacity to attract and serve Francophone visitors.
- Through this partnership, RTOs will benefit from:
 - A toolkit identifying key Francophone markets and best practices;
 - Help in assessing each region's current products and services; and
 - Advice on targeting Francophone markets as well as new marketing and product development opportunities.
- Direction Ontario is currently booking its regional assessments with the RTOs.

MTC Support – Developing Ontario's Tourism Product

- MTC's Investment & Development Office (IDO):
 - Support new product development and investment attraction through its program
- Destination Development:
 - Understanding what draws visitors to a place
 - Developing the right products and services to meet visitor needs
 - Effectively marketing priority products to a target market
 - Examples: Georgian Bay (coastal route), Stratford (theatre and agri-tourism), Northern Ontario (outdoor adventure)
- Product Development:
 - Tourism planning (product inventory and assessment, market-readiness analysis, business cases/feasibility studies on priority products)
 - Animating the destination with festivals and events, visitor services, way-finding, tour guides
 - Attracting investment in infrastructure and capital projects

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MTC Support – IDO Partnership Opportunities with RTOs

- Festivals & Events: Celebrate Ontario
 - Since 2007, Celebrate Ontario has provided \$37M to 537 community, regional and major ongoing tourist events across Ontario. The deadline for 2011 was November 23, 2010.
 - In 2011, Celebrate Ontario will include a Blockbuster component to support bidding and hosting fees for one-time national and international events.
- Proposed Role for RTOs:
 - Starting in April 2011, regions will be asked to identify priority events which act as regional demand generators or have the potential to attract more visitors. This information will be used to plan Celebrate Ontario 2012-13.
 - RTOs are encouraged to identify one-time national and international events which align with regional tourism priorities, and utilize the Blockbuster fund to bid on and host them.

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MTC Support – IDO Partnership Opportunities with RTOs

- Tourism Development:
 - Since 2005, the Tourism Development Fund (TDF) has supported a range of projects aimed at improving tourism product, planning and industry capacity across the province.
 - Going forward, the TDF will support multi-region and provincial sector development.
- Proposed Role for RTOs/TIAO/Sector Associations:
 - Identify multi-region and pan-provincial product development priorities requiring support with feasibility analysis, strategy development, facilitation, training, etc.
 - Identify how the TDF can support tourism industry associations to ensure they have the capacity to help the industry grow and prosper.

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MTC Support – IDO Partnership Opportunities with RTOs

- Investment Attraction
 - The MTC works with the Ministry of Economic Development and Trade to promote Ontario as a tourism investment location through:
 - Website: www.investinontario.com/tourism
 - Participation in domestic and international trade missions/conferences
 - Tourism investment readiness workshops for municipalities
 - Supporting major tourism developments
 - The MTC has started developing a 10-year Tourism Investment Strategy and Implementation Plan.
- Proposed Role for RTO's
 - Work with municipal economic development officials to identify investment opportunities based on regional tourism priorities.
 - Provide input on 10-year Tourism Investment Strategy.

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MTC Support – Regional Advisors

- The Ministry's tourism industry advisors are a vital link between your organization and the Ministry.
- They will keep working with you, assisting you and providing you with Ministry information as well reporting back to the Ministry on the development in your region.
- The tourism industry advisor for Region 01 is:
 - Janet Jones: 519.973.6320 / janet.jones@ontario.ca

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MTC Support – Other support available

- Several RTOs have expressed the need for some support in key areas.

- Some areas that have been pre-identified are:
 - Human resources (e.g. job descriptions, hiring and training)
 - Change management (e.g. governance, strategic planning and evaluation of decisions and results)
 - Controllership (e.g. procurement, auditing and performance measures)
 - Coordination (e.g. RTO council, strategic guidance, administrative and logistical support)

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MTC Support – Other support available

- The Ministry will be in touch with you shortly to give you the opportunity to discuss these, identify others and let us know what your priorities are. Together we can work on developing solutions to support you.

- Some provincial organizations have already developed great products and gathered some useful information from which you can benefit. Do not hesitate to get in touch with them – we want to build on the knowledge and best practices that are already available.

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Wise Use of Funding

- The end of the fiscal year is approaching but it remains essential to commit and spend funding in a responsible way.
- Good value for taxpayers' money is a priority for the Ministry and for the Regional Tourism Organizations.
- Adequate planning and good procurement will ensure you can commit and spend some of your remaining funds wisely by end of fiscal.
- Ensure that your transfer payment agreement with the Ministry is signed and in effect before you proceed with contracting with suppliers.

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Wise Use of Funding (cont'd)

- If you have not committed your entire allocation for this fiscal year and are not accruing funds into April, May and June for projects not completed by March 31st, and, there is also the possibility of not completely spending your annual allocation.
- Not spending your entire allocation is preferable to spending without adequate planning and oversight. Underspending this year will not affect your funding envelope for next year.
- Pay attention to actual, potential and appearance of conflicts of interests. There are clauses to that effect in your transfer payment agreement with the Ministry. TIAO will address this during its governance training session. If in doubt, never hesitate to contact our staff.

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Good Value for Taxpayers' Money

- The intent of a good tendering process is to ensure:
 - Value for money;
 - The receipt of appropriate services; and,
 - The use of a transparent competitive process to identify the best person/organization to deliver the services/supplies you require.

- All processes around any procurement must be documented.

- Annual audits will require that you have complied with all aspects of the agreement including procurement. The Ministry may also request supporting procurement information as part of in-year spot audits.

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Procurement

- Your RTO agreement outlines that you must undertake a competitive process for purchases of any value.

- Where the purchase price exceeds \$5,000 you must obtain a minimum of three written quotes.

- The only exception is when the expertise you are purchasing is specialised and is not readily available so getting three quotes would not be possible (e.g. Statistics Canada information).

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Key Upcoming Milestones

- Documents supporting accrual of funds (February 1st)
- Priority projects reports (see agreement)
- End of transition summary reports (see agreement) – the approval of the report will trigger the last payment

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Regional Tourism Levy (RTL)

A reminder of how the RTL will work:

- The overall opinion of the transient accommodators/owners within a Region will be sought.
- Accommodators will indicate whether they support the implementation of a levy and at what rate (up to 3%).
- The results will be communicated to the provincial government.
- If implemented the RTL would be mandatory for all eligible accommodators.
- Funds would be collected similar to the RST and returned to the RTO in the Region where it was collected less administration costs.

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Regional Tourism Levy (cont'd)

- In order to gather feedback from industry members, four input sessions were held in July and August which were attended by 83 stakeholders.
 - Ottawa: July 21, 2010
 - Toronto: July 23, 2010
 - London: July 28, 2010
 - Sault Ste. Marie: August 5, 2010

- Ministry staff have reviewed the comments received at all sessions.

- We continue to work with the Ministries of Revenue and Finance to develop the framework for an RTL.

- An update on the next steps of the RTL will be provided soon.

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Regional Profile Presentation
