



2025-2026

Business Plan

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Land Acknowledgement



We would like to acknowledge that the land we identify as Southeastern Ontario (Region 9) is situated on the traditional territory of the Haudenosaunee, Anishinaabe, and Huron-Wendat Peoples.

Region 9 Regional Tourism Organization (hereinafter RTO 9) honours and respects the land, the water, and the treaties that cover the region. We are eternally grateful to the Indigenous peoples who have inhabited the place we call home since time immemorial, and we have the privilege to live with now. All those who reside, work, and play on these lands are treaty people, and we are committed to honouring the treaties in a mutually beneficial and equitable manner.

With one in five Indigenous people in Canada living in Ontario and Ontario having one of the largest Indigenous tourism sectors, we believe that working together through the joint development of tourism will help all Ontarians prosper.

As an ally to Indigenous people and a partner in this effort, we are committed to improving the socio-economic conditions of Indigenous people through tourism by creating space for Indigenous people to share their stories on their terms.

Executive Summary and Overview



In March 2024, RTO 9's Board of Directors undertook a strategic planning process with the assistance of Bannikin Tourism and Travel. Consultations and surveys were conducted with the Board of Directors, tourism partners, Regional Development Advisors and destination partners. Additionally, the Board of Directors met in person to set the strategic direction. The three-year (2025-2028) strategic plan was approved by the Board of Directors in October 2024. Part of the process was the review and development of a new Vision and Mission statement for RTO 9.

Two strategies were identified for each of the Ministry's pillars, and staff have developed the 2025-2026 Business plan to align with these strategies. The activities and KPI's outlined in the Business Plan all relate back to the measures of success and the strategies.

The past fiscal year was marked by several significant successes for RTO 9, particularly in the following areas:

- The Board of Directors, with input from tourism partners, developed a three-year (2025-2028) strategic plan to guide the organization.
- RTO 9 secured a \$250,000 FedDev grant to unite eight RTOs in a collaborative data research initiative.
- RTO 9 was among four successful recipients of the \$250,000 Destination Canada Corridor initiative, partnering with Velo Québec and the Prescott-Russell Recreation Trail to develop a cycling route connecting Montreal, Prescott-Russell, Cornwall, Stormont-Dundas & Glengarry, and Ottawa.
- RTO 9 launched a redesigned consumer website to enhance user experience and drive increased visitation to South Eastern Ontario.
- Implementation of the Digital Ambassador Program; generating weekly assets from all destinations for short-form video, and blogs.

RTO 9 will prioritize enhancing communication with tourism operators and destinations while bringing experiential Tourism training in-house to optimize internal resources, with an emphasis on regenerative tourism. Culinary and environmental experiences remain key attractions for visitors, reflected in the growing number of businesses centered around local cuisine. Strong relationships with Indigenous partners established over recent years have created opportunities for training initiatives, supporting Indigenous businesses in developing new tourism products.



In the past, the focus was heavily centered on traditional tourism strategies such as increasing visitor numbers, and broad marketing campaigns. While these efforts were successful in driving awareness and visitation, they often lacked precision in targeting niche markets and addressing broader global priorities.

The future focus has shifted toward a more sustainable, data-driven, and inclusive approach to tourism. This change is driven by evolving traveller preferences, environmental concerns, and the need for deeper community integration.

1. Sustainability and Regenerative Tourism:

There's a growing emphasis on minimizing environmental impact and restoring ecosystems, recognizing that tourism must contribute to long-term ecological health.

2. Experiential and Niche Markets:

Travellers increasingly seek meaningful, immersive experiences such as culinary tourism, cycling, and cultural exchanges, prompting a pivot toward tailored offerings that highlight local heritage and authenticity.

3. Technology and Data Utilization:

Insights from data analytics are being leveraged to refine marketing strategies, optimize resource allocation, and improve visitor experience, ensuring initiatives are effective and relevant.

4. Community-Centric Development:

The focus has broadened to include community well-being, fostering collaboration with local businesses, Indigenous partners, and other partners to ensure tourism benefits are equitably distributed.



To further develop our destinations in Southeastern Ontario, businesses need the tools to succeed. RTO 9, in collaboration with eight other RTO's will be gathering timely and relevant data on tourism trends and visitation across the regions and the province. RTO 9 understands the importance of communicating with their tourism partners and will be conducting surveys to ensure they meet these needs. RTO 9's industry website will be re-vamped to provide a seamless experience for our tourism partners.

RTO 9 will be undertaking a brand integration strategy in collaboration with our destination partners. This strategy will provide a road map for marketing efforts in the years to come. Through targeted regional marketing initiatives, in partnership with our destination partners and organizational partners (Destination Ontario, Culinary Tourism Alliance and others) our goal is to increase overnight visitation in Southeastern Ontario. RTO 9's marketing activities will include (but not limited to) paid and earned media and digital marketing.

As the regional tourism leader for Southeastern Ontario, RTO 9 recognizes the importance of a valued workforce, and will continue to work with our regional and provincial service agencies to provide timely and relevant information for our tourism partners. Based on the success of RTO 9's inaugural two-day summit in 2024, the date has been set for the summit in 2025.

Investment attraction in Southeastern Ontario is key to destination development. RTO 9 will continue to work with Ontario East Economic Development Corporation to attract new investment to the region.

Through feedback and consultation with our tourism partners, RTO 9 has chosen four categories for the 2025-2026 Partnership Fund program – New Indigenous Tourism Experiences, Videography/Photography, Marquee and Wayfinding Signage and Translation. To further expand our opportunities RTO 9 will be launching a Destination Discoveries series. The goal is to raise awareness of RTO 9 in collaboration with our destination partners.

Through the strategic planning process, the Board of Directors added an organizational health pillar. The goal is to ensure that there is a culture of shared ownership amongst the Board of Directors and staff, and to address the financial viability of the organization for the future.



1.0

Statements





Mission Statement

To nurture a regional ecosystem of tourism partners by providing valuable resources and strategic supports.

Vision Statement

Tourism is a sustainable driver of social, economic, and environmental prosperity for the diverse partners working together in Southeastern Ontario.



2.0

Board Structure



Board and Committee Structure

The RTO 9 Board of Directors consists of 11 members that provide guidance and direction to staff. The allocation of seats is divided between the East, Central, and West parts of Southeastern Ontario, with additional representation (At Large) from other parts of the province. The Board of Directors is appointed each year at an annual general meeting and individuals are chosen based on their skill sets.



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 include 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 some business consulting in Nunavut, and keeping in touch with family and friends.

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 omni-channel 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.

Karina Belanger, Treasurer (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. Prior to her role as the Tourism Coordinator, Karina was the Administrative Assistant for the Economic Development and Communications team. Karina holds a major in marketing from Concordia University's John Molson School of Business and a college diploma in Business Administration, a testament to her commitment to professional growth. Karina's academic achievements, combined with her passion for the tourism industry, have been pivotal in shaping her career.

EAST

Scott Lambert



Scott Lambert is the owner of Vankleek Hill Vineyard in Ontario. Scott believes in the transformative power of positivity and hard work. His ability to elevate experiences, engage, and inspire others seems to fit within the community-oriented town of Vankleek Hill, Ontario. The 55-acre property today boasts over 27,000 mature trees, allowing a natural habitat for all wildlife. He is an ambitious hand-crafted vintner who brings families and the community together with great wine.

CENTRAL

Heather Robertson



Heather resides in Napanee and works in downtown Kingston as a Front Office Manager at The Residence Inn by Marriott Kingston's Waters Edge. She is passionate about travel and tourism in the region, and beyond! Prior to joining the hotel industry in Kingston, she was the Registrar for the Canadian Cheese Awards, organizer of cheese events, and a cheesemaker!

Krista LeClair



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 SLC. Krista is a community tourism development professional with a focus on sector associations, advocacy and government relations, revenue management, and stakeholder and partnership relations. Krista has experience in the areas of fundraising and event planning, leadership, media, public relations, and budgeting.

Liam Karry



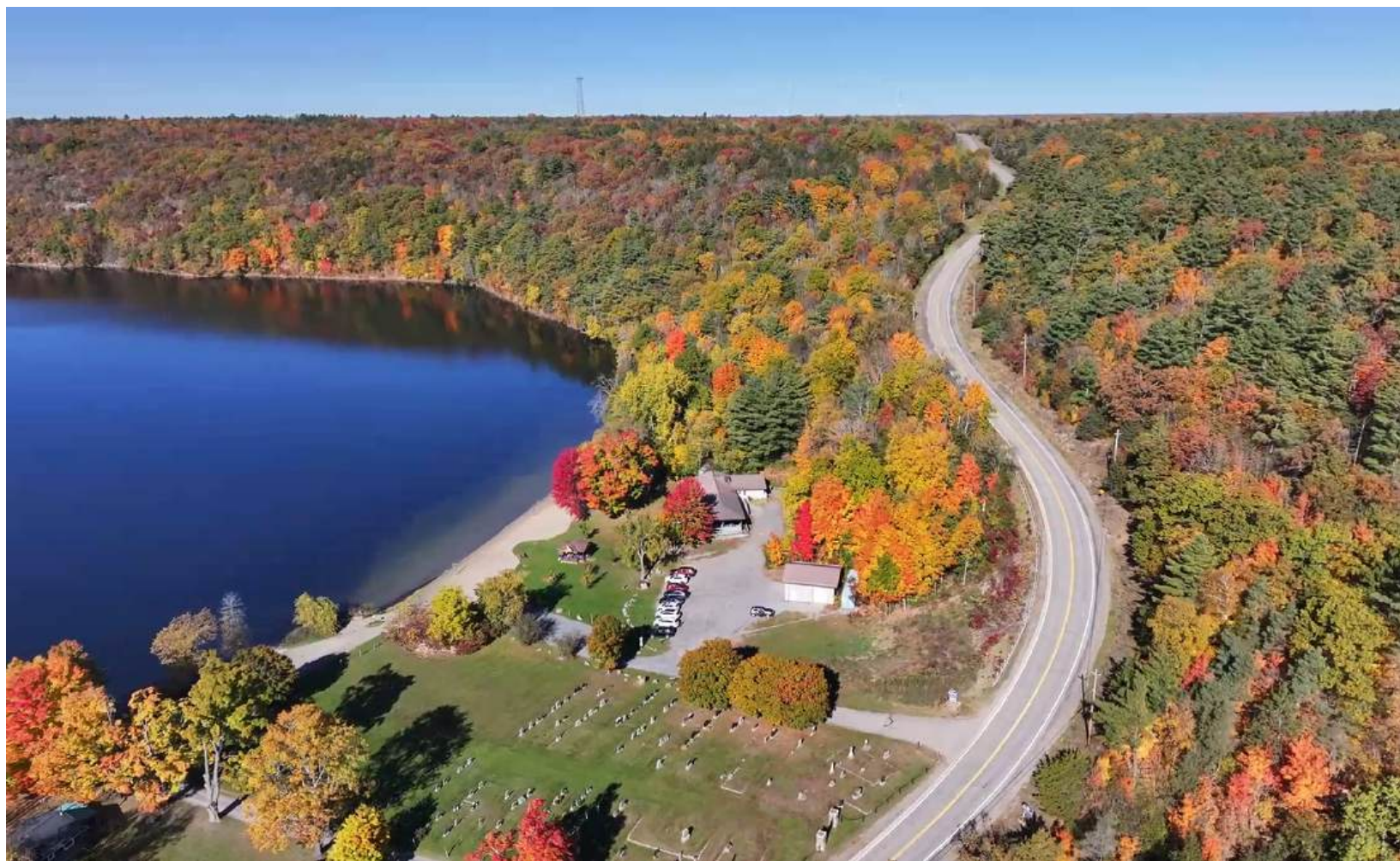
Liam's in his eighth season with the Kick & Push Festival and brings his array of talent to the RTO 9 Board of Directors. Liam is the founding and current artistic director of the Single Thread Theatre Company. He was a founding member of the Kingston Theatre Alliance and currently serves on the board of an ARC 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. His next project is PXR2023: a national conference on live performance within extended reality.

WEST

Jacob Murray



With 35 years' experience working with sheep and wool, Jacob is in charge of Topsy Farms' social media which has grown from 4.5 k followers in 2018 (Twitter, Instagram, Facebook, TikTok, Pinterest, etc.) to 75k currently. He is the creator of Topsy's "Connect to the Land" agri-tourism program; bringing visitors to the farm for entertainment, education, and relaxation. In Spring 2020, Jacob helps Kubota Canada create the award-winning #GrowStronger gardening campaign (TIAO 3 awards) and leads the building of 20 free gardens in 30 days during the early pandemic that spawns a national gardening movement. In 2021, Jacob and Topsy "ReWilded" 800m of farmland for the exclusive use of nature (goal of 1 linear km by 2025). Topsy's mission statement is to keep the farmland as a farm. Through daily blogs, videos, and stories, Topsy now reaches 3 million people per month and employs 10 full and part-time workers. Jacob serves his community as a volunteer firefighter and medical first responder (19 years and counting). Jacob serves his industry by serving as the Ontario Chair for The Canadian Wool Council.



AT LARGE

Karen Best



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 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. A lifelong volunteer, Karen's experience has spanned educational institutions, sporting organizations, support for military families and economic development opportunities.

Loren Christie



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 panelist experience, Loren brings many perspectives to the RTO9 board position.

Michelle Caron



A returning RTO 9 board member and with a full spectrum of 28 years of experience in all aspects of tourism, Michelle is a knowledgeable and keen representative for Eastern Ontario stakeholders. Her career background prior also includes a strong business acumen that she acquired in her capacity 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.



ADVISORS

RTO 9 works with three Regional Development Advisors that each support a specific part of the region based on the territory they cover.



1

Katie Crowley

Regional Development Advisor – Tourism,
Representing Area 1 (Purple)
Regional Services Brand, Ministry of Tourism,
Culture and Gaming
300 Water Street, 2nd Floor, South Tower,
Peterborough, ON K9H 8M5
Phone: 705 -761-6748
Email | courriel: katie.crowley@ontario.ca



2

Mia Robertson (she/they)

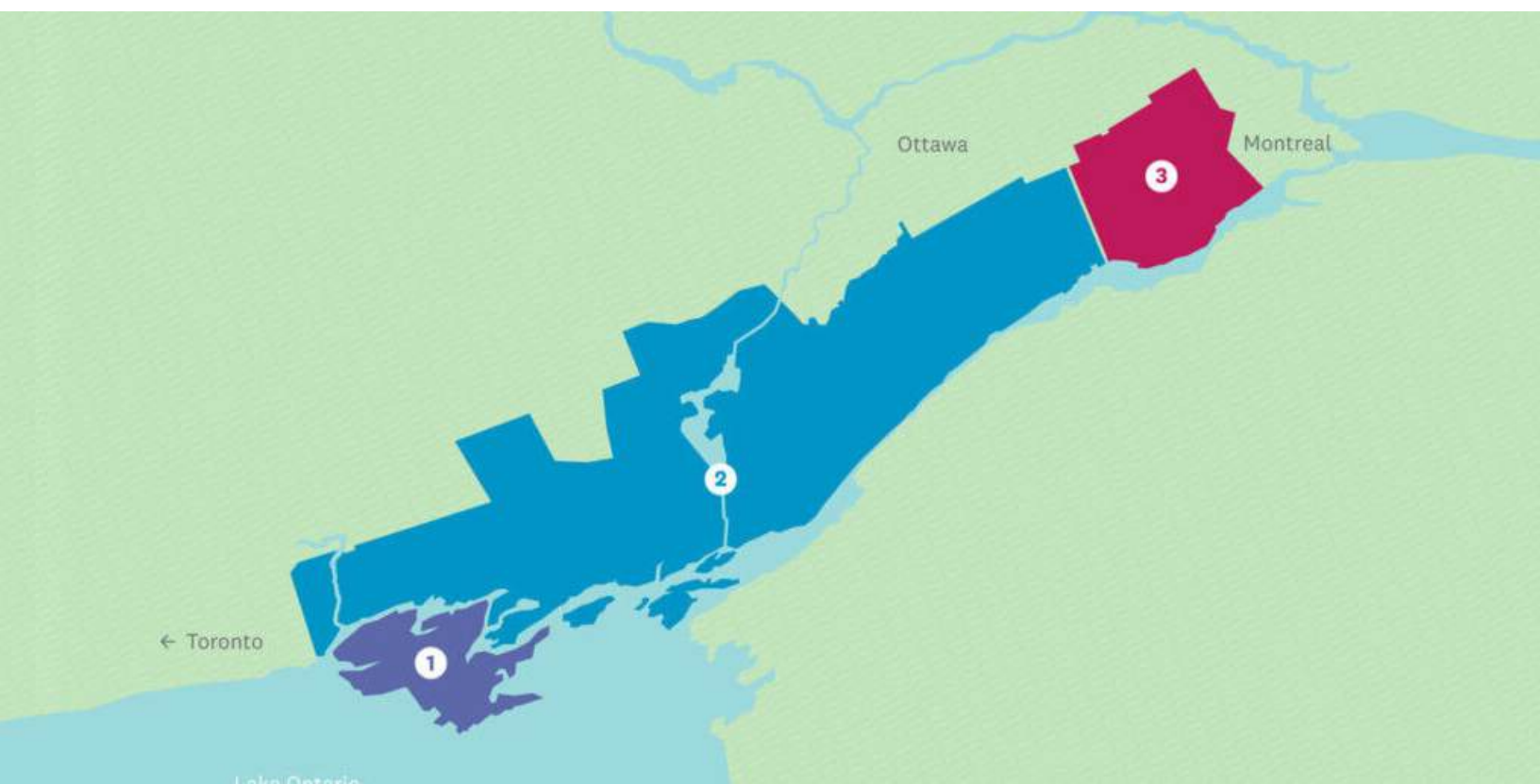
Regional Development Advisor – Tourism,
Representing Area 2 (Blue)
Regional Services Brand, Ministry of Tourism,
Culture and Gaming
Beechgrove Complex, 51 Heakes Lane,
Kingston, Ontario K7M 9B1
Phone: 613-893-6141
Email | courriel: mia.robertson@ontario.ca



3

Louis Bedard

Regional Development Advisor – Tourism,
Representing Area 3 (Red)
Regional Services Brand, Ministry of
Tourism, Culture and Gaming
347 Preston Street 4th Floor, Ottawa,
Ontario K1S 3J4
Phone: 613-302-4037
Email | courriel: louis.bedard@ontario.ca



2.2

Administrative Plan



Our current employee resources are structured to align with the strategic goals outlined in the business plan, ensuring the capacity to effectively achieve them. The team is composed of experienced professionals with expertise in key areas such as marketing, communications, destination development, and partner engagement. This enables us to deliver targeted initiatives, including enhancing tourism operator support, advancing experiential and regenerative tourism, and fostering collaborations with Indigenous partners.

By leveraging in-house capabilities and cross-functional collaboration, we can efficiently manage internal projects, adapt to changing industry needs, and maintain a consistent focus on sustainability and innovation. Additionally, our team's strong relationships with external partners, combined with ongoing professional development, equip us to meet emerging challenges and capitalize on growth opportunities in the tourism sector.

- **The Executive Director** is a full-time position and is responsible for leadership to implement the strategic plan and the development of the annual business plan. Furthermore, 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, 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).

All RTO 9 staff work remotely.

Mailing address: 829 Norwest Road, Suite 403, Kingston, ON, K7P 2N3

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, Doane Grant Thornton 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.

3.0

Regional Assessment and Research



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

Pan-Ontario Insights

In 2024, Ontario's tourism sector continues to show a resilient recovery trajectory, building on the post-pandemic rebound. However, the industry faces key challenges, including inflationary pressures, changing visitor spending behaviours, and the need to address seasonal imbalances in tourism activity.

Macroeconomic Influences

Tourism inflation, driven by rising costs in transportation, food, and other essential services, has influenced traveller decision-making. Price sensitivity has become more apparent, with travellers opting for value-for-money experiences. Inflationary pressure on the Consumer Price Index (CPI) and Travel Price Index (TPI) reflects broader economic conditions affecting the cost of travel-related services. As a result, sustainable economic growth depends heavily on monitoring these macroeconomic trends to mitigate negative impacts and ensure continued visitor satisfaction.

Visitor Spending and Seasonal Trends

While tourism spending has increased compared to pre-pandemic levels, seasonal imbalances persist. The winter season continues to underperform in both visitor numbers and spending, particularly among U.S. visitors, where winter deficits have yet to return to pre-pandemic levels. In contrast, Ontario has experienced a significant recovery in summer tourism, driven by strong domestic engagement and increased international spending from markets such as China and India. Targeted marketing campaigns and enhanced product offerings are essential to smoothing these seasonal fluctuations and ensuring year-round economic growth.

Border Crossings and International Trends

Border crossings into Ontario have yet to fully recover to pre-pandemic levels, with key international markets like the U.S. still falling short. However, emerging markets such as China, India, and Brazil are rapidly growing. Ontario's proximity to the U.S. continues to be a significant driver of tourism, and the state of cross-border travel remains critical to the sector's overall health. Strategic efforts should focus on attracting more U.S. travellers while capitalizing on the strong growth from other international markets.

Workforce and Employment in Tourism

Ontario's tourism workforce has rebounded well post-COVID, with employment figures for 2022 showing recovery across key sectors. The industry now employs over 700,000 workers, with a growth rate of 7% projected through 2025. However, challenges persist, particularly in the transportation and accommodation sectors, where wage disparities and an aging workforce could impact labour availability. Investment in workforce development, recruiting younger workers and addressing labour shortages will be crucial for sustained growth in this sector.

Tourism Spending and Economic Growth

Ontario's tourism sector saw \$16.1 billion in spending during the first half of 2024, a modest 3.1% increase compared to 2023. Domestic tourism remains a critical pillar, with domestic travellers contributing to 53% of total spending. However, international spending has shown a slight decline, particularly from overseas markets. The growth in domestic travel provides Ontario with a stable foundation for continued economic sustainability. Nevertheless, targeted marketing and branding efforts are essential to counterbalance the slowdown in international spending and fully capitalize on local engagement.

Shifting Trends in Spending Categories

Food and Beverage remains the most significant spending category, accounting for 33% of tourism spending in 2024. Accommodation follows closely, while Recreation and Entertainment, although crucial for visitor experience, shows troubling signs of stagnation. This indicates a need to innovate entertainment offerings to align with visitor preferences and provide enriching experiences. On the other hand, culinary tourism presents a promising area for growth, with Ontario's diverse food scene poised to attract domestic and international visitors.



Regional Insights: RTO 9

Spending Patterns and Growth

RTO 9 continues to experience significant growth in tourism spending, driven by both domestic and international visitors. From January to July 2024, total spending reached \$1.2 billion, reflecting a 10% year-over-year increase. Domestic tourism remains dominant, contributing 73% of total revenue. International markets, particularly the U.S., have seen substantial growth with a 17% year-over-year increase in spending. Inter-provincial travel, notably from Quebec, also plays an essential role, contributing 10% to total spending with a long-term growth rate of 5.5% per year. Overseas visitors, while still a smaller portion of the market, have demonstrated encouraging short-term growth of 17.3%.

Occupancy and Pricing Trends

• Short-Term Rentals:

Occupancy rates for short-term rentals in RTO 9 have increased to 45% in June 2024, following a significant drop in 2023. However, rates remain lower than in 2021 and 2022. Average Daily Rate (ADR) has steadily risen, reaching \$225 in June 2024, a 12% increase from the previous year. There is potential to fill more units, especially during peak seasons.

• Hotel Performance:

Hotel occupancy rates in RTO 9 have recovered to 67% in June 2024, aligning closely with pre-pandemic levels. ADR for hotels reached \$174, a 10% year-on-year increase. Although rates have risen, occupancy remains below the provincial average, suggesting an opportunity to enhance value offerings.



Spending by Category



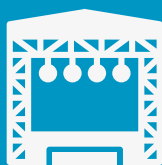
Food and Beverage as Leading Category

Accounting for 33% of total spending, Food & Beverage remains the highest contributor, driven by intra-provincial travellers.



Transportation

Contributing 31% to total spending, transportation has shown strong growth, particularly by inter-provincial travellers.



Recreation and Entertainment

With 43% short-term growth, this category offers potential for further expansion, especially in overseas markets, where it holds more significance (22%).



Accommodation and Retail

Accommodation represents 12% of total spending, with moderate growth, mainly supported by international visitors. Retail remains the smallest category, contributing 8%, suggesting opportunities for improvement.

Data source: Skift Quarterly Insights Report Executive summary, September 2024. Part of the RTO Multi-Year Research program.



Target Markets

South Eastern Ontario will continue to 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 Markets:



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.

Neighbouring U.S. States:



Destination Ontario Spotlight Campaigns and the partnership with the Thousand Islands International 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.

Leveraging Toronto's major international airport and train terminal as a transit point, South Eastern Ontario can target domestic and international travellers transiting through Toronto who may be interested in exploring nearby regions. This will be accomplished through our partnership with Attractions Ontario and its distribution plan of the Attraction's Ontario Coupon Book.



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 stakeholders will be essential to effectively promote the region to these target markets.



Consumer Profiles

Culture Seekers

These sociable, free-spirited individuals seek unique, authentic experiences. They thrive on immersing themselves in new perspectives, local culture, making connections, which boosts their energy and confidence.

They prefer vibrant city life, dynamic arts scenes, and culturally rich destinations. They prioritize diversity, inclusion, and sustainability, and are open to both short and longer trips. Travel is an investment they make in themselves.



Outdoor Explorers

This daring explorer craves the thrill of unknown landscapes and loves to overcome challenges. Adventure travel allows them to grow, learn new skills, and establish personal traditions.

They often seek adrenaline through physical activities, engaging with locals, and ensuring a positive impact. They embrace both short getaways and longer holidays, relishing in nature-related experiences.



City Trippers

These independent, sociable, and trendy travellers prioritize having fun, indulging, and living in the moment. They prefer trendy, friendly locations with a variety of activities and distractions, valuing safety and ease of travel.

They relish vibrant nightlife, cultural experiences, and sharing their adventures with others. Their travel decisions focus on enjoying themselves and creating memorable experiences with friends and loved ones.



Consumer Profiles

The Taste Trailblazer

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, culinary tours and places that “locals know”.



Refined Globetrotters

These travellers prioritize travel above all, indulging in world-class destinations, gourmet dining, and exclusive experiences. They are experienced travellers who are always on the lookout for new, unique places to cross off their list.

They immerse themselves in history, museums, and the authentic charm of new places, ensuring smooth travel with all-inclusive packages and expert-guided tours.



Simplicity Lovers

These travellers seek peace, relaxation, and familiarity in their journeys, preferring easy and affordable destinations with a small-town feel. Prioritizing dining and nature experiences, they value simplicity and serenity. Loyal to regular destinations, they appreciate safety and ease of travel, and while they enjoy new cultures, they often stay within their comfort zone.



Consumer Profiles

Purpose Driven families

This conscientious traveller seeks for their entire family to learn about the world through culture. They value inclusivity, history, and learning.

Skew middle-aged and younger with a mid to high income, they are busy with work and family, prioritize family-focused activities, and are committed to minimizing their environmental impact during their travels



Fun & Sun families

These travellers cherish relaxation and shared family experiences in familiar, kid-friendly, and affordable destinations. They prioritize fun and simplicity over extravagance, gravitating towards well-known beaches and local spots with good communication standards.

Their big family trips are often domestic and focus on creating lasting memories through simple, enjoyable activities guided by their children's interests.



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 2025-2026 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, agri-tourism 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 Cruises & Water 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. Create self-driving routes that encourage travellers to explore the region's breathtaking waterfront destinations.



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 2025-2026 through curated Itineraries

Culinary and Wine & Beer

Showcase guided tours and tasting experiences highlighting the region's diverse culinary scene and award-winning wineries, breweries & cideries. 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 that 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. Feature Indigenous tourism product offerings and encourage travellers to explore the ancient spirit of the Haudenosaunee, Anishinaabe, and Huron-Wendat Peoples.



Tourism products and experiences for South Eastern Ontario in 2025-2026 through curated Itineraries

Holiday Retail Routes

Expand and promote the Festive Finds Discovery Tours in South Eastern Ontario during the Christmas Holiday period. Showcasing charming shopping routes through picturesque villages, small towns and seaway cities across the region. Featuring locally crafted treasures, vintage finds, unique gifts, and artisanal delights. Encouraging people to shop locally and support independent retailers.



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

The following information presents the topline results of a quantitative market research survey of Ontario traveller perceptions and behaviours, conducted by Skift on behalf of Regional Tourism Organization 9 (RTO 9). The results highlight the changing perceptions and behaviours of Ontario travel consumers post COVID-19 and the ongoing evolution of the Ontario travel and tourism market.

Skift, in partnership with RTO 9, conducted a custom market research study of a representative sample of $n = 1,000$ identified travel consumers in Ontario. Fieldwork was conducted online in December 2023, using an online consumer research panel. A representative sample of the online population in Ontario was drawn, stratified by age, gender and region. This sample was then sent a survey invitation by email, and respondents screened to identify leisure travellers.

These were defined as those who either:

- Had taken a domestic overnight holiday/vacation trip in the past two years.
- Are likely to take a domestic overnight holiday/vacation trip in the next year.

A questionnaire was developed by Skift Advisory and was fielded in English and French. Results are representative of the online adult traveller population in Ontario and are considered accurate within ± 2 to 3 percentage points, 19 times out of 20.



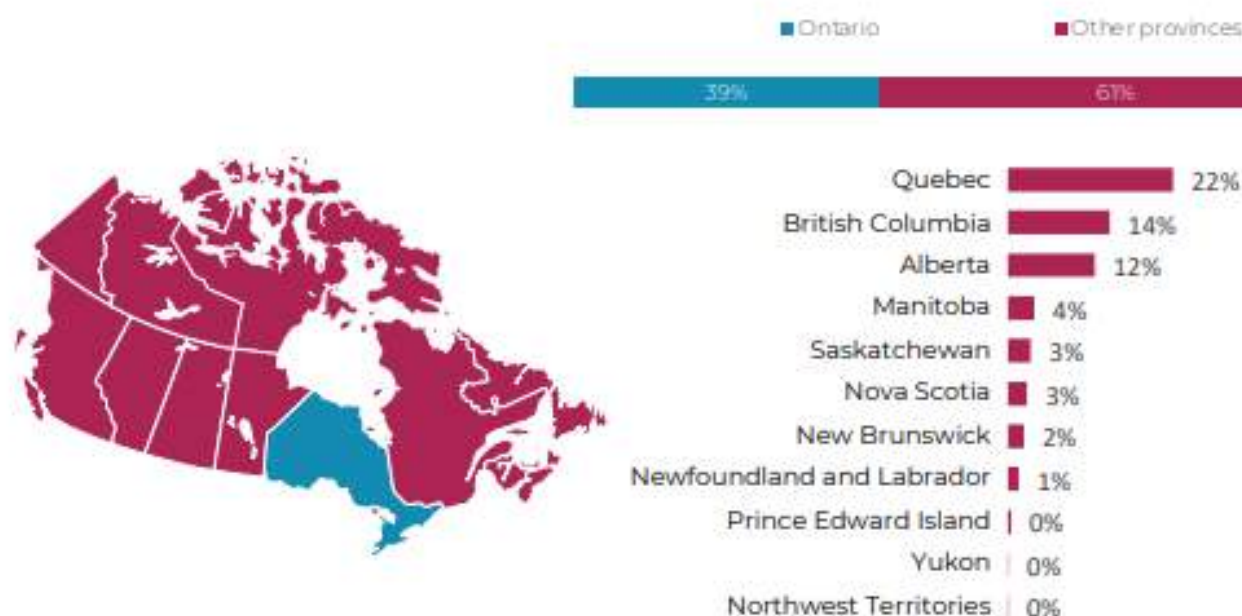
Ontario Travel Consumer Insights

Demographic Breakdown

61% of travellers are coming from provinces outside of Ontario with the interest in the province remaining very high: more than 90% of travellers have taken a vacation in Ontario in the last two years and more than 80% are planning one soon.

Province of Residence

Although 39% of travellers to Ontario are travelling domestically, the majority of travellers are coming from other Canadian provinces: mainly from Quebec, British Columbia and Alberta.



Past and Future Travel

Interest in travelling to Ontario remains consistent for both segments, with more than 90% having recently enjoyed a holiday in Ontario and more than 80% intending to visit it soon.



93% of Ontarians have recently taken a holiday in Ontario



83% Ontarians plan to take it soon



91% of residents of other provinces have recently taken a holiday in Ontario



88% residents of other provinces plan to take it soon

Demographic Breakdown

Annual Household Income*

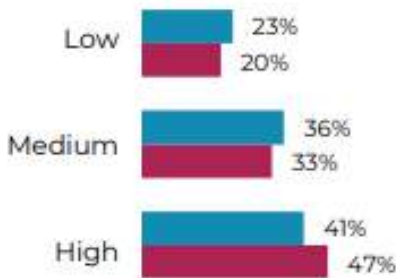
Ontario-based travellers with incomes under \$39,999 are more prevalent, while Canadian travellers from other provinces mostly fall into medium and higher income level ranges of \$40,000 - \$59,999 and \$80,000 - \$124,999.

	Ontario residents	Other provinces**
Under \$39,999	34%	22%
\$40,000 - \$59,999	14%	24%
\$60,000 - \$79,999	14%	17%
\$80,000 - \$124,999	22%	23%
\$125,000 - \$199,999	14%	13%
\$200,000 or more	3%	1%

*'Prefer not to answer' has been excluded from the above table. Percentages within age brackets that are significantly higher than the average have been highlighted in bold (95% confidence level)

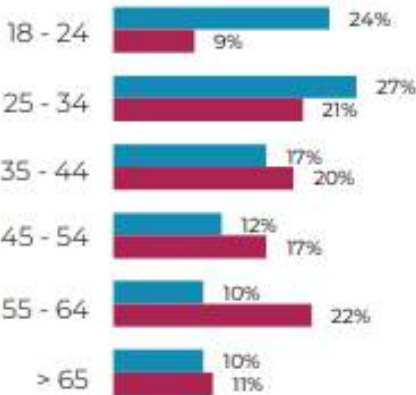
**Other Provinces contain respondents from all Canadian provinces except Ontario

Education



Age

Nearly half of all travellers have higher education. Ontario travellers, being mostly 25 – 34 years old, are younger than travellers from other provinces (being 55 – 64).



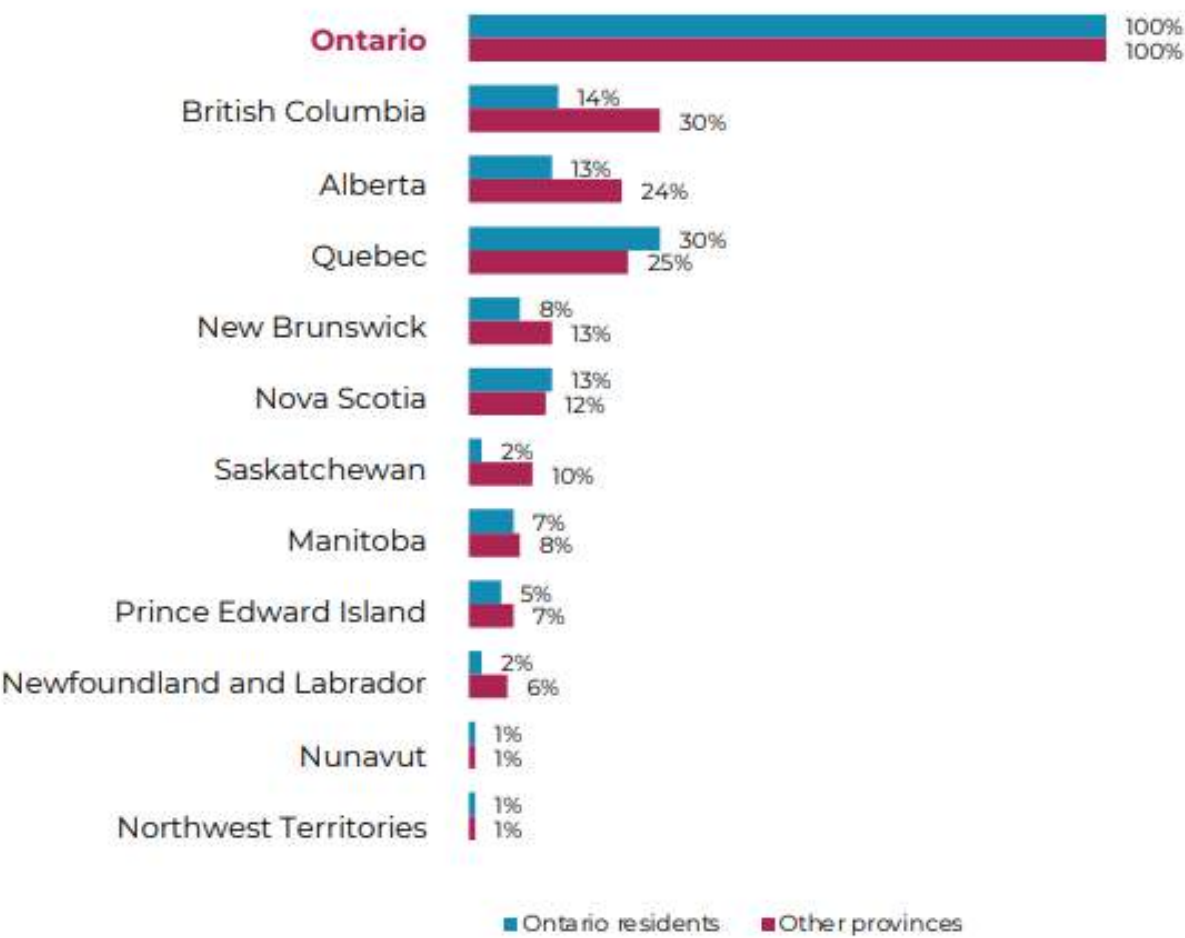
■ Ontario residents ■ Other provinces

Recent Travels to Ontario

Quebec and British Columbia are the next most popular provinces for the travellers who have visited Ontario in the last two years. When travelling within Ontario, they consider Toronto, Ottawa, Niagara Region and London as the main tourist landmarks.

Recent Travels to Ontario and other provinces

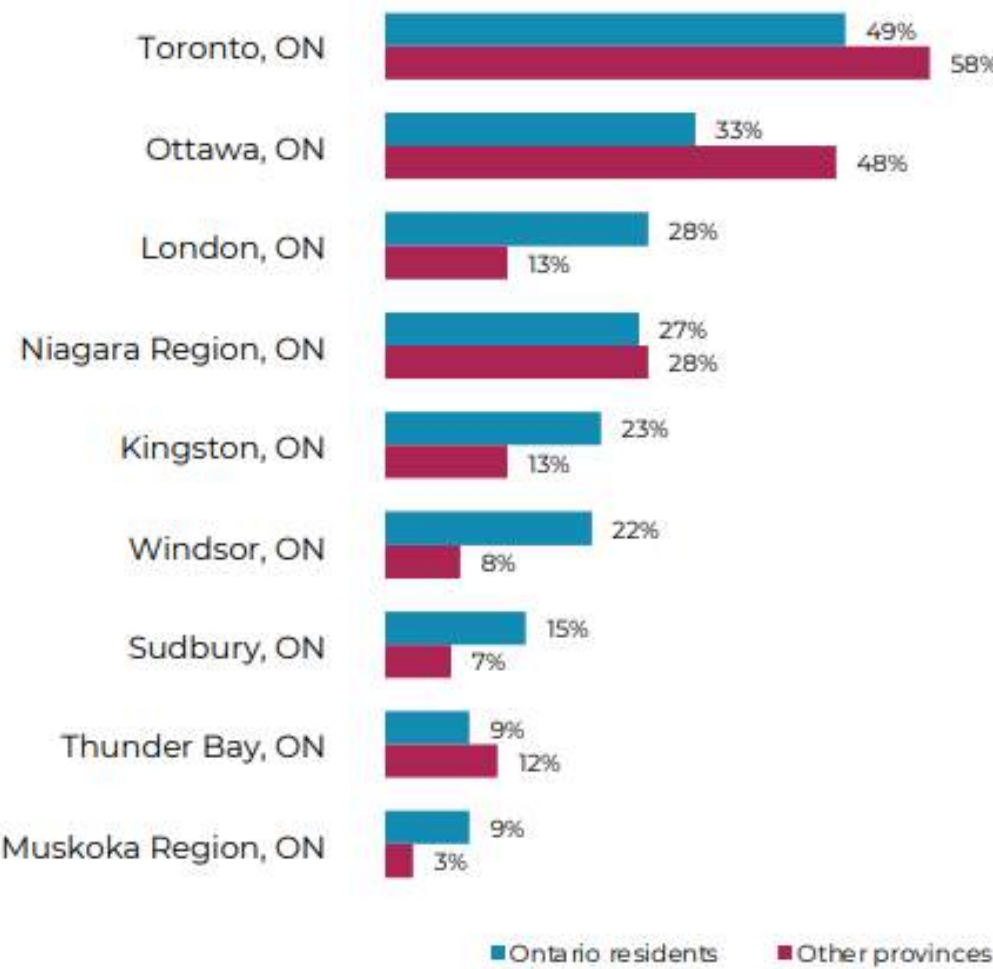
Of those travelling within Ontario, the most popular provinces for travel outside of Ontario in the last two years are Quebec and British Columbia.



Recent Travels to Ontario

Recent Travels to Ontario destinations

In Ontario province, around half of the travellers have preferred Toronto as a travel destination, followed by Ottawa and Niagara Region. London has also been one of the favourite destinations for Ontarian residents.

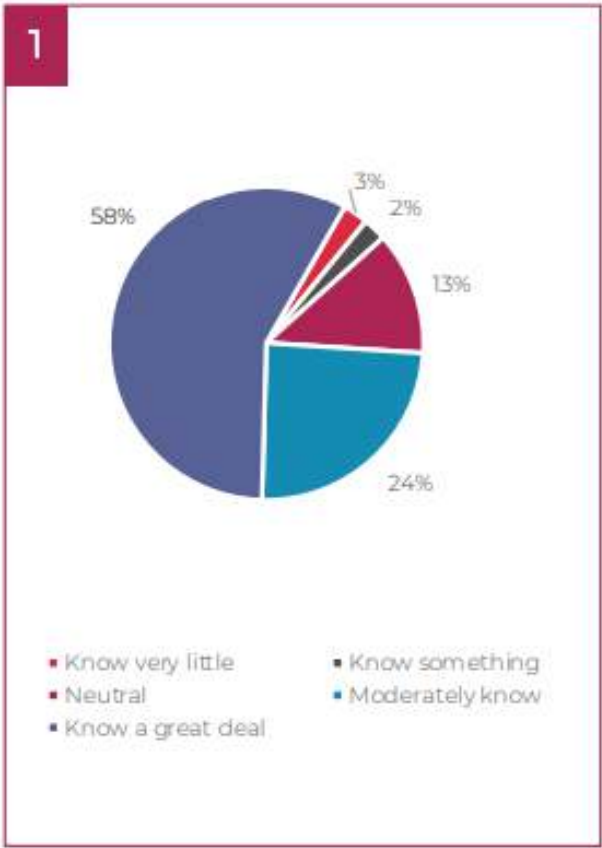


Region’s Brand Appeal for Ontario Residents

Ontario-based travellers know their province very well, the vast majority of them consider it an excellent travel destination and would likely recommend it as a holiday experience. Three quarters of Ontarians are likely to take a holiday trip within their province soon.

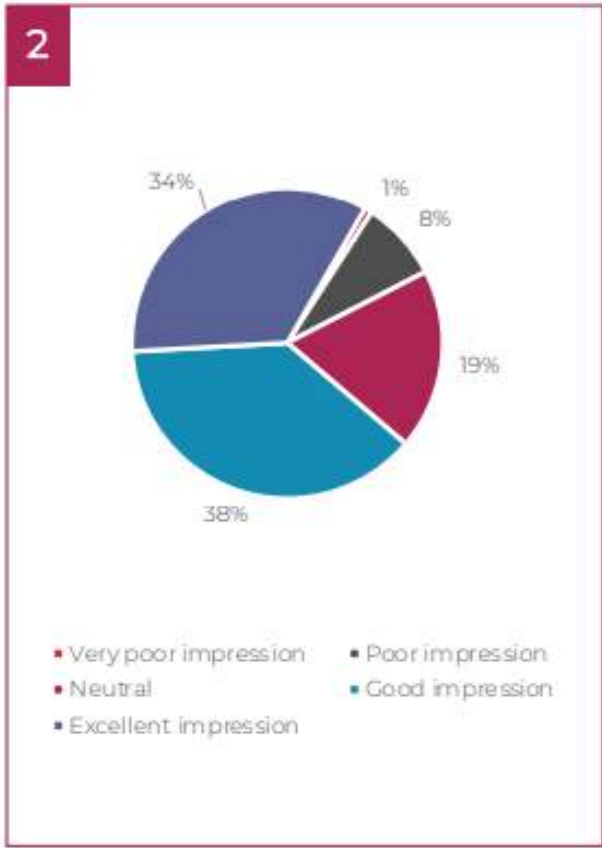
Familiarity

82% of Ontario-based travellers are very familiar with what Ontario has to offer as holiday travel experiences.



Overall impression

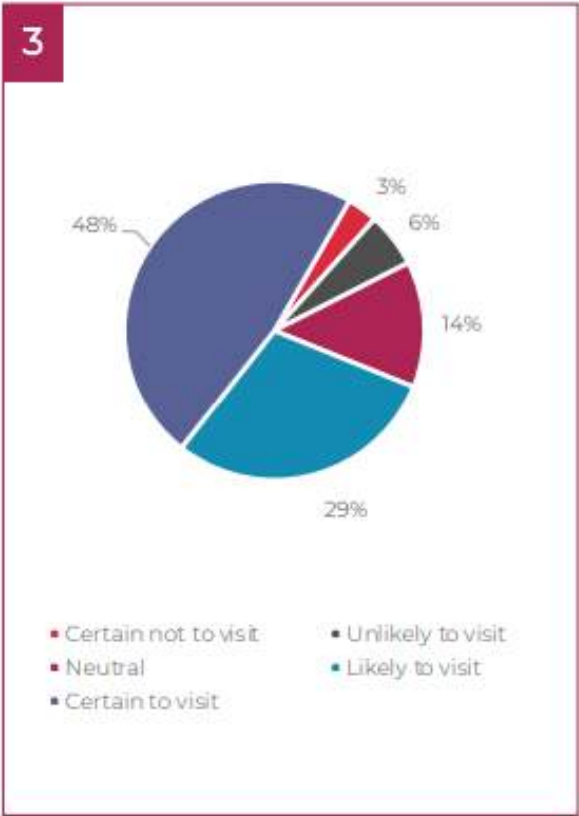
Almost three quarters have an overall good impression of their province's travel offering with only 9% consider it less appealing.



Region’s Brand Appeal for Ontario Residents

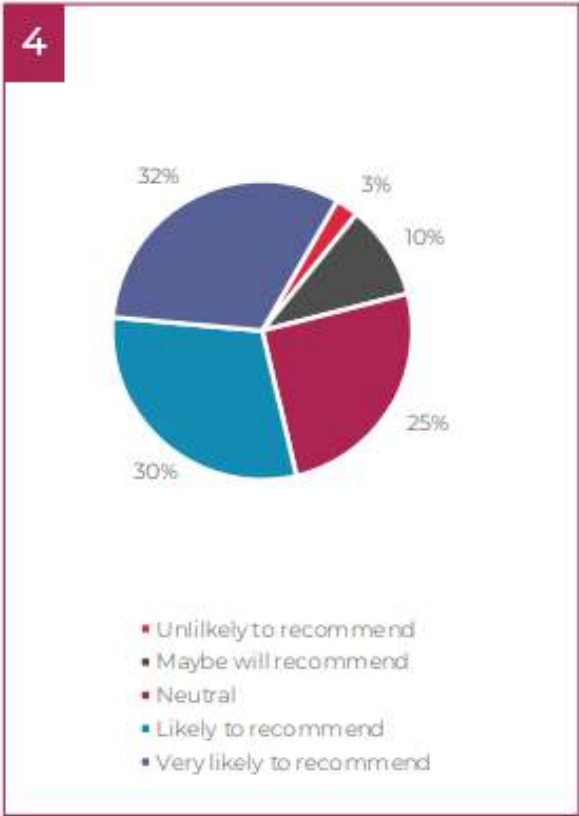
Likelihood to visit in the next 2 years

77% of Ontarians are likely to take a holiday trip within their province in the next two years.



Likelihood to recommend

62% of Ontarians are likely to recommend it as a holiday travel destination.

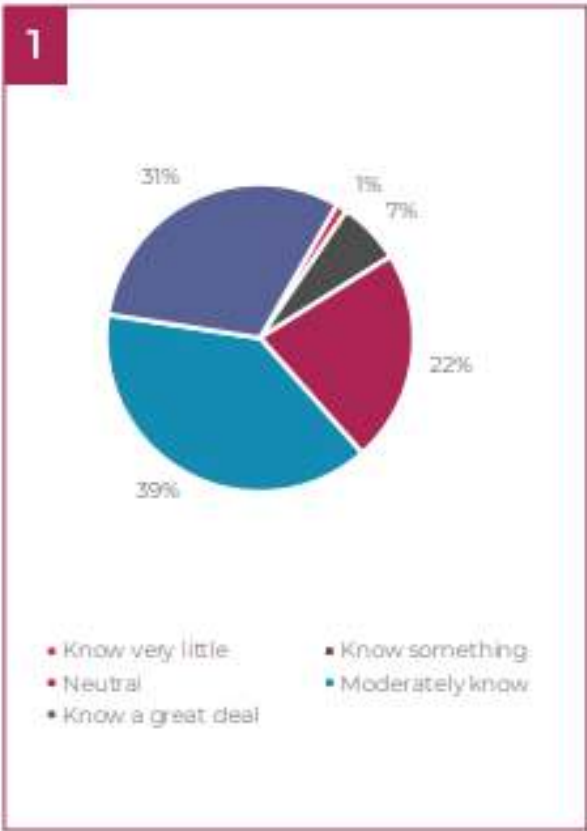


Region’s Brand Appeal for Other Provinces

Following the Ontario-based travellers pattern, residents from other Canadian provinces are mostly familiar and have an even greater impression of Ontario as a tourism destination, with three quarters of them likely to visit it in the next two years.

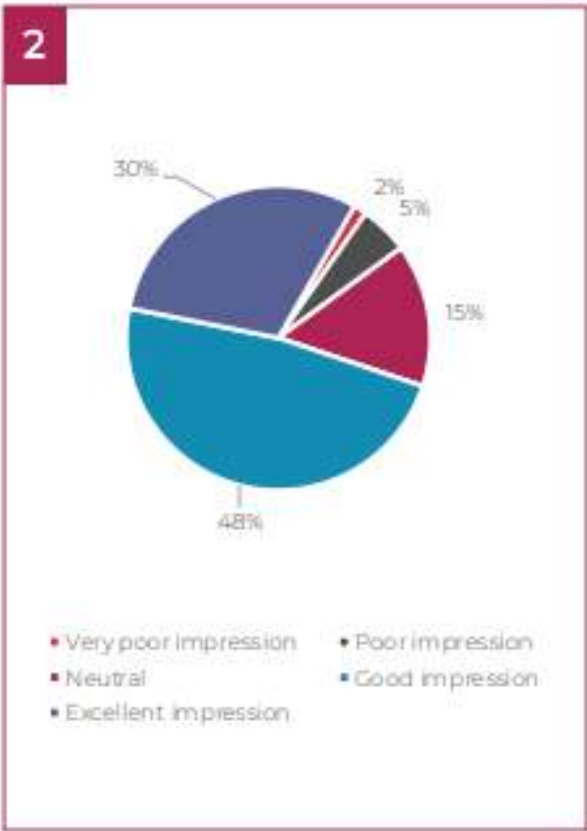
Familiarity

The travellers from other Canadian provinces are very familiar with Ontario, almost three quarters of them stating that they know Ontario's travel offering quite well.



Overall impression

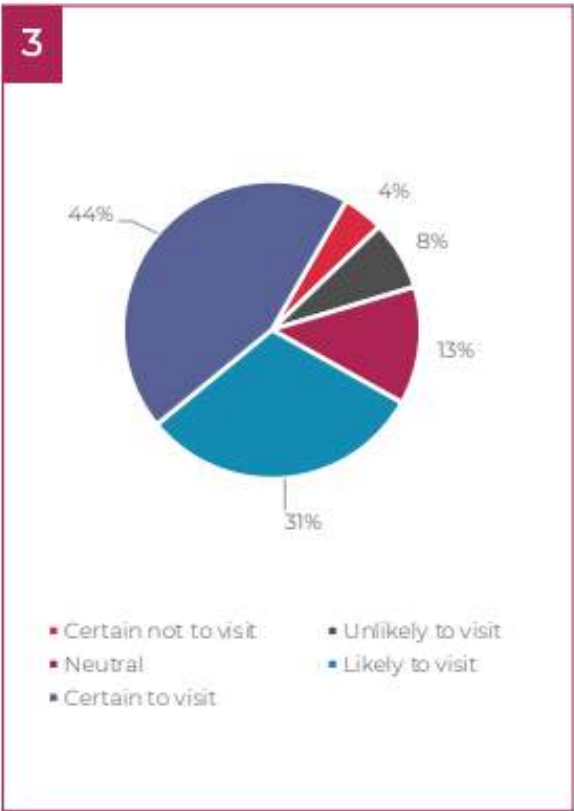
Almost 80% of Canadian travellers have a great impression of Ontario and its travel scene.



Region’s Brand Appeal for Other Provinces

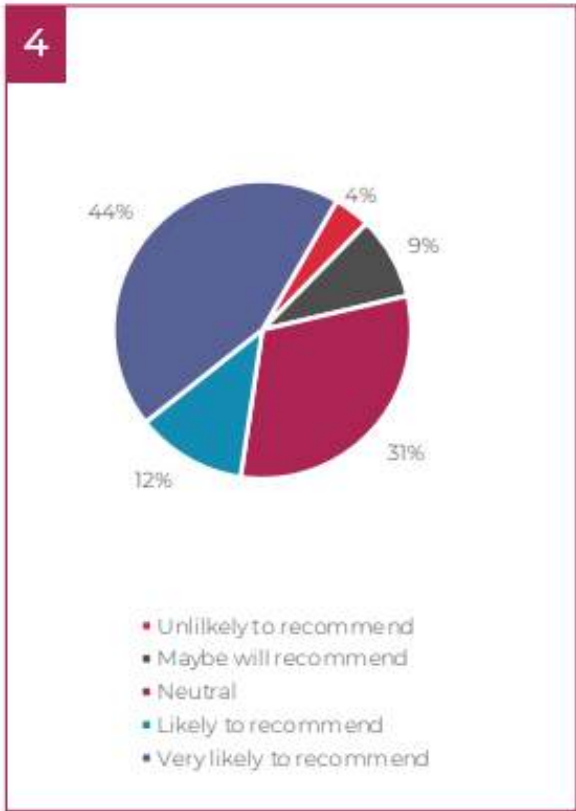
Likelihood to visit in the next 2 years

Three quarters of Canadian travellers are likely to make a visit to Ontario during their holiday in the next two years.



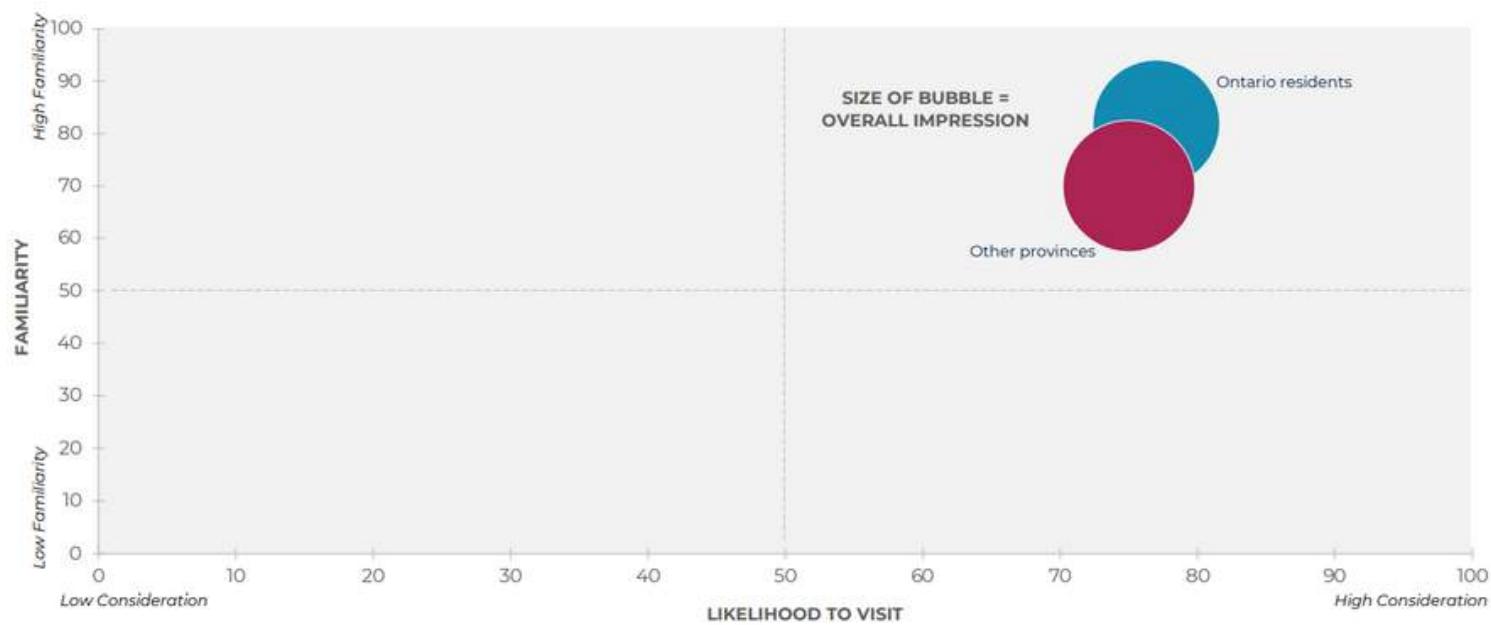
Likelihood to recommend

Half of Canadian travellers are likely to recommend Ontario as a holiday destination within Canada.



Ontario Brand Appeal

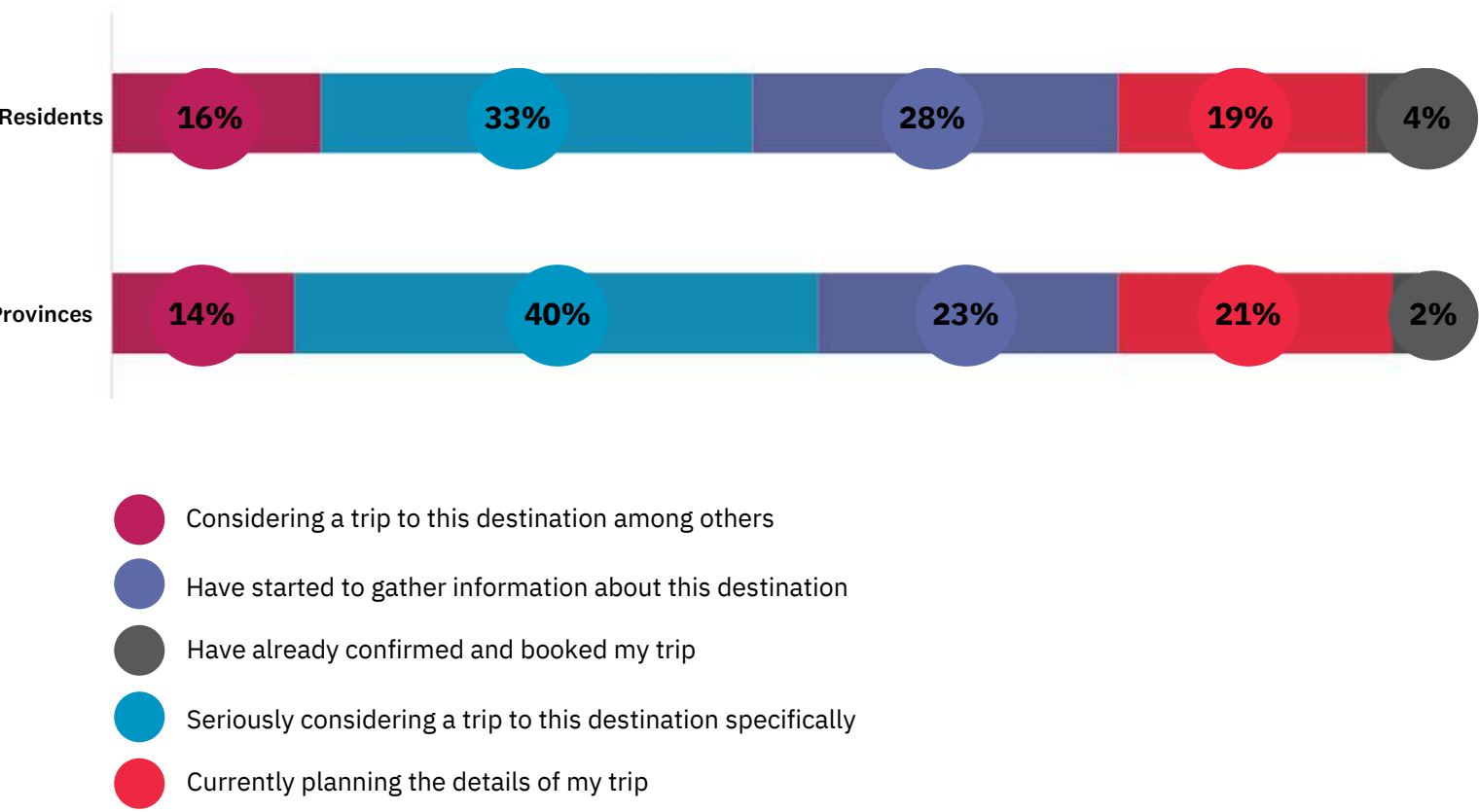
Travellers from other Canadian provinces are almost as familiar with the destination as Ontarian-based travellers, expressing similar high likelihood to visit Ontario in the next two years and having an overall excellent impression of the province as a tourist destination.



Path to Purchase

The majority of Canadian travellers are seriously considering a trip to Ontario, with Ontarians being slightly more numerous than travellers from other provinces in having already confirmed their booking.

Although only 4% of Ontarians have already booked their trip, 19% of them are currently planning the details of their vacation within Ontario. 21% of the travellers from other Canadian provinces are planning the vacation to Ontario as well, but only 2% of them have confirmed their booking. The majority of both segments is seriously considering a trip specifically to Ontario.

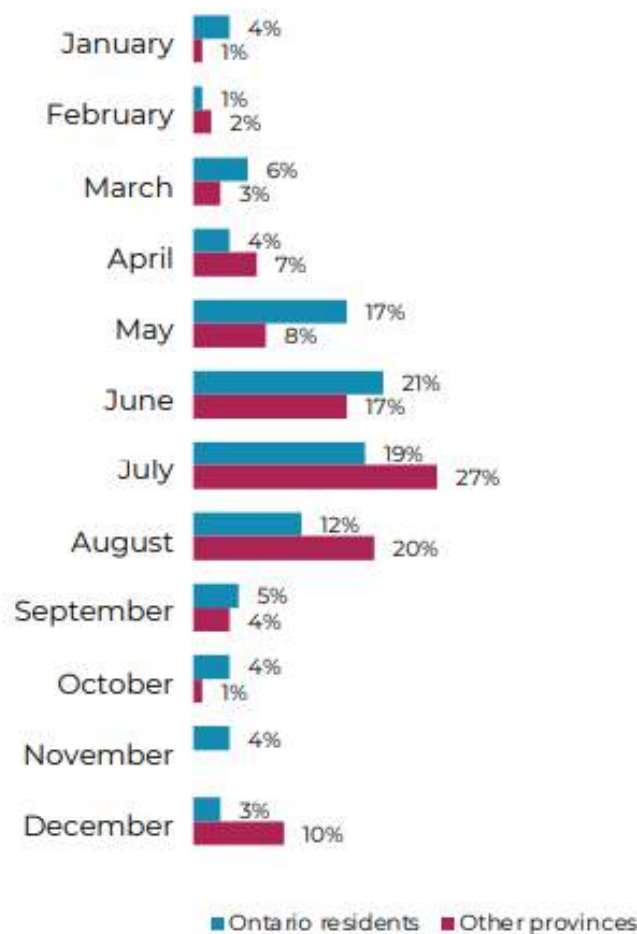


Seasonality

Summer has the highest influx of travellers within Ontario, with the majority of them staying 1 – 2 days while on vacation and travelling in a group of two or three.

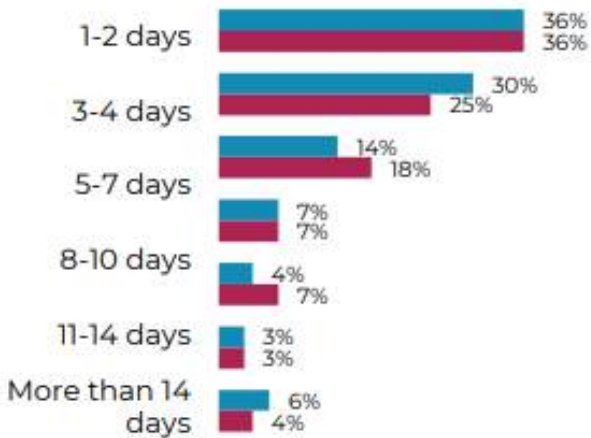
Most popular months to travel in Ontario

The summer months rank as the top months for travel within Ontario with June being the most popular for Ontarians and July for the rest of the Canadian travellers.



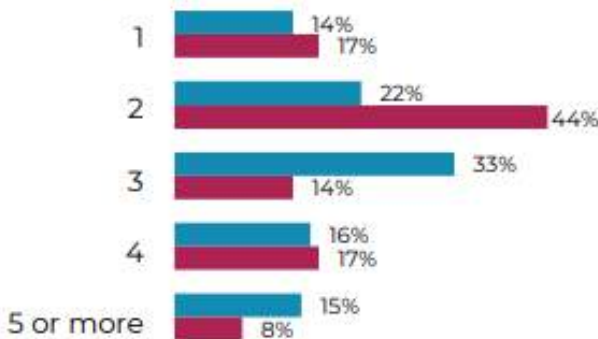
Length of stay

More than third of all travellers to Ontario prefer a short trip of one or two days to the destination.



Likely party size

Nearly half of the Canadians are likely to travel in a group of two, with the Ontarians preferring to travel in a group of three.



Seasonality

Reasons for favoring travel by season

While summer is the best season for catching the good weather during school vacation in Ontario, some travellers prefer spring and fall for less crowd, seasonal celebrations and hockey. Ontarians travel in winter to see their families for Christmas holidays, while other Canadians prefer to visit Banff and Lake Louise.

	Ontario residents	Other provinces
 <p>Summer</p>	<ul style="list-style-type: none"> It's warm and beautiful to explore School vacation 	<ul style="list-style-type: none"> Good weather for vacancies Start of Canada day
 <p>Fall</p>	<ul style="list-style-type: none"> Autumn will look nice at that time Halloween 	<ul style="list-style-type: none"> To see family Company vacation time
 <p>Winter</p>	<ul style="list-style-type: none"> My family has holidays My family will be over for Christmas 	<ul style="list-style-type: none"> Water polo tournaments To visit Banff and Lake Louise
 <p>Spring</p>	<ul style="list-style-type: none"> It's not too crowded in airports Hockey season 	<ul style="list-style-type: none"> It doesn't have much rain during that time Easter time

Travel Priorities

All Canadian travellers are united in their priorities when choosing a destination: cultural values, political stability and quality of customer service are the most important considerations, while the financial aspect is the main barrier.

Travel barriers preventing from taking a trip in the next 12 months

When choosing a destination, the financial aspect, such as the necessity to save money or the cost of airfares, is the main barrier preventing Canadian travellers from taking a trip. However, Ontario-based residents are less price-sensitive than travellers from other provinces.

ONTARIO RESIDENTS



Save Money
51%



Cost of airfares
27%



Time to visit
27%



Different stage in my life
16%

OTHER PROVINCES



Save Money
72%



Cost of airfares
29%



Time to visit
21%



Right people to go
12%

Travel Priorities

Important considerations when choosing a destination

When choosing a destination, cultural values, such as treatment of women, political stability and quality of customer service are the most important factors. However, travellers from outside of Ontario are easier affected by the standards of customer service at the destination.

ONTARIO RESIDENTS



Cultural values
68%



Political stability
66%



Quality of customer service
57%



Environmental responsibility
55%

OTHER PROVINCES



Quality of customer service
71%



Political stability
62%



Cultural values
55%



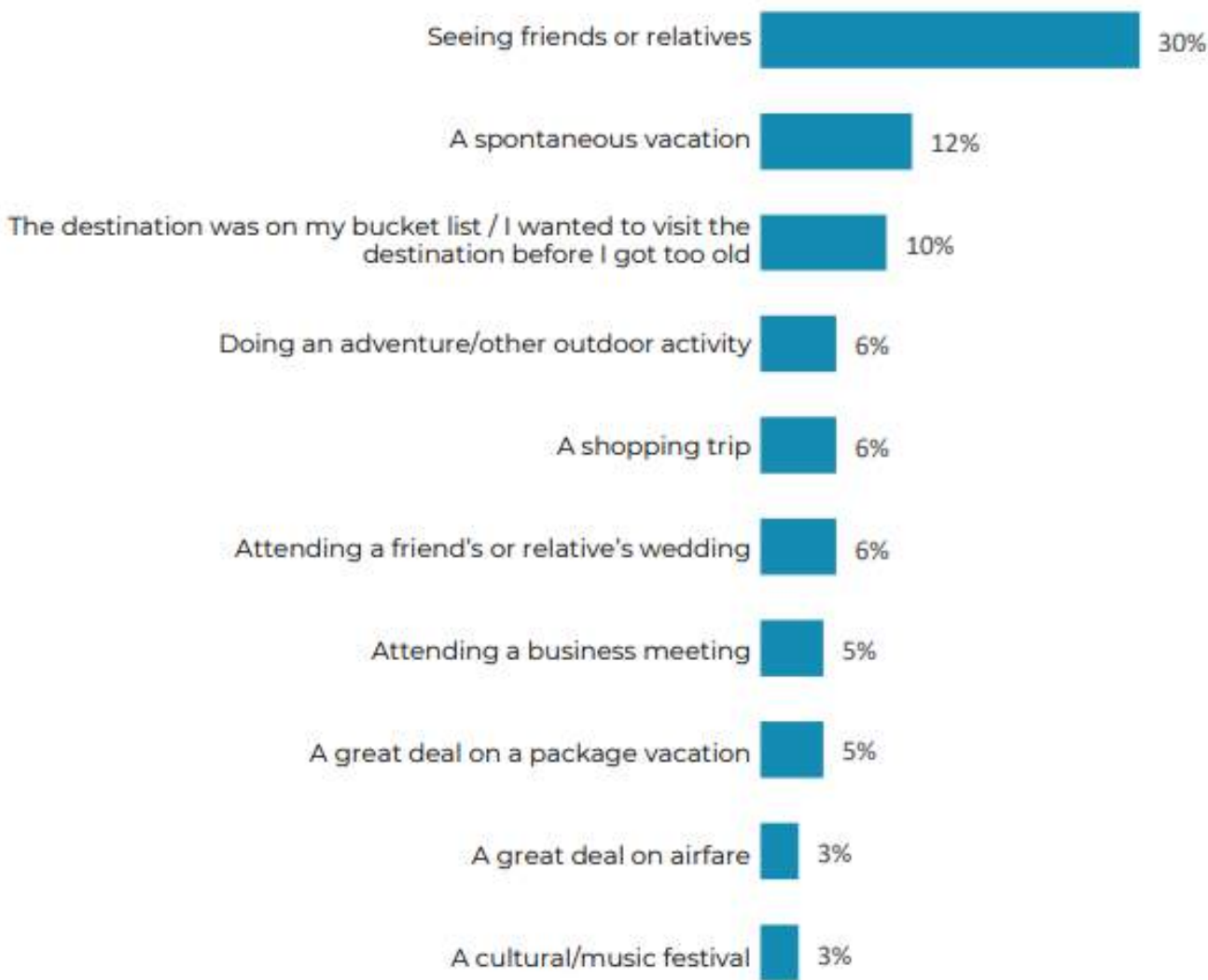
Health issues
50%

Motivations

Seeing friends or relatives is the main reason for overnight leisure trips within Ontario for both Ontario residents and residents of other provinces, followed by a desire for a spontaneous vacation.

Top-10 reasons for most recent overnight holiday trip - Ontario residents

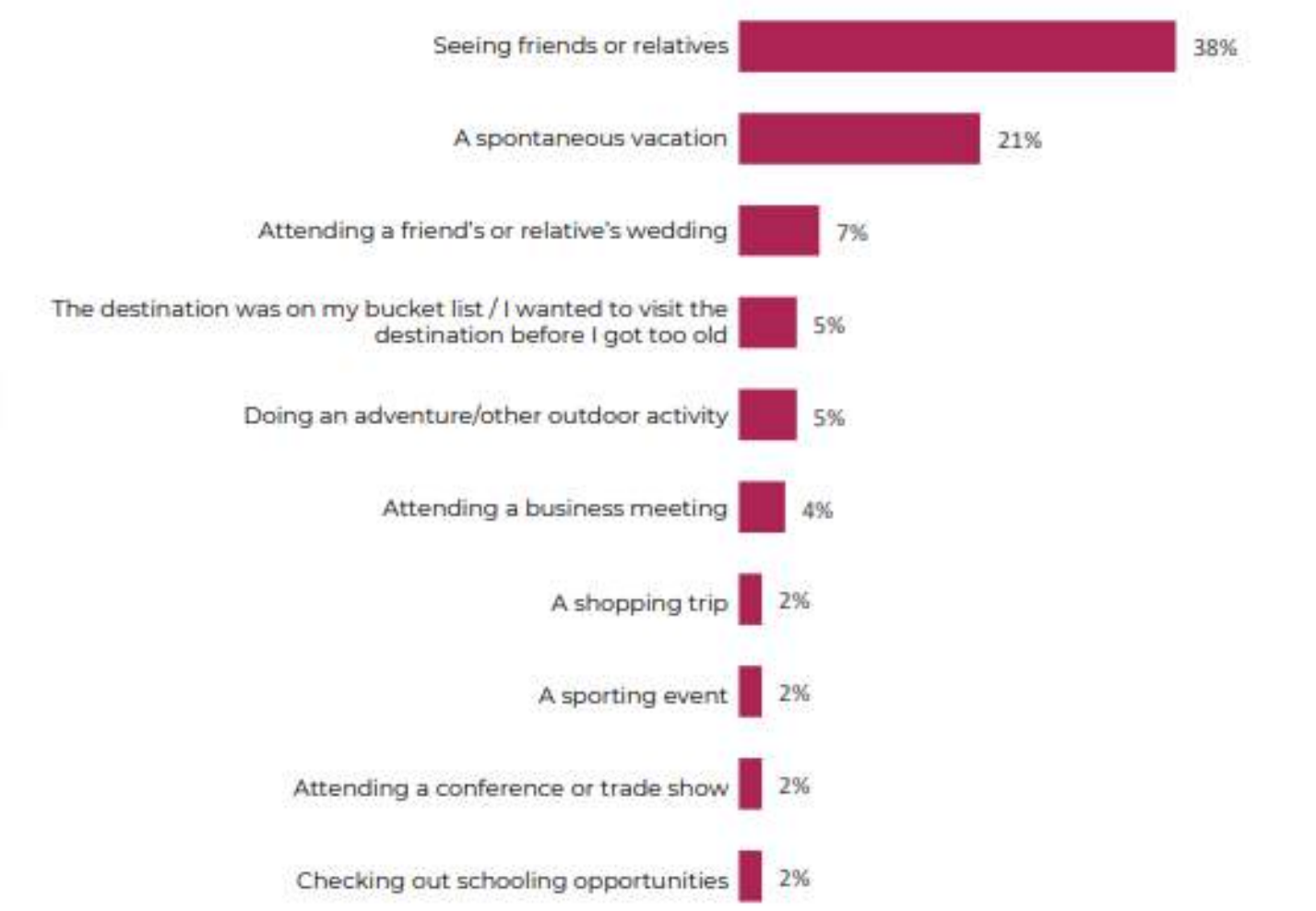
Seeing friends or relatives is the top motivation for a third of Ontarians when travelling within their province. They also see these trips as a spontaneous vacation or as their "bucket list" destination.



Motivations

Top-10 reasons for most recent overnight holiday trip – Other provinces

Following Ontario residents pattern, travellers from other Canadian are travelling even more within Ontario in order to visit their friends or relatives. Additionally, they consider these trips as a spontaneous vacation or attend a friend's or relative's wedding.

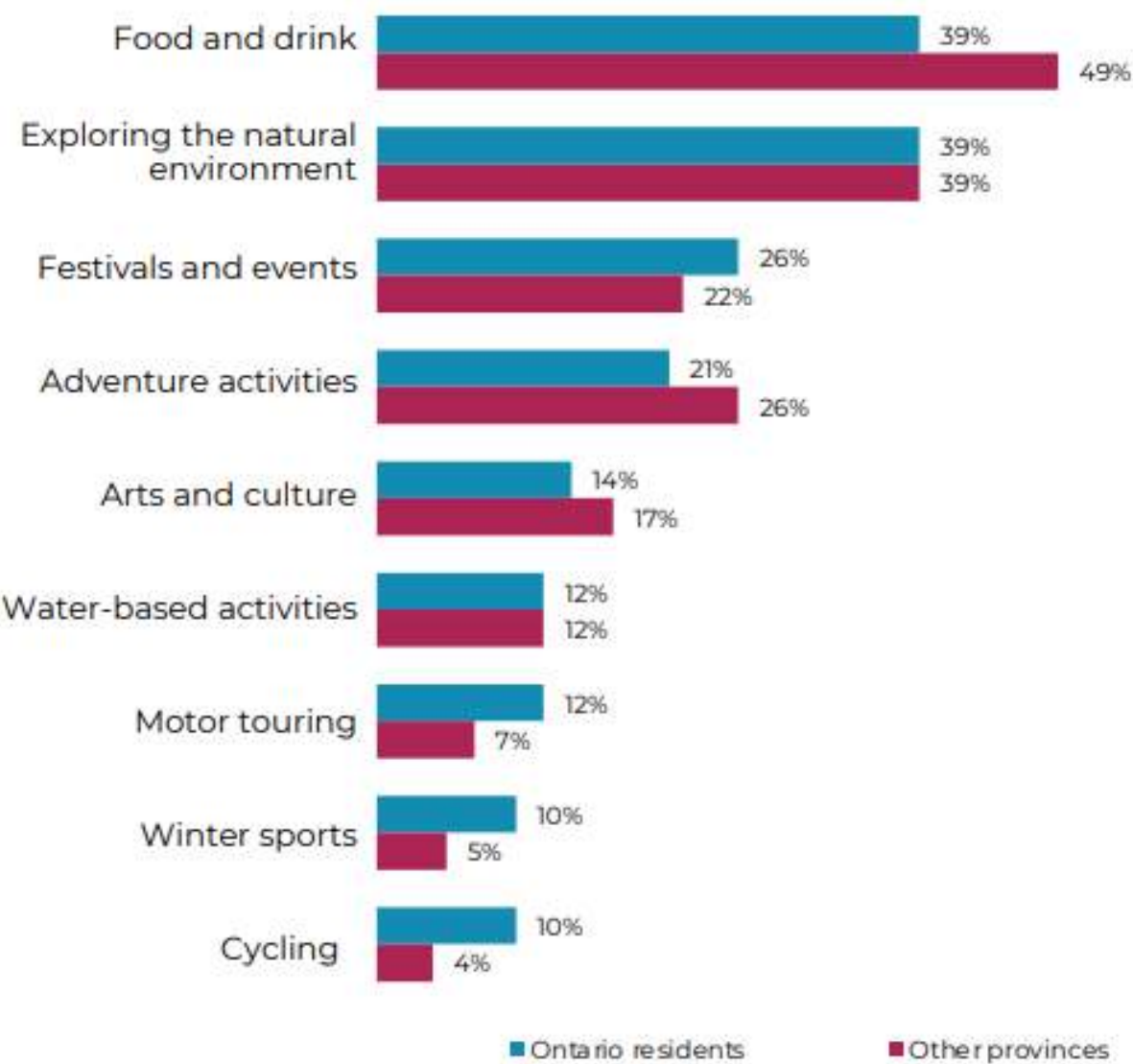


Popular Activities

Trying local cuisine tends to be the favourite activity of both Ontario residents and other Canadians travelling within Ontario, closely followed by nature-related activities.

Popular activity categories

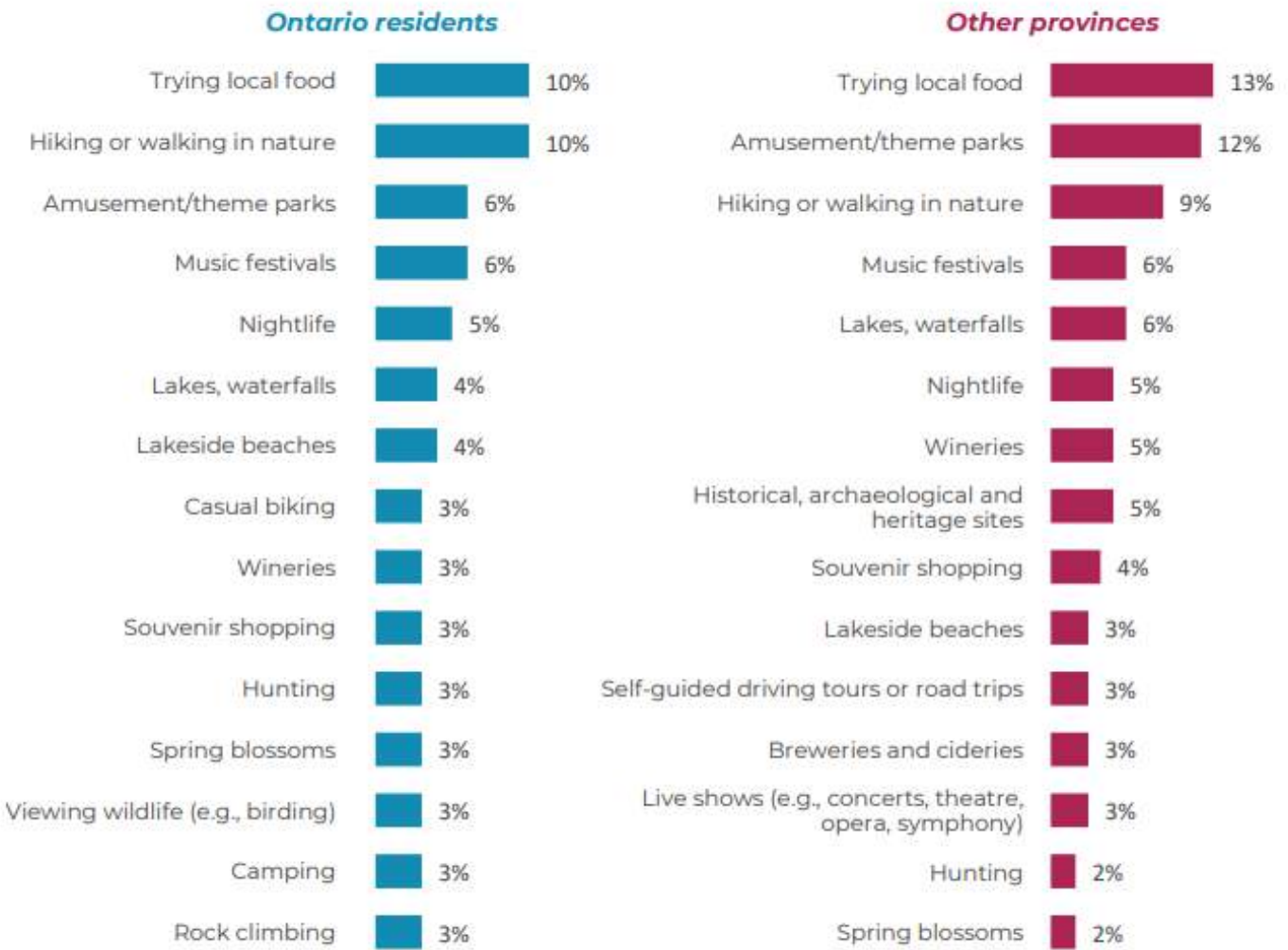
Among all Canadian travellers, indulging in food and drink ranks as the preferred activity category closely followed by exploring natural environment. Ontarians also enjoy visiting festivals and events, while other provinces' residents prefer adventure activities.



Popular Activities

Popular activities

Ontario residents equally enjoy trying local food and hiking or walking in nature. Residents of other Canadian provinces also enjoy exploring local cuisine, as well as visiting amusement and theme parks.



Spending Habits

Although both Ontarians and other Canadians are likely to spend the majority of their trip’s budget on accommodation and food, residents from other provinces tend to allocate a slightly larger portion to these expenses, whereas Ontarians prioritize spending on flights and travel insurance.

Spending priorities for Ontario residents

Accommodation and food are the main spending priorities for Ontario residents when travelling within their province. They also tend to spend more significant amount on travel insurance.



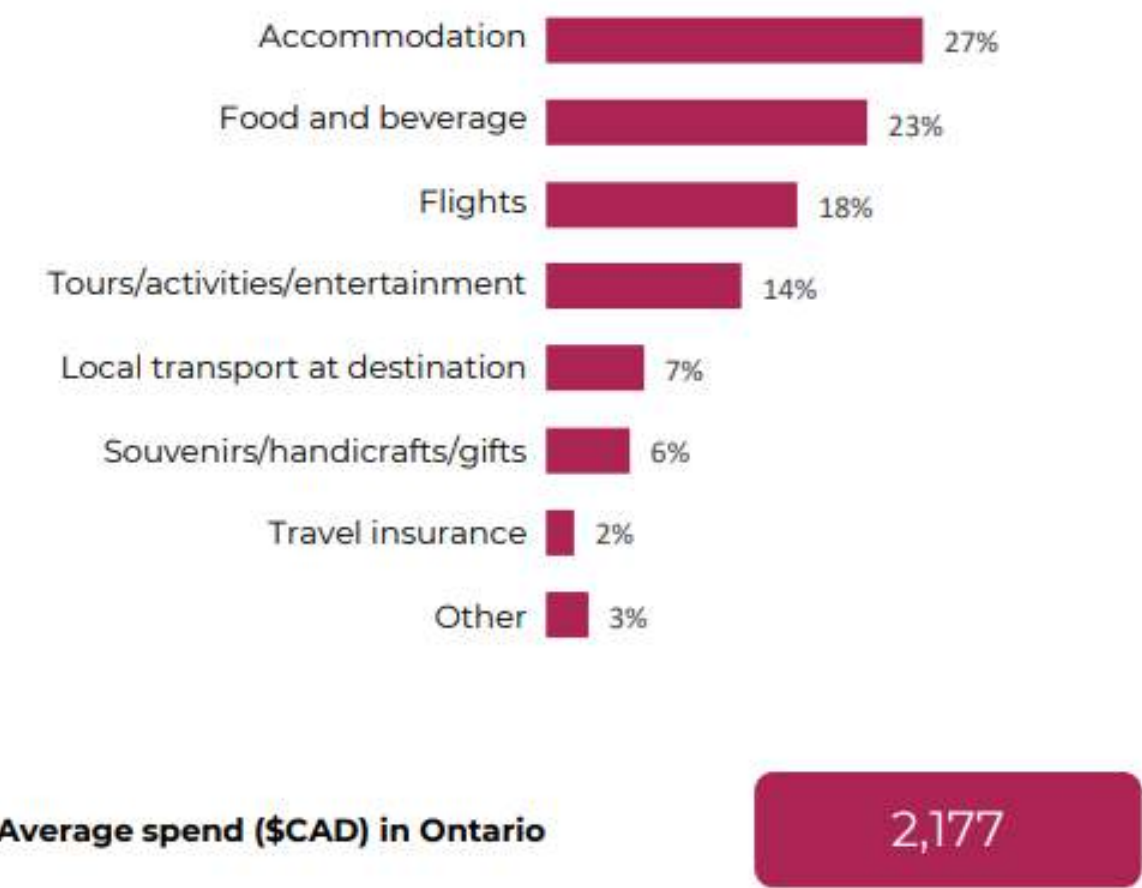
Average spend (\$CAD) in Ontario

2,211

Spending Habits

Spending priorities for residents of other provinces

Following Ontario residents pattern, travellers from other Canadian provinces are likely to spend 50% of their trip budget on accommodation and food. They tend to spend slightly less on flights and travel insurance.



Economic Impact

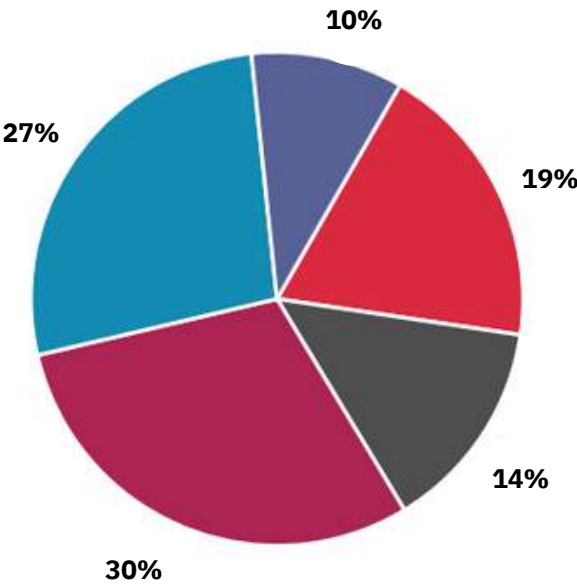
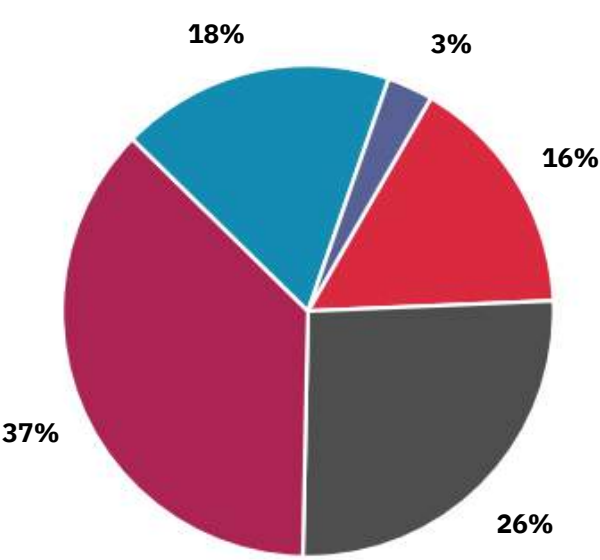
The recent increase in consumer prices has decreased the likelihood to travel to Ontario for approximately a third of all Canadian travellers. It has, however, increased the combined willingness to travel for 41% and 33% of residents from Ontario and other provinces, respectively.

Impact of inflation on travel likelihood for Ontario residents

More than a third of Ontarians stated that the inflation has had no impact on their likelihood to travel within Ontario. The combined 41% are much more or a little more likely to travel inside their province, while 21% felt that the inflation has negatively impacted their plans to travel within Ontario.

Impact of inflation on travel likelihood for other provinces

The combined 33% of residents from other Canadian provinces are much more or a little more likely to travel to Ontario following the recent increase in consumer prices. However, more than a third have stated that the inflation has significantly impacted their plans to travel within Ontario in the next year.



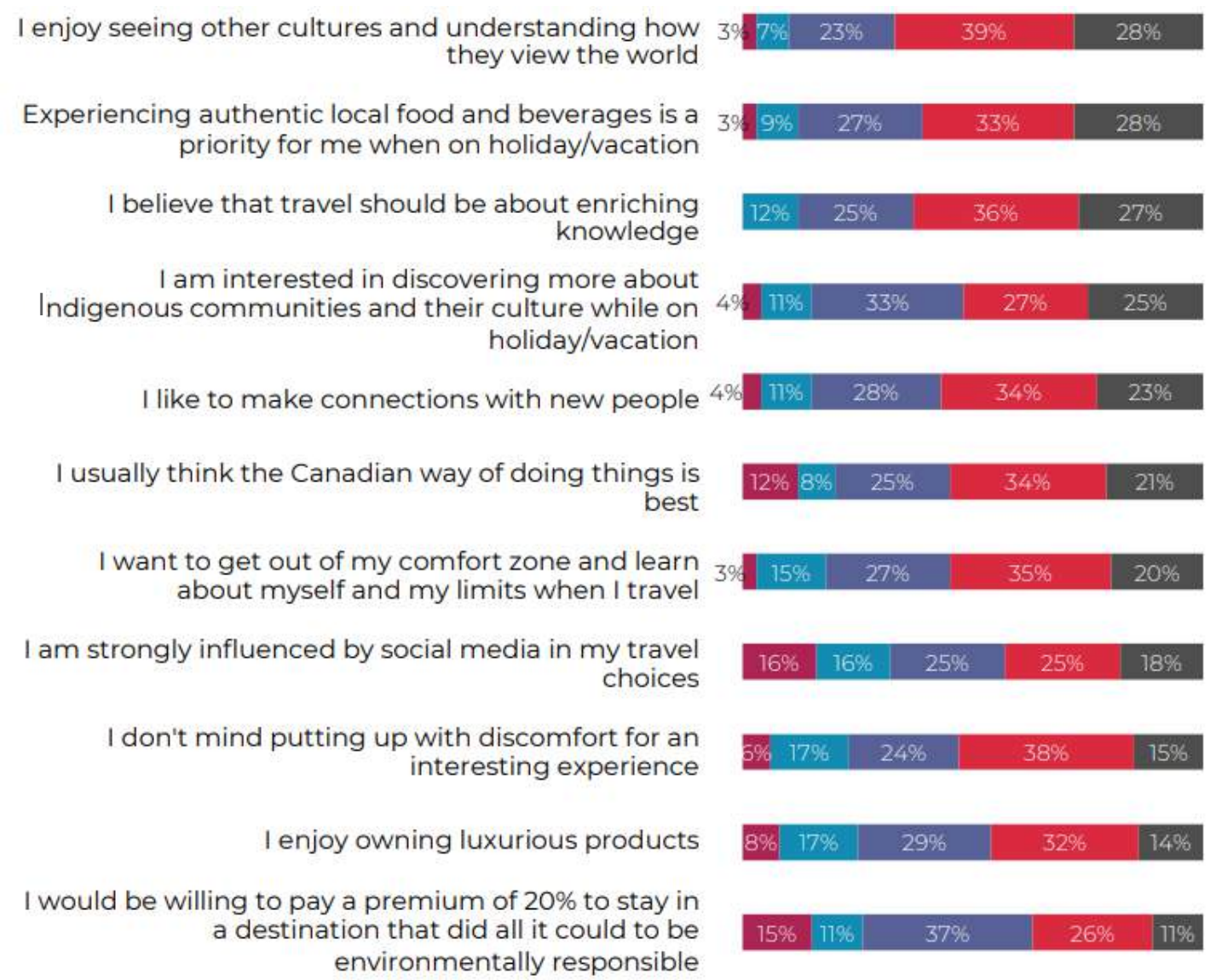
- I am much more likely to travel there
- I am a little more likely to travel there
- It has made no difference to my likelihood to travel there
- I am a little less likely to travel there
- I am much less likely to travel there

Traveller Values

All Canadian travellers describe understanding other cultures, enriching their knowledge and trying local cuisine as their top values while travelling. While Ontarians are also interested in discovering more about Indigenous communities, other Canadians would like to get out of their comfort zone.

Traveller values – Ontario residents

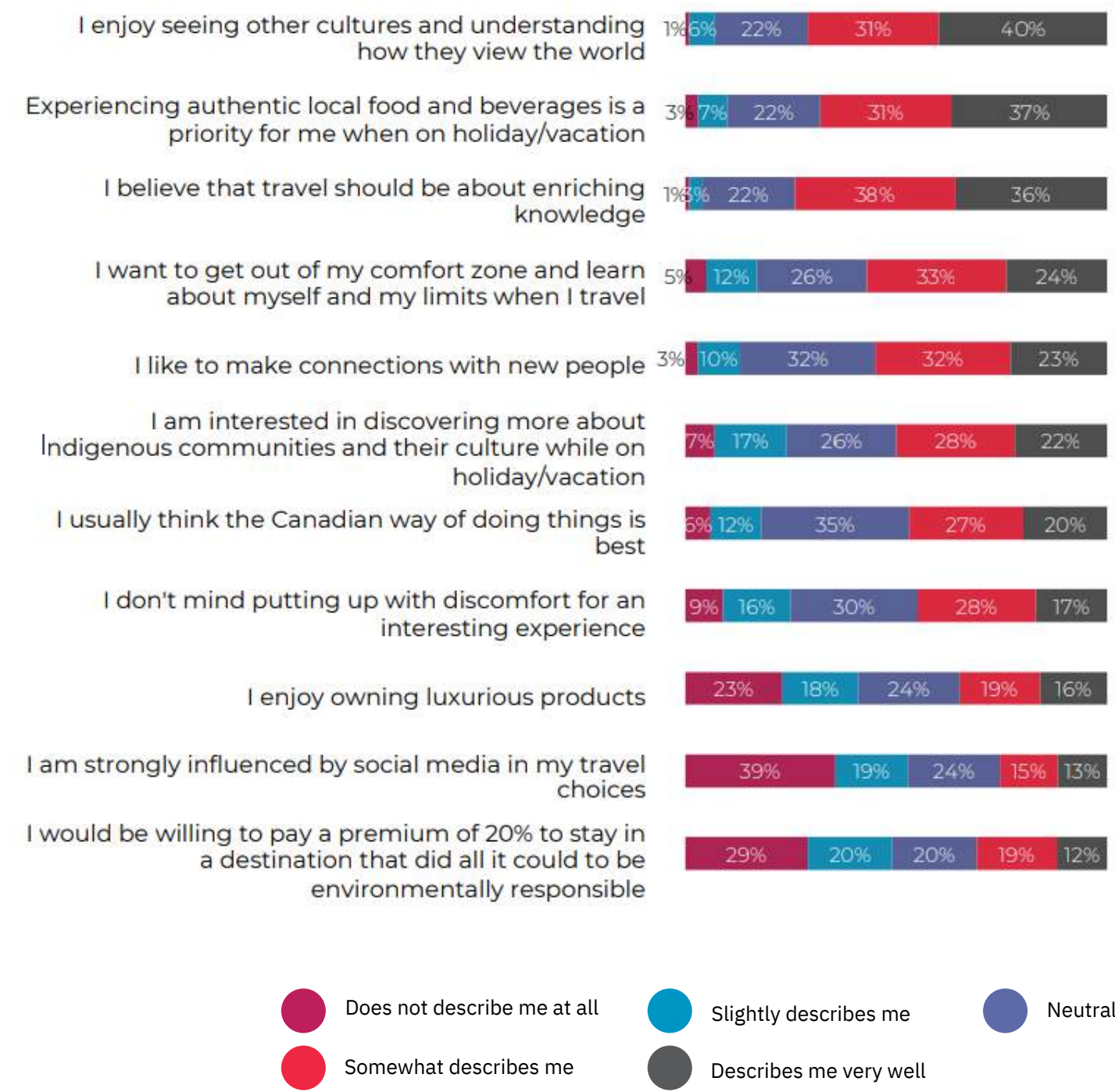
For the vast majority of Ontario residents travelling is about seeing other cultures, enriching knowledge and understanding how they view the world, but also about experiencing authentic local food and beverage.



Traveller Values

Traveller values – Other provinces

The residents of other Canadian provinces value even more seeing and understanding other cultures while travelling, with 71% stating this as their main characteristic. Enriching knowledge and experiencing authentic food are extremely valuable for them as well.

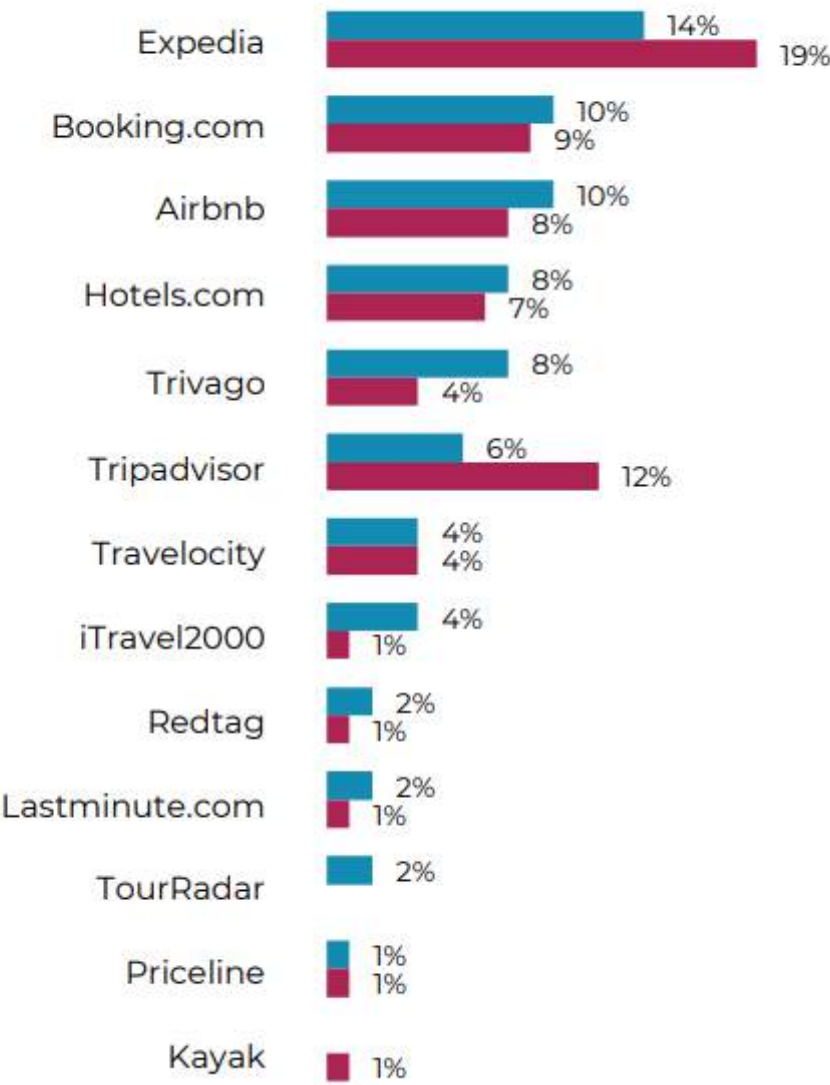


Inspiration Sources

For both segments, online travel sites with Expedia, Booking.com and Airbnb on top are the main influential sources for planning the detailed itinerary for their potential trip, followed by recommendations from their friends and family and social media.



Online travel sites



Inspiration Sources

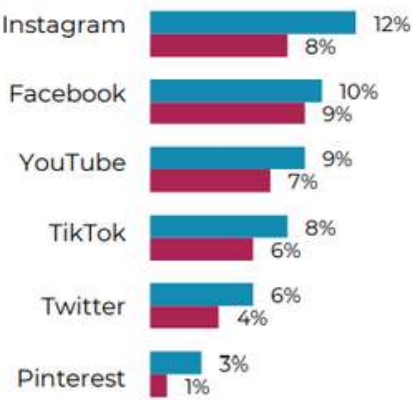


Ontario residents

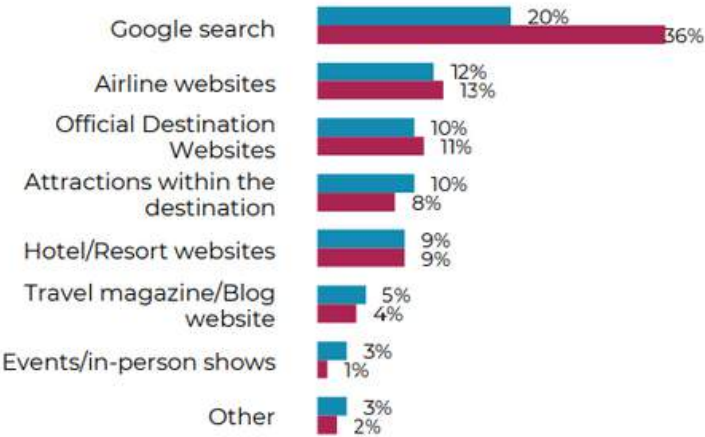


Other provinces

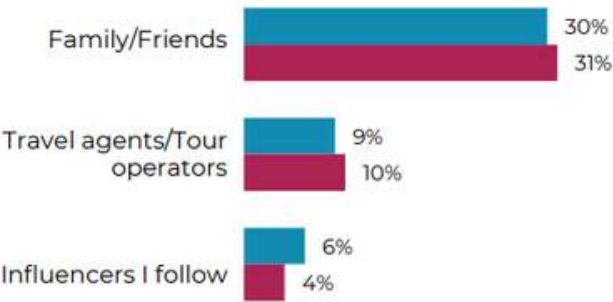
Social media



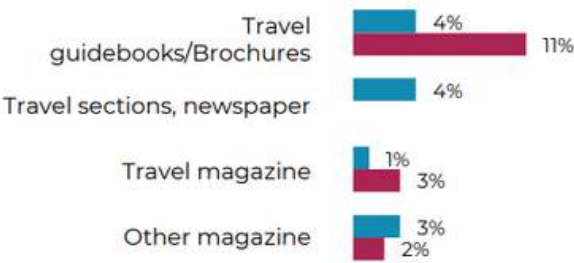
Other sources



Referrals & Recommendations



Print media



Indigenous Travel

While the vast majority of all Canadian travellers are unfamiliar with or have limited knowledge about Indigenous travel options in the region, almost half of them express an interest in exploring Indigenous attractions during their next holiday within Ontario.

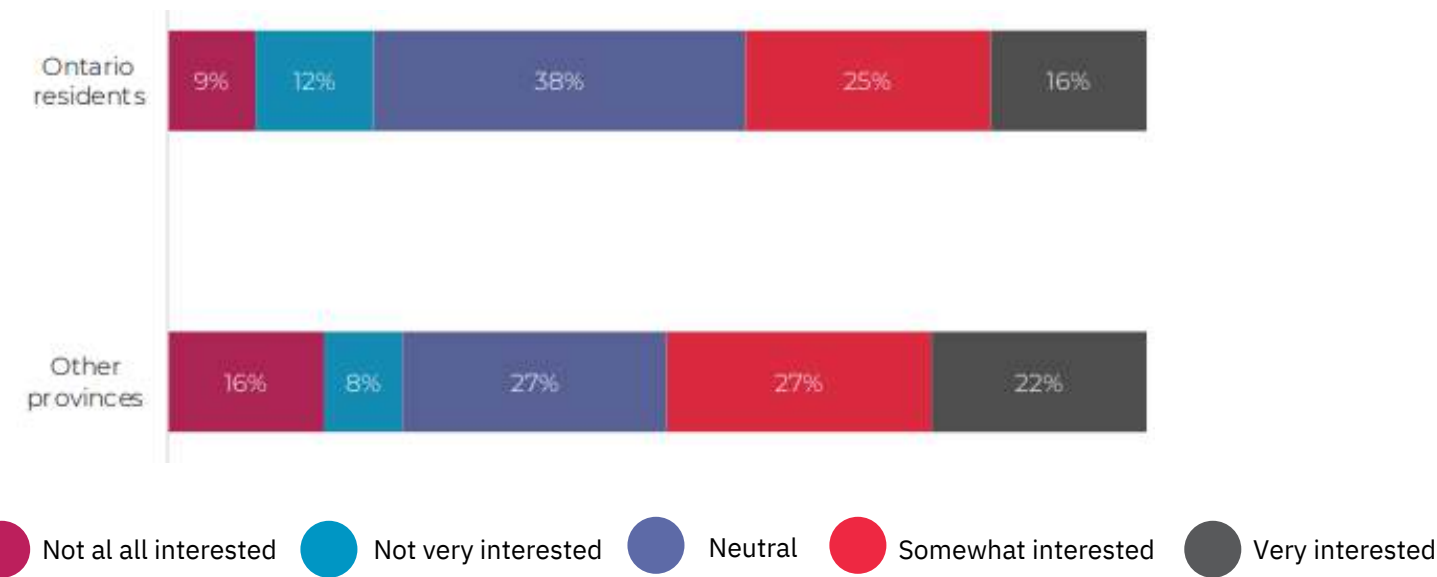
Knowledge of Indigenous travel options by province of residence

18% of Ontarians are somewhat acquainted with the Indigenous travel options in Ontario. However half of them never heard of or know nothing about them. Even bigger share of Canadian travellers from other provinces – 67% - do not have any knowledge of Indigenous travel.



Interest in Indigenous travel options by province of residence

Both segments demonstrate a significant interest in visiting or experiencing one of the Indigenous tourist attractions in the region. Travellers from other provinces than Ontario show even bigger interest with 49% compared to 41% of Ontario-based travellers.



3.1

Digital Analytics



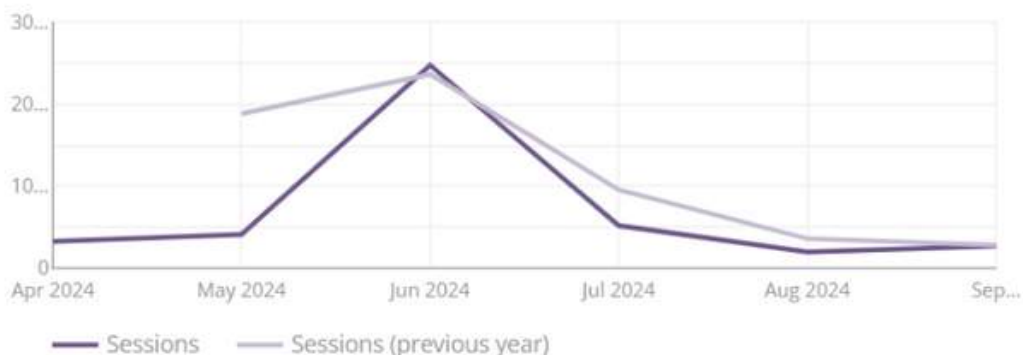
South Eastern Ontario (Consumer) Digital Analytics

Summary of data from southeasternontario.ca and its social channels from April 1 – September 30 , 2024 (YOY).

April 1 – September 30 YOY	2022	2023	2024	%
Sessions				Change & Notes
Total English Website Traffic	376,051	479,826	421,355	-12.18 % - Switch to new CRM Platform Craft has resulted in a dip in traffic, however this is expected to rebound as Google re-evaluates and updates its score for the site and we return to paid ad campaigns that were paused during site development.
Total French Website Traffic	1,559	N/A	N/A	N/A
Total Consumer Newsletter	39,206	37,240	39,845	6.99 % Switch to Mailchimp Platform
Website Referrals to Destination Websites	7,982	19,172	699	The switch to the new CRM Platform Craft has skewed these referrals
Social Media Community Size	59,856 up 76.2%	65,149 up 8.8%	68,841 up 5.7%	Community size continues to increase steadily.
Impressions	7,964,298 down 15.2%	5,670,089 down 28.8%	4,700,266 down 17.1%	Switched reporting software due to limitations from GA4
Engagements	159,929 down 21.9%	171,087 up 7%	120,887 down 29.3%	Switched reporting software due to limitations from GA4
Engagement Rate per impression	2% down 7.9%	3% up 50.3%	2.6% down 14.8%	Switched reporting software due to limitations from GA4
YouTube views	1,082	914	1116	No changes to content developed.
Client FAM Tours	7	7	7	RTO 9 has hosted 7 Familiarization Tours, of which 6 Fams were in partnership with Destination Ontario

TRAFFIC

Are people visiting our site?



SESSIONS

421,355

↓ -28.0%



USERS

366,064

↓ -23.1%



PAGE VIEWS

500,736

↓ -26.7%

GLOSSARY OF TERMS

SESSIONS

of times your site was visited.

USERS

of people who visited your site.

PAGE VIEWS

of pages that have been viewed on your site.

RETURN VISITORS

of people who have visited your site more than once.

WEBSITE REFERRAL

of times a partner site link was clicked.

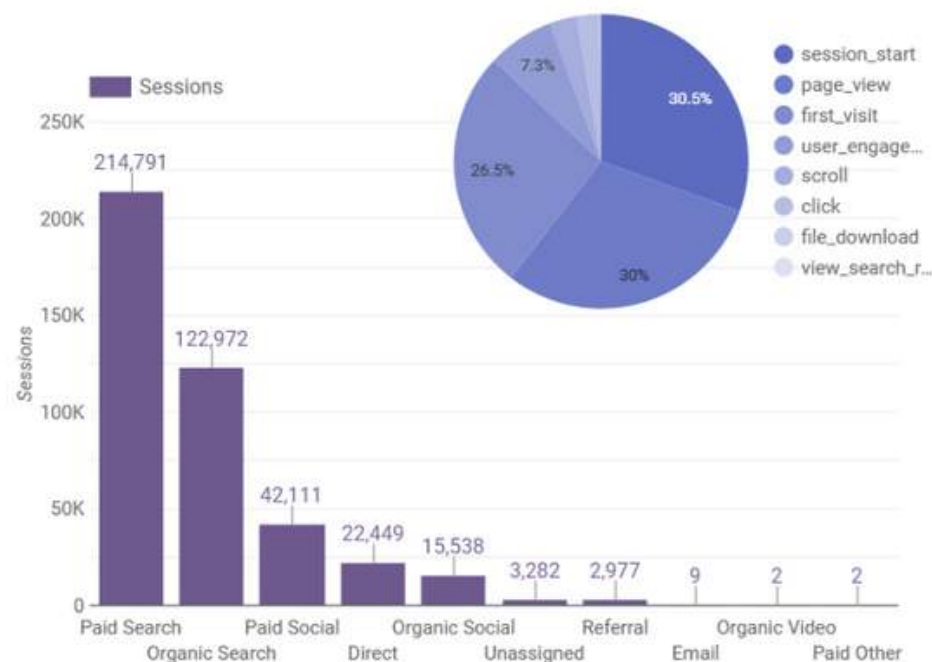
EMAIL LEAD

Emails sent to member emails.

* All percent change is Year Over Year

WEBSITE METRICS

Where is our audience coming from and what are they consuming?



GLOSSARY OF TERMS

ORGANIC SEARCH

Visitors referred by an unpaid search engine listing.

SOCIAL

Visitors from organic social posts.

PAID SEARCH

Visitors from paid search ads.

DIRECT

Visitors who visited the site by typing the URL directly into their browser or from bookmarks, untagged links within emails or documents.

REFERRAL

Visitors referred by links on other websites.

DISPLAY

Visitors from display advertising.

EMAIL

Traffic from email.

OTHER

Traffic from all other sources (often untagged content.)

TOP 10

TRAFFIC BY CITY

	City	Sessions ▾
1.	Toronto	63,725
2.	New York	52,435
3.	(not set)	32,155
4.	Ashburn	31,008
5.	Ottawa	21,661
6.	Montreal	18,741
7.	Buffalo	15,243
8.	Syracuse	14,821
9.	Kingston	11,130
10.	Albany	8,733

MOST VISITED PAGES

	Page path	Sessions ▾
1.	/usa/	229,329
2.	/	38,258
3.	/travel_guides/solar-eclipse-2024/	15,350
4.	/listicles/southeastern-ontario-foodie-kingston/	14,221
5.	/listicles/south-eastern-ontario-pec-foodie/	13,114
6.	/destinations/bay-of-quinte/	10,871
7.	/locals_recommends/locals-recommend-28-things-...	9,222
8.	/locals_recommends/locals-recommend-31-things-t...	7,947
9.	/travel_guides/unforgettable-road-trip-along-1000-i...	7,320
10.	/listicles/24-things-may-24th-long-weekend/	6,070



RTO 9 (Industry) Digital Analytics

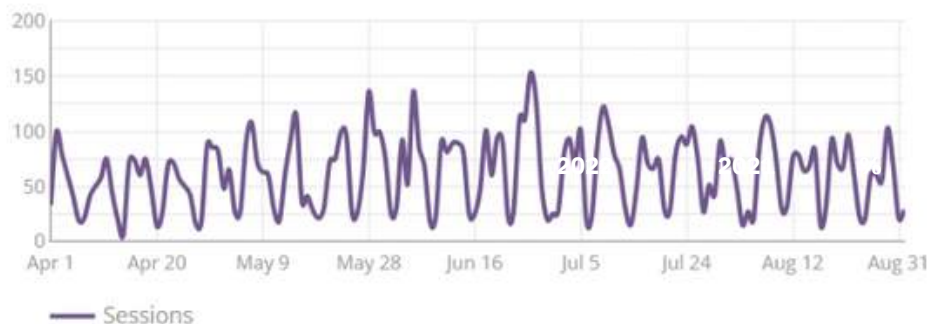
Summary of data from [RTO9.ca](https://rto9.ca) and its social channels from April 1 – September 30, 2024 (YOY).

April 1 – September 30 YOY	2022	2023	2024	% %
Sessions				Change & Notes
Total English Website Traffic	19,510	26,847	30,285	12.08 %
Total Industry Newsletter	1,807	1,856	1,620	-12.71% A clean-up of our Industry database was performed when we switched to MailChimp Platform
Social Media Community Size	2687 up 22.9%	3,268 up 7.9%	3,808 up 16.5%	Community size continues to increase steadily.
Impressions	2,627,465 up 417.2%	316,549 down 75.6%	75,505 down 76.1%	Switched reporting software due to limitations from GA4
Engagements	32,134 up 311.5%	7,932 down 37.7%	5,043 down 36.4%	Switched reporting software due to limitations from GA4
Engagement Rate per impression	1.2% down 20.4%	2.5% up 155%	6.7% up 166.5%	Switched reporting software due to limitations from GA4
YouTube views	129	411	559	36 % More engagement with RTO 9 webinars and Tourism Summit



TRAFFIC

Are people visiting our site?



SESSIONS

11,560

↑ 1.3%



USERS

7,638

↑ 2.2%



PAGE VIEWS

30,285

↑ 30.9%

GLOSSARY OF TERMS

SESSIONS

of times your site was visited.

USERS

of people who visited your site.

PAGE VIEWS

of pages that have been viewed on your site.

RETURN VISITORS

of people who have visited your site more than once.

WEBSITE REFERRAL

of times a partner site link was clicked.

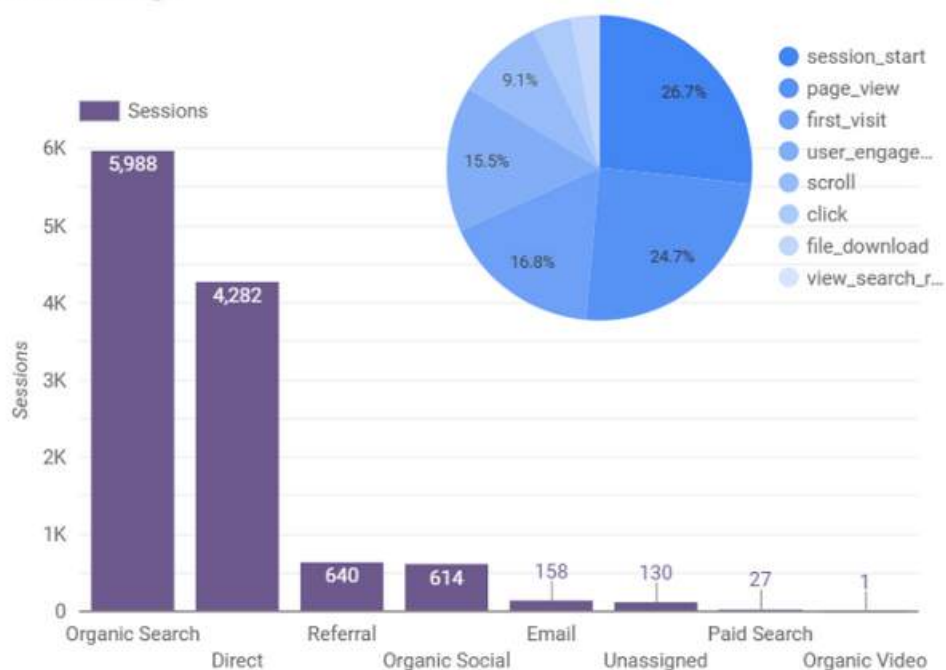
EMAIL LEAD

Emails sent to member emails.

* All percent change is Year Over Year

WEBSITE METRICS

How is our audience accessing our site and what are they consuming?



GLOSSARY OF TERMS

ORGANIC SEARCH

Visitors referred by an unpaid search engine listing.

SOCIAL

Visitors from organic social posts.

PAID SEARCH

Visitors from paid search ads.

DIRECT

Visitors who visited the site by typing the URL directly into their browser or from bookmarks, untagged links within emails or documents.

REFERRAL

Visitors referred by links on other websites.

DISPLAY

Visitors from display advertising.

EMAIL

Traffic from email.

OTHER

Traffic from all other sources (often untagged content.)

TOP 10

TRAFFIC BY CITY

	City	Sessions
1.	Toronto	486
2.	(not set)	125
3.	Ashburn	83
4.	Ottawa	186
5.	Kingston	210
6.	New York	43
7.	Montreal	73
8.	Quebec City	23
9.	Cornwall	62
10.	Coffeyville	15

MOST VISITED PAGES

	Page path	Sessions ▾
1.	/seeonsummit/	453
2.	/	422
3.	/rto-9-what-is-a-fam/	227
4.	/event/	132
5.	/events/integrating-ai-into-your-business/	120
6.	/events/creating-engaging-content/	103
7.	/2024-see-on-summit-recap/	86
8.	/events/social-media-video-creation-works...	82
9.	/resources/funding-opportunities/	73
10.	/events/how-to-create-newsletters-with-m...	58

Website Referrals to Destination Websites

Page path and screen class	Views	Total users
/destinations/prince-edward-county/	131	46
/destinations/prescott-russell/	84	51
/destinations/cornwall-and-sdg-counties/	86	43
/destinations/1000-islands-rideau-canal-waterways/	68	38
/destinations/frontenac/	57	32
/destinations/kingston-1000-islands/	61	33
/destinations/land-olakes/	64	26
/destinations/bay-of-quinte/	44	23
/destinations/gananoque-1000-islands/	46	25
/destinations/brockville-1000-islands/	41	21
/destinations/prince-edward-county	10	9
/destinations/bay-of-quinte	2	1
/destinations/gananoque-1000-islands	2	1
Grand total	699	262

3.2

Economic Impact of Tourism in Region 9



Key Takeaways

While the tourism industry is getting closer to “normal” post-pandemic, there are still only a few total rebounds, and economic uncertainty is likely to change rebound patterns in the coming year.

- Canadian GDP continued rising in 2023, but GDP growth rates slowed as compared to previous years. An economic slowdown is likely in 2024, with a rebound in 2025 and 2026.
- From March 2023 onwards, Ontario saw unemployment rates higher than those in 2022, starting 2024 with higher unemployment than all of 2023.
- Tourism business numbers in Ontario saw a total recovery, reaching numbers comparable to pre-pandemic. Subsector distribution (types of tourism businesses) remained constant compared to 2022.
- Retail sales are still being influenced by the effects of the pandemic, such as the resolution of supply chain issues and increased prices for fuel.
- South Eastern Ontario saw decade-high numbers for average daily rate (ADR) and revenue per available room (RevPAR), with occupancy rates nearly as high as pre-pandemic 2019 rates.
- Following a significant surge in travel in 2022 following pent-up travel desires in 2020 and 2021, a lull in the surge was observed in 2023. This was noted by smaller growth rates in a variety of categories, lower spending despite higher income, and higher unemployment rates in South Eastern Ontario as well as greater Canada. South Eastern Ontario’s tourism growth in 2024 will depend on navigating economic uncertainties and adapting to changing consumer behaviours and travel preferences.



4.0

Pillar 1 – Product Development



Product Development

MTCG Objective

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

Description

For RTO 9, Product Development is the enhancing of capabilities within partners to develop assets that can be leveraged to attract visitors to the region.

2028 Goal

All corners of the region are home to high quality tourism products that exceed the expectations of visitors to the region.

Rationale

Partners are gaining valuable insights into visitor sentiment, overnight accommodation trends, and market share. Workshops and strategic communications will equip partners with tailored tools, keep them informed about trends and funding opportunities, and provide specific support for their development goals.

Budget/ Resource Demand

Total Budget - \$99,690.00
Represents – 6% of the overall budget.



Product Development

Strategies

Identify and close any gaps in partner capacity to develop product.
Ensure that product development opportunities are being pursued by partners across the region.

Measure of success

Partners are well equipped to develop high value and competitive tourism product.
Partners are capitalizing on opportunities to enhance or develop new tourism product.



Activities

Key Performance Indicators



Data Research

- Number and of partners using the data to make better informed decisions. Target: 50
- Number downloads of data research reports downloaded from industry website. Target: 50



Accommodation research

- Number of accommodation reports downloaded from industry website. Target 50
- Number of properties signed up. Target: Increase by 10.



Perform industry needs assesment

- Number of respondents to complete survey. Target: 15% of database.



Industry capacity-building workshops

- Number of workshops/webinars conducted. Target: 12
- Number of registrations. Target 25 per session.
- Completion rate of feedback surveys. Target: 10% of attendees.

Product Development

Strategies

Identify and close any gaps in partner capacity to develop product.
Ensure that product development opportunities are being pursued by partners across the region.

Measure of success

Partners are well equipped to develop high value and competitive tourism product.
Partners are capitalizing on opportunities to enhance or develop new tourism product.



Activities

Key Performance indicators



Industry Communications Planning

- Number of reponses to annual DMO/DMP Communications survey. Target: 8
- Number responses to annual DMO/DMP Business Planning Feedback Survey. Target: 8
- Number of media kits provided to DMOs for key RTO 9 initiatives. Target: 5
- Open (60%) and click-through (15%) rates of Destination Communications emails to DMOs/DMPs .



Implementation of industry communication activities/initiatives

- Number of industry newsletters distributed annually. Target: 10
- Open (40%) and click-through (5%) rates for industry email campaigns.
- Number of funding opportunities or trend reports shared with partners. Target: 25
- Social media metrics on RTO 9 industry channels. Target: Increase by 5%.



On demand direct connections to resources and supports

- Number of responses to partner inquiries for resources/supports. Target: 12

5.0

Pillar 2 – Marketing



Marketing

MTCG Objective

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

Description

For RTO 9, Marketing is a collaborative effort to showcase South Eastern Ontario's tourism products and services.

2028 Goal

The marketing of Southeastern Ontario as a region of complementary destinations is targeted, cooperative, and streamlined.

Rationale

Strategic brand integration and enhanced communication with partners will strengthen support for the South Eastern Ontario brand and ensure alignment with Destination Ontario priorities. These efforts will boost regional marketing effectiveness, improve media hosting capacity, and foster increased visitation, allyship, and pride among partners.

Budget/ Resource Demand

Total Budget - \$892,710.00
Represents – 57% of the overall budget



Marketing

Strategies

Integrate the South Eastern Ontario regional tourism brand with sub-regional destination brands. Collaborate with sub-regional destination partners in targeting visitors to specific areas of Southeastern Ontario.

Measure of success

South Eastern Ontario is fully integrated with sub-regional destination brands. More visitors are experiencing more of what Southeastern Ontario has to offer.



Activities

Key Performance indicators



Develop brand integration strategy

- Number destination partners participating in the development of a brand integration strategy. Target: 10
- Number of South Eastern Ontario brand integration elements (e.g., logos, slogans, and templates) produced. Target: 10



Implement brand integration initiatives

- Referral traffic from SEO website to destination partner websites. Target: 5% increase.
- Number of destination partners incorporating SEO brand elements into their marketing channels and efforts. Target: 3
- Number of co-branded marketing campaigns launched annually. Target: 1
- Number of co-branded itineraries/routes launched annually. Target: 3



Perform destination partner capacity assessment and train based on needs

- Number of destination partners assessed. Target: 5
- Number of destination partners with the capacity to host media. Target: 5
- Number of supports/training provided to destination partners. Target: 2

Marketing
Strategies

Integrate the South Eastern Ontario regional tourism brand with sub-regional destination brands. Collaborate with sub-regional destination partners in targeting visitors to specific areas of Southeastern Ontario.

Measure of success

South Eastern Ontario is fully integrated with sub-regional destination brands. More visitors are experiencing more of what Southeastern Ontario has to offer.



Activities

Key Performance Indicators



Marketing planning for 2026/2027

- Number of destination partners surveyed during marketing planning process. Target: 10
- Number of Destination Ontario priorities covered by marketing initiatives/efforts. Target: 3



Implement marketing activities/initiatives (as identified in 2025/2026 marketing plan)

- To be identified as part of marketing planning process.

Media Relations

- Number of media trips hosted. Target 7
- Number of destination partners involved in media trips. Target: 5

Paid Media

- Number of paid media campaigns. Target: 4

Earned Media

- Level of awareness of SEO brand. Target: Increase by 5%.

Digital Marketing

- Level of engagement with social media channels. Target: 5% increase on all social channels.

6.0

Pillar 3 – Workforce Development and Training



Workforce Development & Training

MTCG Objective

To facilitate and support the attraction, development, and retention of a tourism workforce to enhance the visitor experience.

Description

For RTO 9, Workforce Development and Training is the constructive response to the changing labour needs of the tourism industry within the region.

2028 Goal

A sustainable workforce is the backbone of tourism across the region.

Rationale

To ensure that partners and funders recognize the value of tourism in the region while leveraging existing resources, such as training and supports. It also fosters industry collaboration through networking and learning opportunities.

Budget/ Resource Demand

Total Budget - \$48,500.00
Represents – 3% of the overall budget



Workforce Development & Training

Strategies

Position tourism as a career of choice in Southeastern Ontario.
Increase industry access to valuable workforce development tools, resources, and training.

Measure of success

The tourism sector is valued and supported across the region.
Industry feels empowered to make decisions about its workforce.



Activities

Key Performance Indicators



Package and distribute relevant insights from existing research

- Number of direct shares (email) of relevant news, information, and updates. Target: 30



Source and share workforce development tools, resources, and opportunities

- Number of of workforce development tools, resources, and opportunities posted to RTO9.ca. Target: 12



SEO Tourism Summit

- Number of Summit tickets sold. Target: 150
- Number of respondents to follow-up feedback survey. Target: 10% of attendees.



Participate in workforce development meetings/initiatives

- Number of OTEC Regional Working Group meetings attended. Target: 3
- Number SLC Working Group (PAC) meetings attended. Target: 2

7.0

Pillar 4 – Investment Attraction/ Investor Relations



Investment Attraction/Investor Relations

MTCG Objective

To increase investment in the tourism industry to enhance visitor experience.

Description

For RTO 9, Investment Attraction / Investor Relations is the supply of insights and information to, and building of relationships with partners seeking to develop the regional tourism industry.

2028 Goal

Tourism partners are equipped with the intelligence needed to make informed decisions about the sustainable development and expansion of tourism.

Rationale

Investment related data exists but needs to be compiled and made relevant to partners. This will provide prospective investors with insights into destination development for the region.

Budget/ Resource Demand

Total Budget - \$7,000.00
Represents – 1% of the overall budget



Investment Attraction/ Investor Relations

Strategies

Connect tourism partners with existing sources of relevant data and research.
Collaborate with partners on high-value and high-utility research projects.

Measure of success

Partners have access to information that will inform their investment decisions.
Insights generated through collaborative research projects have been well-received and acted upon by partners.



Activities

Key Performance Indicators



Source and share existing investment-related research

- Number of reports shared/posted to RTO9.ca. Target: 6
- Number of reports downloaded, shared. Target: 20



Mobilizing partners around a tourism investment research and strategy project

- Number of partners mobilized around investment-related opportunities. Target: 2



8.0

Pillar 5 – Partnerships



Partnerships	
MTCG Objective	To become a catalyst in building strategic alignment and promoting collaboration within the industry.
Description	For RTO 9, Partnerships is the cultivation of relationships and co-creation of tourism value with partners through the sharing of information and resources.
2028 Goal	Tourism value is being co-created across the region through a strong network of partners.
Rationale	By offering targeted funding support, RTO 9 can co-create value while fostering collaboration and synergy. Additionally, improving communications and streamlining information.
Budget/ Resource Demand	Total Budget - \$259,190.00 Represents – 16% of the overall budget



Partnerships

Strategies

Provide targeted support to partners in Southeastern Ontario.
Foster strong relationships with partners through regular and open communication.

Measure of success

RTO9 and its partners are co-creating value through collaboration.
RTO9 has a strong and active network of tourism partners.



Activities

Key Performance Indicators



Implement Partnership Fund Program:

- New Indigenous Tourism Experiences
- Videography/Photography
- Signage
- Translation

- Number of eligible applications received. Target: 40
- Number of new applicants approved. Target: 90%
- Total funds allocated through program. Target: 100%



Engage in special projects with key strategic partners (incl. DC Corridor Project)

- Number of special projects initiated with partners. Target: 2
- Number of partners involved in special projects. Target: 4



Implement "Destination Discoveries" series

- Number of virtual Destination Discovery sessions facilitated. Target: 11
- Total number DD series attendees. Target: 275
- Number of attendees per session. Target: 25 per session.

Partnerships

Strategies

Provide targeted support to partners in Southeastern Ontario.
Foster strong relationships with partners through regular and open communication.

Measure of success

RTO9 and its partners are co-creating value through collaboration.
RTO9 has a strong and active network of tourism partners.



Activities

Key Performance indicators



Industry website refresh

- Functioning Industry website is completed by Q3.



Further develop industry database

- Number of contacts in industry database. Target: NET increase of 10%.



Participate in speaking engagements

- Number of speaking engagements secured. Target: 5



9.0

Pillar 6 – Organizational Health



Organizational Health

RTO 9 Objective

To ensure the organization is efficiently and effectively utilizing its resources to achieve the other pillar objectives.

Description

For RTO 9, Organizational Health is the implementation of initiatives that will contribute to the good governance and sustainability of the organization.

2028 Goal

RTO 9 is well positioned to advance the organization into the foreseeable future.

Rationale

To ensure resources are maximized, staff work plans must align with RTO 9's business and strategic plan. Board engagement will strengthen relationships and provide opportunities for greater achievements.

Budget/ Resource Demand

Total Budget - \$11,500.00
Represents – 1% of the overall budget



Organizational Health

Strategies

Cultivate a culture of shared ownership amongst Board and staff.
Ensure that the financial viability of the organization is secured for years to come.

Measure of success

RTO9 Board and staff are the organization's biggest champions.
RTO9 has a business model that both leverages and maximizes resources.



Activities

Key Performance Indicators



Internal communications and collaboration

- Degree of staff satisfaction with level of ongoing communications and meetings. Target: High satisfaction.
- Number of in-person/virtual staff meetings. Target: 34
- Percentage (%) of business plan completed by year end. Target: 100%



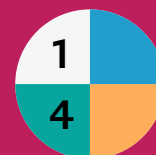
Organize Staff and Board retreats

- Number of outbound communications to Board members. Target: 10
- Number of virtual and in-person Board meetings. Target: 7
- Implementation of an annual staff retreat. Target: 1
- Implementation of Board retreat. Target: 1



Create opportunities for Board members to participate as ambassadors

- Number RTO9 events that saw Board member engagement. Target: 11



Assess and optimize business model

- Number of operational changes made that served to reduce costs or increase revenue. Target: 2
- Number of potential revenue generating/diversification opportunities identified. Target: 1

10

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.

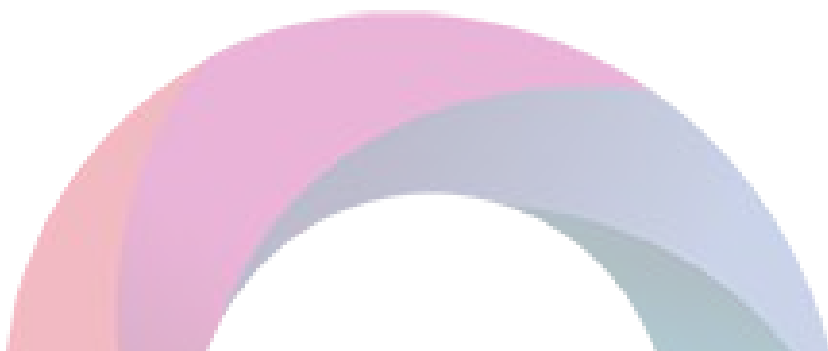
Resources Needs

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

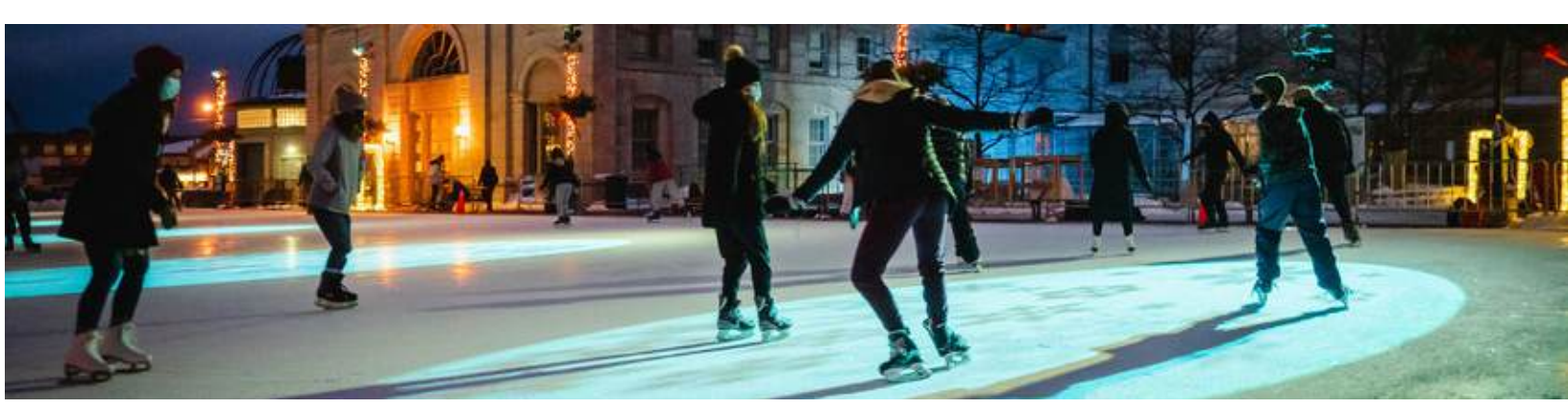
New Board members will be recruited when there is a vacancy on the Board.

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, 2025)

Directors and Officers Insurance

Aggregate Limit - \$2,000,000 (expiration date: March 31, 2025)

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 Richardson performs a costing search annually to ensure Regional Tourism Organization 9 is receiving the best insurance rates possible.

11

Budget



RTO 9 Budget – 2025/2026

Total Budget \$1,554,500

	Q1	Q2	Q3	Q4
Governance and Administration				
Administrative				
Audit	\$ 15,000.00			
Insurance	\$ 6,600.00			
Consulting Fees		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Payroll Fees	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Professional Development			\$ 2,000.00	\$ 2,000.00
Bank Fees	\$ 462.00	\$ 462.00	\$ 463.00	\$ 463.00
Salaries & Benefits	\$ 31,815.00	\$ 31,815.00	\$ 31,815.00	\$ 31,815.00
Bookkeeper	\$ 2,250.00	\$ 2,250.00	\$ 2,250.00	\$ 2,250.00
Memberships & Conferences	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00
Governance				
Board meetings	\$ 1,750.00		\$ 875.00	\$ 875.00
Board retreat	\$ 3,000.00			
Overhead				
Office Overhead	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00
Website hosting & Maintenance	\$ 3,125.00	\$ 3,125.00	\$ 3,125.00	\$ 3,125.00
Travel	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00

RTO 9 Budget – 2025/2026

Total Budget \$1,554,500

	Q1	Q2	Q3	Q4
Product Development				
Indigenous Tourism	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00
Regional Film Initiative	\$ 17,000.00		\$ 4,000.00	
Data Research	\$ 20,000.00			
Accommodation Research	\$ 7,000.00			
Meetings	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Salaries & Benefits	\$ 10,047.00	\$ 10,047.00	\$ 10,048.00	\$ 10,048.00
Marketing				
Marketing Program	\$ 278,902.00	\$ 92,967.00	\$ 92,968.00	\$ 92,968.00
Platforms	\$ 40,000.00	\$ 12,500.00		\$ 20,000.00
Salaries & Benefits	\$ 36,250.00	\$ 36,250.00	\$ 36,250.00	\$ 36,250.00
Website Maintenance	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00
Industry site redevelopment	\$ 40,000.00	\$ 37,405.00		
Translation	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00
Workforce Development & Training				
Workshops	\$ 5,000.00		\$ 10,000.00	\$ 5,000.00
Tourism Summit		\$ 5,000.00	\$ 23,500.00	
Investment Attraction/Investor Relations				
Tourism Investment Sector Team(OEEDC)	\$ 2,000.00			
Great Lakes Cruising	\$ 5,000.00			
Partnerships				
Partnership Funds	\$ 54,750.00	\$ 54,750.00	\$ 54,750.00	\$ 54,750.00
Salaries & Benefits	\$ 10,047.00	\$ 10,047.00	\$ 10,048.00	\$ 10,048.00
Quarterly Totals	\$ 615,923.00	\$ 325,043.00	\$ 313,017.00	\$ 300,517.00

Find your adventure in South Eastern Ontario



Motion

Board of Directors meeting December 10, 2024

Motion

10-12-2024-03: To approve the 2025-2026
Business Plan and 2025-2026 Ministry Budget as presented.

Moved by: Karina Belanger

Seconded: Cale Fair

Motion Carried

Cale Long *B Ruddock*



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

