

**ONTARIO FUNDING AGREEMENT
DESTINATION MARKETING AND DEVELOPMENT INITIATIVE
2013-15 AMENDED AGREEMENT**

THIS AGREEMENT made as of March 27, 2014..

BETWEEN:

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO as represented
by the Minister of Tourism, Culture and Sport**

(the “Province”)

- and -

**RTO Regional Tourism Organization 12 Parry Sound / Muskoka
(c.o.b. Explorers’ Edge)**

(the “Recipient”)

WHEREAS the Recipient is carrying out a destination marketing initiative (the “Initiative”) as more particularly described in Schedule “C” hereto;

AND WHEREAS the Province wishes to provide transfer payment funding to the Recipient for the purpose of assisting with the Initiative for the benefit of the people of Ontario;

NOW THEREFORE, in consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which is expressly acknowledged, the parties agree as follows:

This Agreement, including:

- Schedule “A” - General Terms and Conditions
- Schedule “B” - Initiative Specific Information and Additional Provisions
- Schedule “C” - Initiative Description and Timelines
- Schedule “D” - Budget
- Schedule “E” - Reporting Requirements

constitutes the entire agreement between the parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements. There are no other agreements, understandings, representations, warranties, collateral agreements or conditions affecting this Agreement except as expressed or anticipated in it.

IN WITNESS WHEREOF, the Province and the Recipient have respectively executed and delivered this Agreement as of the date set out above.

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of Tourism, Culture
and Sport**

Date

Neil Coburn
Director, Tourism Policy and Research
Ministry of Tourism, Culture and Sport

Date

Don MacKay
Chair, RTO Regional Tourism Organization 12 Parry
Sound / Muskoka

Authorized Signing Officer
I have authority to bind the Recipient

DRAFT

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

1.0 Definitions

- 1.1 When used in this Agreement, the following terms will have the meanings ascribed to them below:
- (a) **"Additional Funding Requirements"** means the requirements referred to in paragraph 3.3(b) and as specified in Schedule "B";
 - (b) **"Additional Provisions"** means the terms and conditions referred to in section 10.1 and as specified in Schedule "B";
 - (c) **"Agreement"** means this agreement (including the cover and execution pages and all of the schedules) entered into between the Province and the Recipient and any instrument amending this agreement;
 - (d) **"BPSAA"** means the *Broader Public Sector Accountability Act, 2010* (Ontario), including any directives issued pursuant to that Act;
 - (e) **"Budget"** means the Initiative budget set out in Schedule "D";
 - (f) **"Destination Marketing Fee"** means a fee (of any name) imposed by a vendor that is (1) charged to purchasers of transient accommodation, (2) related to destination or tourism promotion and (3) shown as a separate item on the purchaser's invoice or receipt.
 - (g) **"Effective Date"** means the date set out at the top of the first page of this Agreement;
 - (h) **"Expiration Date"** means the date on which this Agreement will expire and is the date set out in Schedule "B";
 - (i) **"Fiscal Year"** means:
 - (i) in the case of the first Fiscal Year, the period commencing on the date of this Agreement and ending on first day that is March 31 following the date of this Agreement; and
 - (ii) in the case of Fiscal Years after the first Fiscal Year, the period commencing on the date that is April 1 following the end of the previous Fiscal Year and ending on the following March 31;
 - (j) **"Funding"** means the funds provided to the Recipient by the Province pursuant to this Agreement and will be payable in lawful money of Canada;
 - (k) **"Force Majeure"** has the meaning ascribed to it in Article 27;
 - (l) **"Indemnified Parties"** means Her Majesty the Queen in right of Ontario, her ministers, agents, appointees and employees;
 - (m) **"Initiative"** means the activities to be carried out by the Recipient as more

particularly described in Schedule “C”;

- (n) “**Maximum Funding**” means the maximum amount of the Funding to be provided as set out in Schedule “B”;
- (o) “**Partnership**” Partnership” means an agreement between the Recipient and one or more entities in connection with a specific project or in support of activities as outlined in Schedule C;
- (p) “**Parties**” means the Province and the Recipient;
- (q) “**Party**” means either the Province or the Recipient;
- (r) “**Region**” means the geographic area described in Schedule “B”; and
- (s) “**Reports**” means the reports described in Schedule “E”.

2.0 Term of Agreement

- 2.1 The term of this Agreement will commence on the Effective Date and will expire on the Expiration Date unless terminated earlier pursuant to Article 16.0, 17.0 or 29.0.

3.0 Funding

- 3.1 The Province will provide Funding up to the Maximum Funding to the Recipient for the purpose of supporting the Initiative.
- 3.2 The Province will disburse the Funding according to the payment schedule provided in Schedule “B”.
- 3.3 Despite sections 3.1 and 3.2, the Province:
 - (a) may adjust the amount of Funding to be provided to the Recipient in any Fiscal Year based upon the Province’s assessment of the reports provided to the Province pursuant to Article 11.0, including but not limited to the Partnership attestation;
 - (b) may adjust the amount of any further instalments of Funding if the Recipient has not spent all of the Funding allocated for a particular Fiscal Year;
 - (c) will not provide any Funding to the Recipient until the insurance requirements described in Article 14.0 have been met and any Additional Funding Requirements have been met; and
 - (d) shall not provide Funding instalments unless it is satisfied with the progress of the Initiative.
- 3.4 The Recipient acknowledges that the amount of Funding available to it pursuant to this Agreement is based on the actual costs to the Recipient, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit or refund.
- 3.5 The Recipient acknowledges that the Funding available to it pursuant to the Agreement shall not exceed the Maximum Funding.

4.0 Initiative

- 4.1 The Recipient will carry out the Initiative and will do so in compliance with the description set out in Schedule "C" and all federal, provincial or municipal laws or regulations, or any orders, rules or by-laws related to any aspect of the Initiative.
- 4.2 The Recipient will not make any changes to the Initiative without the prior written consent of the Province.
- 4.3 The Recipient will carry out the Initiative in accordance with the timelines provided in Schedule "C".
- 4.4 Subject to the requirements of this section 4.4, the Province acknowledges that the Recipient may make adjustments to Schedule "C1" insofar as this schedule relates to the marketing plan. If the Recipient wishes to make adjustments to Schedule "C1" insofar as this schedule relates to the marketing plan the Recipient must provide the Province with a marketing plan no later than June 15, 2013. If the Province is satisfied, in its sole and absolute discretion, with the updated plans, the Province will communicate its satisfaction to the Recipient within 20 days of receipt and the approved plan will form part of Schedule "C1" of this Agreement from the date of such notice. Notwithstanding the foregoing, should the Province request that the Recipient enter into a formal amending agreement to evidence the above-mentioned revisions, the Recipient shall do so. Should the Province not be satisfied, in its sole and absolute discretion, with the revised fall or winter marketing plan, the Province may rely on its remedies set out in Article 17.0.
- 4.5 Subject to the requirements of this section 4.5, the Province acknowledges that the Recipient may make adjustments to Schedule "C1" insofar as this schedule relates to a proposed product development fund initiative. If the Recipient wishes to make adjustments to Schedule "C1" insofar as this schedule relates to a proposed product development fund initiative, the Recipient must provide the Province with the 2013-14 product development initiative objectives, performance measures and key activities and a 2012-13 year one pilot outcomes/results report, no later than June 15, 2013. If the Province is satisfied, in its sole and absolute discretion, with the outcomes/results report and proposed 2013-14 activities/measures, the Province will communicate its satisfaction to the Recipient within 20 days of receipt and the approved materials will form part of Schedule "C" of this Agreement from the date of such notice. Notwithstanding the foregoing, should the Province request that the Recipient enter into a formal amending agreement to evidence the above-mentioned revisions, the Recipient shall do so. Should the Province not be satisfied, in its sole and absolute discretion, with the revised fall or winter marketing plan, the Province may rely on its remedies set out in Article 17.0.
- 4.6 Subject to the requirements of this section 4.6, the Province acknowledges that the Recipient may make adjustments to Schedule "C2" insofar as this schedule relates to the 2014-15 Marketing Plan. If the Recipient wishes to make adjustments to Schedule "C1" insofar as this schedule relates to the 2014-15 Marketing Plan the Recipient must provide the Province with a Marketing Plan no later than June 15, 2014. If the Province is satisfied, in its sole and absolute discretion, with the updated plans, the Province will communicate its satisfaction to the Recipient within 20 days of receipt and the approved plan will form part of Schedule "C2" of this Agreement from the date of such notice. Notwithstanding the foregoing, should the Province request that the Recipient enter into a formal amending agreement to evidence the above-mentioned revisions, the Recipient shall do so. Should the Province not be satisfied, in its sole and absolute discretion, with the revised Marketing Plan, the Province may rely on its remedies set out in Article 17.0.
- 4.7 Subject to the requirements of this section 4.6, the Province acknowledges that the

Recipient may make adjustments to Schedule "C2" insofar as this schedule relates to the 2014-15 Product Development Strategy. If the Recipient wishes to make adjustments to Schedule "C2" insofar as this schedule relates to the 2014-15 Product Development Strategy the Recipient must provide the Province with a Product Development Strategy no later than June 15, 2014. If the Province is satisfied, in its sole and absolute discretion, with the updated plans, the Province will communicate its satisfaction to the Recipient within 20 days of receipt and the approved plan will form part of Schedule "C2" of this Agreement from the date of such notice. Notwithstanding the foregoing, should the Province request that the Recipient enter into a formal amending agreement to evidence the above-mentioned revisions, the Recipient shall do so. Should the Province not be satisfied, in its sole and absolute discretion, with the revised Marketing Plan, the Province may rely on its remedies set out in Article 17.0.

5.0 Budget

- 5.1 The Recipient will only use the Funding for the purpose of carrying out the Initiative and will expend those funds only in accordance with the Budget.
- 5.2 The Recipient will not make any changes to the Budget (including re-allocating any part of the Funding to a different Fiscal Year) without the prior written consent of the Province.
- 5.3 Funding cannot be used towards any costs not directly associated with carrying out the Initiative.
- 5.4 The Recipient must provide the Province with revised (updated) Schedules "C2" and "D2" for the April 1, 2014 to March 31, 2015 period by no later than January 15, 2014. If the Province is satisfied, in its sole and absolute discretion, with the revised schedules, the Province will communicate its satisfaction to the Recipient within 30 days of receipt and the approved revised schedules will form part of this Agreement from the date of such notice. Notwithstanding the foregoing, should the Province request that the Recipient enter into a formal amending agreement to evidence the above-mentioned revisions, the Recipient shall do so. Should the Province not be satisfied, in its sole and absolute discretion, with the revised schedules, the Province may rely on its remedies set out in Article 17.0.

6.0 Holding of Funding

- 6.1 Until it is used in accordance with this Agreement, the Funding will be placed in an account that:
 - (a) resides at a Canadian financial institution; and
 - (b) is in the name of the Recipient.
- 6.2 If the Province provides the Funding to the Recipient prior to the Recipient's immediate need for the Funding the Recipient shall place the Funding in an interest bearing account.
- 6.3 If the Recipient earns any interest on the Funding:
 - (a) the Province may deduct the interest amount from any further Funding instalments; and/or

(b) the Recipient shall pay any interest to the Province as directed by the Province.

7.0 Tendering for Goods and Services and Disposal of Assets

7.1 The Recipient will manage the Initiative wisely and prudently achieving value for money. The Recipient will acquire all supplies, equipment and services, including any advertising-related services, purchased with the Funding through an appropriate competitive process. Subject to Article 36, where the purchase price exceeds \$5,000, the Recipient will, at a minimum, obtain at least three written quotes unless the Recipient can demonstrate that the supplies, equipment or services the Recipient is purchasing is specialised and is not readily available.

7.2 In carrying out a competitive process, the Recipient must:

- a) develop a clear description of the product/service which includes sufficient details concerning the requirements; and
- b) apply a consistent, transparent and objective evaluation criteria.

7.3 The Recipient will not without the Province's prior written consent sell, lease or otherwise dispose of any assets purchased with the Funding, the purchase price of which exceeds \$5,000.

8.0 Conflict of Interest

8.1 The Recipient will carry out the Initiative and use the Funding in a manner that no person associated with the Initiative in any capacity will have a potential or actual conflict of interest.

8.2 For the purposes of this Article, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased and impartial judgment relating to the Initiative and the use of the Funding.

8.3 The Recipient shall:

- (a) disclose to the Province without delay any situation that may be reasonably interpreted as either an actual, potential, or perceived conflict of interest; and
- (b) comply with any terms and conditions that the Province may prescribe as a result of disclosure.

9.0 Representations, Warranties and Governance

9.1 The Recipient represents warrants and covenants that:

- (a) it is, and shall continue to be for the term of this Agreement, a validly existing Not-for Profit legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has the experience and expertise necessary to carry out the Initiative; and

- (c) all information (including information relating to any eligibility requirements for Funding) the Recipient provided to the Province in support of its request for funding was true and complete at the time the Recipient provided it, and shall continue to be true and complete for the term of this Agreement, in every respect except as set out to the contrary in this Agreement.

9.2 The Recipient represents and warrants that:

- (a) it has the full power and authority to enter into this Agreement; and
- (b) it has taken all necessary actions to authorize the execution of this Agreement.

9.3 The Recipient represents, warrants and covenants that it has, and shall maintain, in writing, for the period during which the Agreement is in effect:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to ensure the ongoing effective functioning of the Recipient;
- (c) decision making mechanisms;
- (d) procedures to provide for the prudent and effective management of the Funds;
- (e) procedures to enable the successful completion of the Initiative;
- (f) procedures to enable the timely identification of risks to the completion of the Initiative and strategies to address the identified risks
- (g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 11; and
- (h) procedures to deal with such matters as the Recipient considers necessary to ensure the Recipient carries out its obligations under the Agreement.

9.4 Upon request, the Recipient shall provide the Province with proof of the matters referred to in this Article.

10.0 Further Conditions

10.1 The Recipient will comply with any Additional Provisions.

10.2 The Recipient acknowledges that the Province may impose further terms and conditions on the use of the Funding which it considers appropriate for the proper expenditure and management of the Funding and the carrying out and completion of the Initiative.

11.0 Reporting, Accounting and Review

11.1 The Recipient will submit to the Province:

- (a) Progress reports and other reports in accordance with the timelines and content requirements as specified in Schedule "E"; and
- (b) such other reports as the Province may require from time to time.

11.2 The Recipient will deliver all reports in a form (or following templates or guidelines) satisfactory to the Province, as may be communicated by the Province from time to time.

11.3 The Recipient will:

- (a) ensure that all Reports and other reports/materials are completed to the satisfaction of the Province: and
- (b) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

11.4 The Recipient:

- (a) will keep and maintain all financial records, invoices and other financially-related documents relating to the Funding or otherwise to the Initiative in a manner consistent with generally accepted accounting principles and clerical practices; and
- (b) will keep and maintain all non-financial documents and records relating to the Funding or otherwise to the Initiative.

11.5 The Province, its authorized representatives or an independent auditor identified by the Province may, at its own expense, upon twenty-four (24) hours' notice to the Recipient and during normal business hours enter upon the Recipient's premises to review the progress of the Initiative and the Recipient's expenditure of the Funding and, for these purposes, the Province, its authorized representatives or an independent auditor identified by the Province may;

- (a) inspect and copy the records and documents referred to in section 11.4: and
- (b) conduct a full or partial audit or investigation of the Recipient in respect of the expenditure of the Funding and/or the Initiative.

11.6 To assist in respect of the rights set out in section 11.5, the Recipient shall disclose any information requested by the Province, its authorized representatives or an independent auditor identified by the Province, and shall do so in a form requested by the Province, its authorized representatives or an independent auditor identified by the Province, as the case may be.

11.7. No provision of the Agreement shall be construed so as to give the Province any control whatsoever over the Recipient's records.

11.8. The Recipient will cooperate with the Province in respect of the exercise of the Province's rights set out in section 11.5, and the Recipient will provide any information in respect of the Funding or the Initiative that the Province may reasonably request.

11.9. For greater clarity, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

12.0 Limitation of Liability

12.1 The Indemnified Parties will not be liable to the Recipient, its subcontractors or their respective directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors for any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Initiative or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Province.

13.0 Indemnity

- 13.1 The Recipient hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Initiative or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Province.

14.0 Insurance

- 14.1 The Recipient hereby agrees to put in effect and maintain insurance for the term of this Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B + or greater, or the equivalent, all the necessary insurance that is appropriate for a prudent person in the business of the Recipient would maintain including, but not limited to, the following:

- (a) commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage to an inclusive limit of not less than two million dollars (\$2,000,000) per occurrence. The policy is to include the following clauses:
 - (i) the Province as an additional insured with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, this Agreement;
 - (ii) cross-liability clause;
 - (iii) contractual liability coverage; and
 - (iv) thirty (30) day written notice of cancellation, termination or material change.

- 14.2 Upon request of the Province, the Recipient will provide the Province with a valid Certificate of Insurance that references the Initiative and confirms the above requirements. The Recipient will provide the Province with a copy of the policy and any renewal replacement certificates as may be necessary.

15.0 Credit

- 15.1 The Recipient:
- (a) will acknowledge, in a format approved by the Province, the support of the Province in all material including but not limited to print, electronic, television and radio related to the Initiative; and
 - (b) where applicable, will include a statement in any materials related to the Initiative that the views expressed in such materials are the views of the Recipient and do not necessarily reflect those of the Province.

16.0 Termination for Convenience

- 16.1 The Province may terminate this Agreement at any time, for any reason, upon giving at least thirty (30) days' notice to the Recipient.

17.0 Termination and Corrective Action

- 17.1 The Province may terminate this Agreement immediately upon giving notice to the Recipient if:
- (a) in the opinion of the Province:
 - (i) the Recipient has knowingly provided false or misleading information regarding its funding request or in any other communication with the Province;
 - (ii) the Recipient breaches any representation, warranty, covenant or other material term of this Agreement, including failing to do any of the following in accordance with the terms and conditions of this Agreement: (a) carry out the Initiative; (b) use or spend the Funding; or (c) provide Reports or other such reports required by this Agreement or requested by the Province;
 - (iii) the Recipient is unable to complete the Initiative or is likely to discontinue it; or
 - (iv) it is not reasonable for any reason for the Recipient to complete the Initiative;
 - (b) the nature of the Recipient's operations, organizational structure or its corporate status, changes so that it no longer meets any applicable eligibility requirements under which the Province is providing the Funding;
 - (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
 - (d) the Recipient ceases to carry on business or operate; or
 - (e) an event of Force Majeure that continues for a period of 60 days or more.
- 17.2 If the Province considers that it is appropriate to allow the Recipient the opportunity to remedy a breach of this Agreement, the Province may give the Recipient an opportunity to remedy the breach by giving the Recipient written notice:
- (a) of the particulars of the breach;
 - (b) of the period of time within which the Recipient is required to remedy the breach; and
 - (c) that the Province will terminate this Agreement:
 - (i) at the end of the notice period provided for in the notice if the Recipient fails to remedy the breach within the time specified in the notice; or
 - (ii) prior to the end of the notice period provided for in the notice if it becomes apparent to the Province that the Recipient cannot completely remedy the breach within that time or such further period of time as the Province considers reasonable, or the Recipient is not proceeding to remedy the breach in a way that is satisfactory to the Province.
- 17.3 If the Province has provided the Recipient with an opportunity to remedy the breach, and
- (a) the Recipient does not remedy the breach within the time period specified in the notice;
 - (b) it becomes apparent to the Province that the Recipient cannot completely remedy the breach within the time specified in the notice or such further period of time as the Province considers reasonable; or

- (c) the Recipient is not proceeding to remedy the breach in a way that is satisfactory to the Province,

the Province may immediately terminate this Agreement by giving notice of termination to the Recipient.

- 17.4 Despite the Province's right to terminate this Agreement pursuant to section 17.1, the Province may, in addition to and in the alternative to section 17.2, choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the Province determines, to ensure the successful completion of the Initiative in accordance with this Agreement.
- 17.5 The effective date of any termination under this Article will be the last day of the notice period, the last day of any subsequent notice period or immediately, which ever applies.

18.0 Funding Upon Termination

- 18.1 Upon termination of this Agreement pursuant to either Article 16.0 or 29.0, the Province may:
 - (a) cancel all further Funding instalments; and/or
 - (b) demand the repayment of any Funding (including any interest) remaining in the possession or under the control of the Recipient;

and the Province may determine the Recipient's reasonable costs to terminate the Initiative (if such action is necessary) and allow the Recipient to set-off such costs against the amount owing by the Recipient to the Province. In no event will the Province be responsible for any amount by which the costs exceed the amount owing.

- 18.2 Upon termination of this Agreement pursuant to Article 17.0, the Province may:
 - (a) cancel all further Funding instalments; and/or
 - (b) demand the repayment of the Funding in whole or in part (including any interest), or an amount equal thereto.

19.0 Recipient's Repayment of Funds

- 19.1 If the Province demands the payment by the Recipient of any Funding or interest on the Funding pursuant to this Agreement, the amount demanded will be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient will pay the amount to the Province immediately unless the Province directs otherwise.
- 19.2 The Province may charge the Recipient interest on any amount owing by the Recipient at the then current interest rate charged by the province of Ontario on accounts receivable.
- 19.3 The Recipient will pay the amount demanded by cheque payable to the Minister of Finance, Ontario.
- 19.4 The Recipient agrees that any part of the Funding which has not been used or accounted for by the Recipient by the time this Agreement expires or is terminated will be used only for the purposes agreed upon by the Province or will be returned to the

Province immediately on the written request of the Province.

20.0 Notices

20.1 Any notice or communication required or permitted to be given under this Agreement will be:

- (a) in writing;
- (b) delivered personally or by pre-paid courier, or sent by e-mail, facsimile, certified or registered mail or postage pre-paid mail with receipt notification requested; and
- (c) addressed to the other party as provided in Schedule "B" or as either party will later designate to the other in writing.

20.2 All notices will be effective:

- (a) at the time the delivery is made if the notice is delivered personally, by pre-paid courier, by e-mail or by facsimile; or
- (b) seven (7) days after the day the notice was deposited in the mail if the notice is sent by certified, registered or postage prepaid mail, unless the day the notice is effective falls on a day when the Province is normally closed for business, in which case the notice will not be effective until the next day that is a day when the Province is normally open for business.

21.0 Severability of Provisions

21.1 The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.

22.0 Amendment and Waiver

22.1 No amendment of or addition to this Agreement will be valid unless it is in writing and signed by each party.

22.2 A waiver of any failure to comply with any term of this Agreement will be in writing and signed by the party providing the waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.

23.0 Independent Parties

23.1 The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by any agreements, warranties or representations made by the other party to any other person nor with respect to any other action of the other party.

24.0 Assignment of Agreement or Funding

24.1 The Recipient will not assign this Agreement or the Funding or any part thereof without the prior written consent of the Province, which consent may be unreasonably and arbitrarily withheld.

- 24.2 This Agreement will enure to the benefit of and be binding upon the parties and their respective heirs, executors, administrators, successors and permitted assigns.

25.0 Governing Law

- 25.1 This Agreement and the rights, obligations and relations of the parties to this Agreement will be governed by and construed in accordance with the laws of the province of Ontario. The parties irrevocably attorn and submit to the exclusive jurisdiction of the courts of the province of Ontario and all courts competent to hear appeals therefrom.

26.0 Further Assurances and Consents

- 26.1 The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 26.2 The Recipient acknowledges that the Province may impose conditions on any consent it provides pursuant to this Agreement.

27.0 Circumstances Beyond the Control of Either Party

- 27.1 Subject to section 27.3, **Force Majeure** means an event that: (a) is beyond the reasonable control of a Party; and (b) makes a Party's performance of its obligations under this Agreement impossible, or so impractical as reasonably to be considered impossible in the circumstances.
- 27.2 Force Majeure includes: (a) infectious diseases, war, riots and civil disorder; (b) storm, flood, earthquake and other severely adverse weather conditions; (c) lawful act by a public authority; and (d) strikes, lockouts and other labour actions; if such events meet the test set out in section 27.1.
- 27.3 Force Majeure shall not include: (a) any event that is caused by the negligence or intentional action of a Party or such Party's agents or employees; or (b) any event that a diligent Party could reasonably have been expected to take into account at the time of the execution of this Agreement and avoid or overcome in the carrying out of its obligations under this Agreement.
- 27.4 Subject to section 17.1(e), the failure of either Party to fulfil any of its obligations under this Agreement shall not be considered to be a breach of this Agreement to the extent that such failure to fulfil the obligation arose from an event of Force Majeure, if the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Agreement.

28.0 Survival

- 28.1 Upon the expiration or termination of this Agreement, the provisions in Articles 6.0 (Holding of Funding), 11.0 (Reporting, Accounting and Review), 12.0 (Limitation of Liability), 13.0 (Indemnity), 15.0 (Credit), 18.0 (Funding upon Termination), 19.0 (Recipient's Repayment of Funds), 28.0 (Survival), 32.0 (FIPPA) and section 7.3 will survive.

29.0 Appropriation

29.1 If, pursuant to the provisions of the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:

- (i) reduce the amount of the Funding and, in consultation with the Recipient, change the Initiative; or
- (ii) terminate the Agreement pursuant to section 18.1.

30.0 Interpretative Value of Agreement Documents

30.1 In the event of any of conflict or inconsistency between any of the Schedules to this Agreement, Schedule "A" will prevail over any of the other Schedules.

30.2 The division of this Agreement into schedules, articles, sections, clauses, paragraphs and the insertion of headings are for the convenience of reference only and will not affect the construction or interpretation of this Agreement.

31.0 Counterparts

31.1 This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument. This Agreement will be considered fully executed when all parties have executed an identical counterpart, notwithstanding that all signatures may not appear on the same counterpart. This Agreement may be executed and delivered by facsimile signatures and will be binding on all parties as if executed by original signature and delivered personally.

32.0 Freedom of Information and Protection of Privacy Act (FIPPA)

32.1 The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F. 31, as amended from time to time, and that any information provided to the Province in connection with this Agreement is subject to disclosure in accordance with the requirements of that Act.

33.0 Time of Essence

33.1 Time will be of the essence in all respects. No extension of or waiver pursuant to this Agreement will operate as a waiver of this provision.

34.0 Number and Gender

34.1 This Agreement will be read with all changes in gender or number as required by the context.

35.0 Joint and Several

35.1 Where the Recipient is made up of two or more entities, each such entity will be jointly and severally liable (each completely and individually liable) to the Province for the fulfillment of the obligations of the Recipient under this Agreement.

36.0 BPSAA

36.1 For the purposes of clarity, if the Recipient is subject to the BPSAA and there is a conflict between any of the requirements of this Agreement and the requirements of the BPSAA, the BPSAA shall prevail.

37.0 Failure to Comply with Other Agreements

37.1 If the Recipient:

- (a) has failed to comply (a “Failure”) with any term, condition or obligation under any other agreement with Her Majesty the Queen in right of Ontario or a Crown agency;
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funding for such period as the Province determines appropriate.

- END OF GENERAL TERMS AND CONDITIONS -

**SCHEDULE “B”
INITIATIVE SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

INITIATIVE SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS	
Maximum Funding Base/Proportional April 1, 2013 to March 31, 2014	\$1,328,250

INITIATIVE SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS	
Maximum Funding Partnership April 1, 2013 to March 31, 2014	\$162,250
Maximum Funding Total April 1, 2013 to March 31, 2014	\$1,494,250
Maximum Funding Base/Proportional April 1, 2014 to March 31, 2015	\$1,332,000
Maximum Funding Partnership April 1, 2014 to March 31, 2015	\$166,000
Maximum Funding Total April 1, 2014 to March 31, 2015	\$1,498,000
TOTAL Maximum Funding	\$2,992,250
Funding Instalments	<p>April 1, 2013 to March 31, 2014</p> <ul style="list-style-type: none"> • \$192,750 on or about April 25, 2013 provided this Agreement has been signed by both parties and the requirements of subsection 3.3(c) of Schedule "A" of this Agreement have been met. (The Recipient acknowledges that it has already received this instalment). • \$309,500 on or about June 20, 2013 provided the Province has received (1) marketing plan by May 31, 2013 and is satisfied with same (The Recipient acknowledges that it has already received this instalment). • \$517,250 on or about July 1, 2013 (The Recipient acknowledges that it has already received this instalment). • \$350,000 on or about October 31, 2013 provided the Province has received (1) the First Progress Report and (2) the Partnership Funding Attestation and is satisfied with same (The Recipient acknowledges that it has already received this instalment). • \$124,750 on or about January 15, 2014 provided the Province has received the (1) updated 2014-15 Schedules "C2" and "D2" and (2) Business and Operational Plan (The Recipient acknowledges that it has already received this instalment). <p>April 1, 2014 to March 31, 2015</p> <ul style="list-style-type: none"> • \$600,375 on or about April 15, 2014 provided the Province is satisfied with the (1) updated Schedules "C2" and "D2" and (2) Business and Operational Plan • \$417,750 on or about July 1, 2014 provided the Province has received (1) the 2013-2014 Year-end Summary Report and (2) the Year End Partnership Fund Attestation, and (3) the 2013-14 final Audit and is satisfied with same. • \$320,125 on or about October 1, 2014 provided the Province has received (1) the 2nd Progress Report and (2) the Partnership Funding Attestation and is satisfied with same. • \$84,850 on or about January 15, 2015 provided the Province has received the (1) Business Plan for 2015-16 (2) Schedules "C" and "D" for 2015-16 (3) the Budget-to-Actuals report with a year-end forecast as described in Schedule "E". • \$74,900 on or about July 1, 2015 provided the province has received (1) The 2014-2015 Year-end Summary Report, and (2) the Partnership Fund Attestation and (3) the final Audit Report and is satisfied with same.
Expiration Date	July 30, 2015
Address for notice if to the Province	Laura Hernando Tourism Advisor, Ministry of Tourism, Culture and Sport 15 Dominion Street Bracebridge, ON P1L 2E7 Phone: 705-646-0641 Email: laura.hernando@ontario.ca

INITIATIVE SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

<p>Address for notice if to the Recipient</p>	<p>James Murphy Executive Director, Explorers' Edge 11A Taylor Road Bracebridge, ON P1L 1S6 Phone: 1-800-835-7303 X 100 Email: james@explorersedge.ca</p>
<p>Region</p>	<p>Region 12</p>
<p>Additional Funding Requirements</p>	<p>Nil</p>
<p>Additional Provisions</p>	<p>(a) . The agreement entered into between the Province and the Recipient dated August 19, 2013 (the "Revised Agreement") is hereby terminated.</p> <p>(b) The \$1,494,250 already paid to the Recipient pursuant to the Original Agreement dated April 1, 2013, and the Revised Agreement dated August 19, 2013, will be used and accounted for as Funding pursuant to the Original Agreement, the Revised Agreement and this Agreement.</p>

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SCHEDULE “C” INITIATIVE DESCRIPTION AND TIMELINES

Schedule “C” consists of Schedule “C1” and Schedule “C2”.

SCHEDULE “C1”

This component of the Initiative requires the Recipient to carry-out activities (as described in greater detail below) during the period April 1, 2013 to March 31, 2014.

Overview

The Funding provided is intended to build on and leverage existing tourism work and resources in the Region. Where possible the Recipient should explore opportunities such as:

- Additional revenue streams
- Operational funding from existing sources
- Use of existing office space and equipment
- Use of existing regional research and data, programs and services, media relations contacts, etc.

This schedule outlines the key objectives, activities, deliverables and timelines, for which funding may be used and for which the recipient is accountable.

In the event that the Recipient identifies activities they wish to undertake for which funding has not been provided within the scope of this Schedule C, that the Recipient will seek written approval prior to initiating or committing funding to such activities.

By providing regional leadership and coordination, the Recipient will help build and support a competitive and sustainable tourism region that is able to grow all aspects of tourism and attract more visitor revenues, generate increased economic activity including investment and job creation within the Region.

General

Development of a Detailed 2014-2015 Financial and Operational Business Plan
The Recipient will develop a Financial and Operational Business Plan that may include but not be limited to:

- Executive Summary
- Regional Overview & Assessment (situation analysis, market assessment, competitive analysis)
- Strategic Overview (strategic directions, business description)
- Business & Operational Overview (governance and administrative plan, critical path / work plan / timeline, communications & partnership engagement plan, financial plan and annual budget)
- Strategic and operational plans for individual priorities
- Timelines and workplan

The Recipient will develop and submit the updated 2014-15 Schedules C2 and D2 for the period April 1, 2014 to March 31, 2015 which will include but not be limited to the following supporting documentation:

- Quarterly cash flow projections based on Schedule C2 in Excel.

At the end of each quarter or on request, the Recipient will provide the ministry with copies of all products, materials etc. produced or developed including but not limited to: hard copies of materials developed, urls etc.

Operational Plan Goals:

- 1) Marketing and Promotion:
 - a) Develop a marketing plan
 - b) Focus on developing shoulder and off-season visits to the Region through strategic marketing initiatives such as “tipping point program”.
 - b) Grow existing and potential market segments using technology.
 - c) Strengthen on-line transaction capability (ability to sell and purchase on-line).
- 2) Product Development and Innovation:
 - a) Offer product-development workshops.
 - b) Coordination/aggregation of existing tourism products and experiences throughout the Region.
 - c) Create web-based routes and trails.
 - d) Implement the 2012-13 Tourism Indicator Framework to capture measures of activity.
 - e) Conduct a second year product development initiative, subject to securing approvals.
- 3) Investment Attraction:
 - a) Strengthen economic development links.
- 4) Workforce Development and Training
 - a) Develop an operator awards program.
 - b) Conduct a comprehensive assessment of tourism workforce needs and resources (develop and deliver programs if feasible)
- 5) Industry Communication, Liaison and Accountability:
 - a) Strengthen ties with Industry.
 - b) Conduct relevant consumer, market and product development research.
 - c) Continue to develop and strengthen industry and organizational performance measures.
 - d) Continuously improve governance and operational best practices to ensure accountability and transparency.
- 6) Partnership Fund:
 - a) Implement a new partnership fund initiative to leverage regional coordination and collaboration to advance tourism

2013-14 Reports/submissions requiring approval prior to advance of funds:

- a) June 15, 2013 Marketing Plan – Consumer/Social Media (\$598,500)
Prior to advance of funds for purposes of the marketing campaign, the Recipient will develop and submit to the ministry by June 15, 2013 a detailed marketing plan defining tactics, deliverables and measures.

The marketing plan is to outline key elements including but not limited to:

- Overall Campaign focus
- Objectives
- Media campaign
- Messaging
- Target markets (geographic)
- Target markets (demographic)
- Performance, tracking and measurement
- Timelines

<u>MEDIA</u>	<u>INVESTMENT</u>
Newspaper	0 %
On-line/Social	58 %
SEM	31 %
Trip Advisor	0 %
Magazine	0 %
OTMPC	6 %
Other (Radio)	5%
	100%

MTCS has received and accepted the 2013-14 marketing plan submitted, including the above media investment allocations.

- b) June 15, 2013 Product Development Fund Initiative
The Recipient will submit to the Province by June 15, 2013 a second year 2013-14 product development fund outline, including proposed objectives, performance measures and key activities; as well as a review of 2012-13 pilot year outcomes/results. This has been completed and an extension to this pilot product development program has been extended, ending as of March 31, 2014.

KEY PRIORITY AREA: Governance

STRATEGIC FOCUS:

Govern Regional Tourism Organization 12 in an efficient and effective manner, providing leadership and representation to benefit operators and tourism stakeholders in the area.

OBJECTIVE(S): To become a catalyst in building strategic alignment and promoting collaboration within the industry.

- a) Foster organizational capacity with an engaged committee structure in order to deliver regional tourism mandate.
- b) Manage assets and liabilities responsibly
- c) Deliver expected results on time

PERFORMANCE INDICATORS:

- a) Clean audit of finances and procurement processes
- b) Effective board participation achieved (at least 70% of board members have participated in all meetings)
- c) Business plan participation (TPA) deliverables achieved on time and on budget
- d) 15% increase of industry stakeholders participating in RTO planning activities (2012/2013 - 85 industry stakeholders)
- e) 10% increase in the percentage of industry stakeholders that have partnered and collaborated in RTO activities (2012/2013 – 145 industry stakeholders)

Key Activities 2013 - 2014	Continued or New Activity	2013 - 2014			
		Q1	Q2	Q3	Q4
<i>Complete a skill matrix to identify priority areas for board member recruitment</i>	<i>Cont</i>				X
<i>Provide new board members with on-boarding including review of conflict of interest, code of conduct etc.</i>	<i>Cont.</i>	X		X	
<i>Offer a minimum of 2 workshops that help board, committee members and other RTO stakeholders with information related to industry trends, tourism development opportunities or promote organizational excellence.</i>	<i>Cont.</i>	X		X	
<i>Conduct quarterly board reviews of RTO plans and performance measures against stated objectives and targets – engage Board in making adjustments as needed.</i>	<i>Cont.</i>	X	X	X	X
<i>Use best practices when developing RTO annual business plan and project plans</i>	<i>Cont.</i>			X	X
<i>Solicit stakeholder input to help inform RTO business and project plans and report back to stakeholders on activities and decisions</i>	<i>Cont.</i>			X	X

<i>Regularly review activities and finances at Board meetings</i>	<i>Cont.</i>	X	X	X	X
<i>Board review of RTO Financial audit</i>	<i>Cont.</i>	X			
<i>Continuously improve business practices at bi-monthly board meetings to ensure best practices in use of program funds.</i>	<i>Cont.</i>	X	X	X	X
<i>Review and update RTO policies and procedures (including procurement) to ensure transparency and accountability</i>	<i>Cont.</i>	X			X
<i>Communicate priorities, plans and timelines</i>	<i>Cont.</i>	X	X	X	X
<i>Monitor Project Plans – adjust as needed to reflect changing circumstances</i>	<i>Cont.</i>	X	X	X	X
<i>Communicate to stakeholders / partners reasons for changes to plans, projects or priorities</i>	<i>Cont.</i>	X	X	X	X
<i>Celebrate progress and achievement of results with stakeholders/partners</i>	<i>Cont.</i>	X	X	X	X

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1. KEY PRIORITY AREA: Operations

STRATEGIC FOCUS: Stakeholder & Tourism Operator Engagement

OBJECTIVE(S):

To be recognized by regional tourism operators and stakeholders as a regional tourism resource and catalyst.

- a) To increase the number of paid, registered, tourism operator memberships by 75% (2012/2013 - 40 paid tourism operator members)
- b) Move as many Business-to-Business Receptive operators from that segment to the Member segment, with the goal of adding 200 additional names to the latter.
- c) To increase by 10% the number of subscribers to the Stakeholder Quarterly Outreach Newsletter (2012/2013 – 851 subscribers)
 - i. Increase 5% open rate (2012/2013 - 31%)
 - ii. Increase the Avg Click Rate by 2% (2012/2013 – 6%)
- d) Effective committee participation achieved (at least 50% of committee members have participated in all meetings)

PERFORMANCE INDICATORS:

- a) 20% increase of baseline 30 operators and stakeholders who work with the RTO on specific projects and initiatives.
- b) Minimum of 10 operators and stakeholders who participate in research initiatives.
- c) RTO12 requested to participate in a minimum of 5 local/regional tourism and/or economic planning processes to offer subject matter input.
- d) Minimum of 15 operators (20% new) involved in RTO committee and/or project work, not including partnership fund or anticipated product development initiative.
- e) Using 2013/2014 as a baseline year, track response rate and satisfaction level to a stakeholder survey.

Key Activities 2013 - 2014	Continued or New Activity	2013 - 2014			
		Q1	Q2	Q3	Q4
<i>Conduct regional outreach campaign to develop committee structure to add value to priority program areas</i>	<i>New</i>	X		X	
<i>Develop a stakeholder satisfaction survey</i>	<i>New</i>		X		
<i>Disseminate the stakeholder survey</i>	<i>New</i>			X	

<i>Gather Stakeholder Feedback</i>	<i>New</i>				X
<i>Communicate Stakeholder feedback to board and share through communication channels</i>	<i>New</i>				X
<i>Update Tourism Operator Outreach Plan</i>	<i>New</i>		X		X
<i>Update Terms of Reference for the Community Relations Committee to build new or expand existing relationships with partners (municipal councils, economic development, workforce development, chambers, etc.)</i>	<i>New</i>	X			
<i>Survey Committee members while encouraging feedback on strengths, weaknesses, opportunities and threats regarding the committee structure.</i>	<i>New</i>			X	
<i>Update rto12.ca forum with relevant tourism information</i>	<i>New</i>	X	X	X	X
<i>Monitor rto12.ca forum</i>	<i>New</i>	X	X	X	X
<i>Continuously improve communication practices to ensure operators and stakeholders are receiving updates and information</i>	<i>New</i>	X	X	X	X

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2. KEY PRIORITY AREA: Marketing - Consumer Marketing / Social Media							
<u>STRATEGIC FOCUS:</u>							
Expand visitor attraction to the Explorers' Edge region by building on existing "brand" recognition by incorporating the brand into all marketing programs and ongoing social media programs across the four seasons in the region.							
<u>OBJECTIVE(S):</u>							
<ul style="list-style-type: none"> a) Drive qualified prospects to Explorersedge.ca and then direct them to operator websites b) Provide greater reach and access to the region by linking the consumer to regional information, experiences and packages that corresponds with seasonal and general tourism marketing initiatives. c) Change perceptions of customers from target markets d) Create consumer databases 							
<u>PERFORMANCE INDICATORS:</u>							
<ul style="list-style-type: none"> a) Increase by 2% the percentage of aided brand awareness in target markets (2012/2013 baseline 6% <i>**2012 Quantitative Research – Detailed Findings</i>) b) Increase by 3% Muskoka, 2% Algonquin, 1% Parry Sound, 1% Almaguin Highlands the percentage of unaided sub-regional awareness in target markets (2012/2013 baseline when it comes to going on a vacation in Ontario or nearby, what places come to mind? Almaguin Highlands NA, Algonquin 5%, Muskoka 21%, Parry Sound NA <i>**2012 Quantitative Research – Detailed Findings</i>) c) Web and Social <ul style="list-style-type: none"> i. An Increase of 20% of web traffic (2012/2013 explorersedge.ca had 119,886 visits) ii. An increase of 15% the number of likes on Facebook & an increase of 20% Followers on Twitter (2012/2013 Facebook 33,562; and Twitter followers 1,386). d) Increase seasonal web analytics by 20% (2012/2013 unique visitors * Q1 6,051 * Q2 22,438 * Q3 13,911 * Q4 54,865) e) Increase by 40% the Sojourner Mailing list, the open rate by 5% and the click through by 5% (2012/2013 baseline year 851, open rate 31% & click through 6%) f) Using 2013/2014 as a baseline year collect visitor data to capture past or planned return visits + stay 							
Key Activities 2013 - 2014			Continued or New Activity	2013 - 2014			
				Q1	Q2	Q3	Q4

Review marketing committee interview feedback and share with the board of directors and committee	<i>New</i>	X			
Develop, based on feedback, 2013 – 2014 marketing plan	<i>New</i>	X			
Provide new board and committee members with a historic marketing program review	<i>New</i>	X			
Update the Marketing Committee with Research Committee outcomes on a quarterly basis i.e. brand health, program metrics, visitor exit survey & business index	<i>New</i>	X	X	X	X
Solicit operator and stakeholder input through the operator forum on marketing creative and seasonal feedback	<i>New</i>	X	X	X	X
Administer Radio Advertising	<i>New</i>	X	X	X	X
Administer Google Adwords / Display Advertising	<i>New</i>	X	X	X	X
Administer Online Display Advertising	<i>New</i>	X	X	X	X
Review and disseminate marketing plans and analytics online and through Tourism <i>Operator Outreach Strategy</i>	<i>New</i>	X	X	X	X
At year end update marketing, communication and brand strategies	<i>New</i>				X
At year end update, with committee input, three year 2012 – 2015 marketing plan	<i>New</i>				X
Submit needed 2012 – 13 marketing outcome findings, proposed improvements, and initiative request for MTCS consideration and approval of a 2013 – 14 marketing plan	<i>New</i>				X
Provided approval to proceed is secured, communicate the initiative offering and timelines of the marketing plan to operators and stakeholders	<i>New</i>	X			
Engage operators on the marketing benefits and opportunities via webinars.	<i>New</i>	X	X	X	X
Monitor marketing components and funds	<i>New</i>	X	X	X	X
Quarterly assessment and approved marketing – that align with the organizations strategic focus	<i>New</i>	X	X	X	X
Assess and share success	<i>New</i>				X
Identify issues/challenges early and work to resolve	<i>New</i>	X		X	

3. KEY PRIORITY AREA: MARKETING - Image Bank Development						
STRATEGIC FOCUS: Communicate experiences with the consumer with visual and audio cues (photography and videography).						
OBJECTIVE(S):						
a) Provide greater seasonal selection of images to operators. b) Increase the percentage of images by 20% presented for the online consumer, (2012/2013 as a baseline 2,162) c) Increase the percentage of operators who use images and videos on their respective sites by 25%. Link to the Explorers' Edge landing page from the video /image prompt (using 2012/2013 as a baseline year 40 operators were using the assets)						
PERFORMANCE INDICATORS:						
a) By the end of the year have 10% of watermarked photograph & videos used in all marketing material (2012/2013 as a baseline 230 photos and 22 videos) b) Video reach evidenced by the number of downloads/views <ul style="list-style-type: none"> • Increase of 5% plays/views of videos (2012/2013 baseline 13,119 Youtube & 2,630 Vimeo) • Increase by 5% change likes (2012/2013 baseline 78 YouTube & 7 Vimeo) • Increase by 20% the number of channel subscriptions (2012/2013 as a baseline YouTube 23 subscriptions • Increase by 25% the number of photo views on our Flickr account (2012/2013 as a baseline 10,142 views) 						
Key Activities 2013 - 2014		Continued or New Activity	2013 - 2014			
			Q1	Q2	Q3	Q4
Update with content YouTube, Vimeo, flickr, Facebook, web sites and partner sites.		<i>New</i>	X	X	X	X
Track Downloads		<i>Cont.</i>	X	X	X	X
Develop an agreement with the Explorers' Edge photographer of record that includes monthly images (change from seasonal image contract in 2011/2012 & 2012/2013)		<i>New</i>	X			
Report back to Board of Directors, Committee, Operators, MTCS and stakeholders		<i>Cont.</i>	X		X	
Track consumer and operator engagement photography use		<i>Cont.</i>		X		X

Gather photography use feedback from operators regarding usage	<i>New</i>				X
Review photography initiative, usage as needed to ensure baseline data is achieved and the systems/processes in place to track and report on outcomes (including the PMs noted above)	<i>New</i>				X
Ongoing administration of project funds to ensure photos capture regional seasonality	<i>New</i>	X	X	X	X
Regular monitoring of photography projects and funds	<i>New</i>	X	X	X	X
Tracking of outcomes / results against established performance measures	<i>New</i>		X		X
Assess and share successes	<i>New</i>				X
Identify issues / challenges early and work to resolve	<i>New</i>		X		X

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4. **KEY PRIORITY AREA:** Marketing - Transacting

STRATEGIC FOCUS:

Increasing visitation by offering consumers tipping point programs (tipping point program - the concept of providing consumers with reasons to select visiting the Explorers' Edge destination over another destination).

OBJECTIVE(S):

Continue to develop consumer web-based tipping point programs that:

- Increase visitation and average daily spend – in all four seasons;
- Convert day trippers during shoulder seasons that attend regional attractions into overnight or multiple night stays (accommodation tipping point is focused in shoulder season, and
- Convert the VFR segment to visit area attractions, events and shops in the peak summer season.

PERFORMANCE INDICATORS:

- a) By the end of the year increase operator engagement in tipping point programs by 20% (2012/2013 spring 92 operators & fall 147 operators involved in a tipping point programs)
- b) Set baseline for summer season tipping point program during 2013-14
- c) Set baseline for winter season tipping point program during 2013-14
- d) Increase of 24% of transactions taking place as a result of tipping point programs (baseline 2012/13 Spring program 100 transactions & Fall program 400 transactions)
- e) Sustain voucher redemption at 40% (\$10,000 redemption value that results in estimated \$60,000 additional spend).

Key Activities 2013 - 2014	Continued or New Activity	2013 - 2014			
		Q1	Q2	Q3	Q4
Engage operators on the product development benefits and opportunities via webinars.	<i>New</i>	X	X	X	X
Review 2012/2013 Spring and Fall program analytics	<i>New</i>	X	X	X	X
Review 2013/2014 Spring program analytics		X			
Review 2013/2014 Summer program analytics			X		
Review 2013/2014 Fall program analytics				X	
Develop a 2013/14 Winter promotional program	<i>New</i>			X	X
Review 2013/14 Winter program analytics					
Regional outreach to gauge feedback	<i>New</i>	X	X	X	X

Propose program offering changes needed to improve expected outcomes.	<i>New</i>	X	X	X	
Engage operators on the transacting benefits and opportunities via webinars.	<i>New</i>	X	X	X	
Review tracking framework and integrate tracking feedback	<i>New</i>	X	X	X	
Implement and make changes based on gaps and feedback regarding the 2012 – 2013 tipping point programming	<i>New</i>	X			
Review the ROI on the 2012/2013 tipping point programs and share with board and regional stakeholders (newsletter, webinar, committee presentations)	<i>New</i>	X	X	X	X
Implement and make changes based on gaps and feedback regarding the 2013/ 2014 tipping point programming					X
Review the ROI on the 2013/2014 tipping point programs and share with board and regional stakeholders (newsletter, webinar, committee presentations)	<i>New</i>	X	X	X	X
Track consumer and operator engagement in tipping point program	<i>Cont.</i>	X	X	X	X
Review transacting initiative data collection as needed to ensure baseline data is achieved and the systems/processes in place to track and report on outcomes (including the performance measures noted above)	<i>New</i>	X	X	X	X
Ongoing administration of project funds with proposed components	<i>New</i>	X	X	X	X
Regular monitoring of transacting projects and funds	<i>New</i>	X	X	X	X
Assess and share successes	<i>New</i>	X	X	X	X
Identify issues / challenges early and work to resolve	<i>New</i>	X	X	X	X

5. <u>KEY PRIORITY AREA:</u> MARKETING - Consumer Website							
<u>STRATEGIC FOCUS:</u>							
Expand a main point of access to information for the consumer, operator and tourism stakeholder.							
<u>OBJECTIVE(S):</u>							
<ul style="list-style-type: none"> a) Provide relevant, timely and accurate information to consumers, stakeholders and operators. b) Create an appetite for travel amongst consumers visiting the site. c) Create clear messaging, one united voice, with regards to tourism development and leadership 							
<u>PERFORMANCE INDICATORS:</u>							
<ul style="list-style-type: none"> a) Increase website analytics: <ul style="list-style-type: none"> i. 10 % increase in unique visitors (2012/2013 - 95,803) ii. 10% increase in page views (2012/2013 - 221,610) iii. 10% increase in pages / visit (2012/2013 – 1.85) b) 10 % increase overall to Geographical Website Performance: <ul style="list-style-type: none"> i. 2012/2013 baseline visits Canada 97,918; United States 16,080; United Kingdom 266; Germany 87 ii. 2012/2013 Baseline Canada Expanded Ontario 93,478; Quebec 2,627; BC 553 c) Sojourner Newsletter sign-ups from Explorers' Edge website <ul style="list-style-type: none"> i. 10% increase in (2012/2013 639 sign-ups from the website) 							
Key Activities 2013 - 2014			Continued or New Activity	2013 - 2014			
				Q1	Q2	Q3	Q4
Tracking and Reporting analytics to stakeholders and the Board of Directors			<i>Cont.</i>	X	X	X	X
Updating and loading relevant information, documents, consumer stories, packages, specials etc. to the website			<i>Cont.</i>	X	X	X	X
Re-skinning the website to reflect seasonal campaigns and providing relevant copy to match			<i>Cont.</i>	X	X	X	X

Track website engagement in different online programs i.e. videos, blogs, posts, maps, pictures	<i>Cont.</i>	X	X	X	X
Gather website analytics from operators regarding click through from our site	<i>Cont.</i>		X		X
Review website as needed to ensure baseline usage is achieved and the systems/processes in place to track and report on outcomes (including the performance measures noted above)	<i>New</i>	X	X	X	X
Ongoing administration of website with proposed programs	<i>New</i>	X	X	X	X
Regular monitoring of website components and content	<i>New</i>	X	X	X	X
Regular tracking of outcomes / results against established performance measures	<i>New</i>	X	X	X	X
Assess and share successes	<i>New</i>	X	X	X	X
Identify issues / challenges early and work to resolve	<i>New</i>	X	X	X	X

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6. KEY PRIORITY AREA: Product Development pilot initiative – extension of 2012-13

STRATEGIC FOCUS:

Build on 2012/2013 product development fund pilot initiative; by extending the pilot during the balance of the 2013-14 year; through community partnerships that contribute to growing the diversity and pipeline of product developments (including development of strategy, operator seminars/workshops that builds capacity).

OBJECTIVE(S):

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

- a) Engage regional operators and organizations in the development of tourism products that will strengthen the range of tourism products in the region.
- b) Meet tourism demands based on local community products (solutions)
- c) Generate business development (and job) opportunities and activities

PERFORMANCE INDICATORS:

- 1. Collaborate with partners in support of tourism initiatives, averaging \$5,000 per initiative.
- 2. Collaborate with relevant stakeholders
- 3. Each project (100%) will align with the RTO strategic objectives of:
 - a) Shoulder season development
 - b) Change in perception of the region in terms of demand generators
 - c) Engage multiple operators
 - d) Attract new audiences

Key Activities 2013 - 2014	Continued or New Activity	2013 - 2014			
		Q1	Q2	Q3	Q4
Complete review of 2012 – 13 product development pilot outcomes and identify areas for improvement.	Cont		X		
Propose program offering changes to improve expected outcomes	Cont		X		
Submit needed pilot outcome findings, proposed improvements, and initiative request for MTCS consideration and approval of a 2013 – 14 product development fund initiative	Cont		X		
Engage operators on the product development benefits and opportunities via webinars in order to incubate future submissions	Cont		X		
Quarterly assessment and approval of proposals – that align with the organizations strategic focus	Cont			X	X

Ongoing administration of project funds with proposed components	<i>New</i>			X	X
Regular monitoring of product development project and funds	<i>New</i>			X	X
Regular tracking of outcomes / results against established performance measures	<i>New</i>				X
Assess and share successes	<i>New</i>				X
Identify issues / challenges early and work to resolve	<i>New</i>				X

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8. KEY PRIORITY AREA: Research – Tracking and Measurement						
STRATEGIC FOCUS: Implement the 2012/2013 developed Tourism Indicator Framework						
OBJECTIVE(S):						
<ul style="list-style-type: none"> a) Using the 2012/2013 developed Tourism Indicator Framework a baseline of data will be developed in 2013/2014 across the following pillars: <ul style="list-style-type: none"> i. Brand Health ii. Organizational Program Performance iii. Tourism Business Performance iv. Visitor Exit Survey b) Develop an online dashboard capturing the data collected across the four pillars 						
PERFORMANCE INDICATORS:						
<ul style="list-style-type: none"> a) Using 2013/2014 collect data on 4 performance measures for each pillar. b) Using 2013/2014 collect data on the number of views of the developed online dashboard c) Using 2013/2014 collect data on the number of downloads of the Tourism Indicator Quarterly Report 						
Key Activities 2013 - 2014		Continued or New Activity	2013 - 2014			
			Q1	Q2	Q3	Q4
Develop an online dashboard to share collected data		<i>New</i>	X			
Review dashboard analytics		<i>New</i>	X	X	X	X
Disseminate, on a quarterly basis, information through the Tourism Operator Strategy the Tourism Indicator Quarterly Report		<i>New</i>	X	X	X	X
Review Framework and tweak data collection programs		<i>New</i>		X		X
Quarterly assessment meetings, evaluations, feedback, and committee evaluation.		<i>New</i>	X	X	X	X
Provide new board and committee members with a historic research program review		<i>Cont.</i>	X			
Update the Research Committee on a quarterly basis i.e. brand health, program metrics, visitor exit survey & business index outcomes		<i>New</i>	X	X	X	X

Solicit operator and stakeholder input through the operator forum on outcomes and data collection	<i>New</i>			X	
At year end update tourism indicator framework	<i>New</i>				X
Engage operators on the research benefits and opportunities via webinars.	<i>New</i>			X	
Monitor research components and funds	<i>New</i>	X	X	X	X
Quarterly assessment and approved research	<i>New</i>	X	X	X	X
Identify issues/challenges early and work to resolve	<i>New</i>		X		

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9. KEY PRIORITY AREA: Investment Attraction / Investor Relations - Outreach/Meetings					
<u>STRATEGIC FOCUS:</u>					
Increase the flow of tourism investment information between agencies in the region focused on economic development and investment.					
<u>OBJECTIVE(S):</u> To increase investment in the tourism industry to enhance visitor experience.					
<u>PERFORMANCE INDICATORS:</u>					
a) Add 1 additional operator/stakeholder outreach activity in 2013-14 from the 3 held last year b) Increase from 6 in 2012-13 to 9 in 2013-14 the number of stakeholders and operators attending investment education session or utilizing investment toolkit					
Key Activities 2013 - 2014	Continued or New Activity	2013 - 2014			
		Q1	Q2	Q3	Q4
Engagement sessions, meetings, presentations etc.	<i>Cont.</i>	X			
Attendance at regional, provincial conference sharing information and networking	<i>Cont.</i>			X	X
Website updates to Admin section on investment attraction	<i>Cont.</i>	X			X
Web performance review, i.e. organizational document downloads	<i>Cont.</i>				X
Review investment attraction in the region	<i>New</i>	X	X	X	X
Develop, based on feedback from 2012/2013 networking, Investment Attraction next steps	<i>New</i>		X		
Provide new board and committee members with a historic Investment Attraction review	<i>New</i>	X			
Solicit operator and stakeholder input through the operator forum on Investment Attraction needs	<i>New</i>				X
Review and disseminate MTCS Tourism Investment Strategy through Tourism Operator Outreach Strategy	<i>New</i>	X			X
Engage operators and stakeholders on the tourism investment strategy benefits and opportunities via webinars.	<i>New</i>				X
Monitor regional tourism investment initiatives	<i>New</i>	X	X	X	X
Identify issues/challenges early and work to resolve	<i>New</i>	X			X

10. <u>KEY PRIORITY AREA:</u> Workforce Coordination / Facilitation						
Investment Attraction / Investor Relations - Membership						
STRATEGIC FOCUS: The focus of this area is to work with existing organizations to coordinate workforce development prospects / opportunities in the region. Working with established industry workforce partners, Explorers, Edge strategy will include that development opportunities and applicable information to succeed.						
OBJECTIVES:						
a) Engagement of operators and stakeholders in the Explorers, Edge region b) Operators and stakeholders utilize provided resources c) Operators and stakeholders seek out program outcomes a) Gain a greater understanding of the labour market landscape b) Gather input on the implications of a labour market development plan related to tourism						
PERFORMANCE INDICATORS:						
a) Increase by 10% the # of times research has been shared with industry via downloads (2012/2013 research projects were downloaded 69 times with 14 hard copies)						
PERFORMANCE INDICATORS:						
b) Sustain the # of newsletters distributed to stakeholders/Operators (2012/2013 8 newsletters were distributed) a) Increase by 10% the # of coordinated workforce development meetings c) Sustain the # of engagement sessions [87 engagement session were facilitated in 2012/2013 - 3 meetings) b) Increase the involvement of operators and sectorial organizational leaders by 25% (2012/2013 there were 18 in total) d) Sustain the # of webinars (2012/2013 15 webinars), # of conference calls (2012/2013 19 calls) e) Increase by 25% the number of page views to the logo download section of rto12.ca						
Key Activities 2013 - 2014		Continued or New Activity	2013 - 2014			
			Q1	Q2	Q3	Q4
			Q1	Q2	Q3	Q4
Review workforce resources in the region	New		X			X
Develop, based on feedback from 2012 -13 networking, investment attraction next steps	Cont. New		X			X
Work with OTMPC to deliver research toolkits and information sessions	New		XX	X		
Update the board on a quarterly basis re: Operator engagement with organizational resources	New		XX	XX	XX	XX
Solicit operator and stakeholder input through the operator forum on workforce needs	New		X		X	X
OTEC – Building a culture of service excellence	New		X			X
Review and disseminate MTCS Tourism investment strategy, OTMPC segmentation research and MTCS	New				X	X
statistics through Tourism Operator Outreach Strategy	New		X	X	X	X
Review and disseminate workforce development plans and analytics online and through Tourism Operator Outreach Strategy	New		X	X	X	X
Engage operators and stakeholders on the tourism investment strategy, benefits and opportunities via webinars	New New		X			XX
Engage operators on the workforce development benefits via webinars	New		X			X
Monitor regional workforce development initiatives	Cont.		X	XX	X	XX

Identify issues/challenges early and work to resolve	<i>New</i>	X			
Develop a workforce working group	<i>New</i>	X			
Quarterly meetings (webinar, conference call, in person) with workforce working group that will share updates	<i>New</i>	X	X	X	X

12. KEY PRIORITY AREA: Partnerships

STRATEGIC FOCUS:

To enhance tourism at a regional level by encouraging strong partnerships and a coordinated approach to product development, regional planning and marketing – all of which are essential to the future competitiveness of tourism across the province.

OBJECTIVE(S):

To enhance alignment, strategic partnerships, ROI, and collaboration between RTO12 / Explorers' Edge and tourism partners which include but not limited to destination marketing organizations, other levels of government, and the private sector.

To deliver strategies to support the following destination management priorities:

- a) Marketing
 - b) Tourism Product Development
 - c) Investment Attraction / Investor Relations
 - d) Workforce Development / Training
- Using 2013/2014 as a baseline year develop at a minimum 15 coordinated partnerships
 - Using 2013/2014 as a baseline year develops at a minimum 1 partnership for each of the destination management priorities.
 - Using 2013/2014 as a baseline year develops at a minimum 1 partnership in one of the following tourism partners: destination marketing organizations, other levels of government and the private sector.

PERFORMANCE INDICATORS:

Performance measures will be linked to each individual program. Each partnership participant is being asked to complete a schedule C for outlining key priority area, strategic focus, objective (s), performance indicators and activities.

- a) Create a baseline regarding brand recognition and partnership perception/recognition through the visitor exit survey

Partnership Funding Projects 2013-14	Performance Measures
<p>2014 Ontario Winter Games, Extended Stay Promotion: Encourage 3000+ visitors that will come to the area to extend their stay or return to the area for March Break 2014</p>	<ul style="list-style-type: none"> • # of stakeholders that identify the 2014 winter games as impacting business (Stakeholder Survey) • # of page views specific landing page for the Extended Stay Packages
<p>Lake of Bays Brewing Company: Creation of the "Around Lake of Bays" destination website hub to promote the Lake of Bays area, including accommodations, attractions, dining, etc. and to encourage year-round visits.</p>	<ul style="list-style-type: none"> • Creation and launch of the website (provide URL) • Alignment with the EE brand / marketing goals • # of businesses identified and aware that are included on the site • Web analytics • Website referrals
<p>Santa's Village & Real Muskoka: Creation of a travel information website portal to promote tourism businesses throughout the region, including attractions, accommodations, dining, retail, etc., year-round.</p>	<ul style="list-style-type: none"> • Creation and launch of the website (provide URL) • Alignment with the EE brand / marketing goals • Web analytics • Website referrals
<p>Township of Georgian Bay: Co-branded way-finding signage</p>	<ul style="list-style-type: none"> • # of and types of signs installed • Analysis of how the partnership aligned/furthered EE's Destination Development priorities
<p>Tri Muskoka: 3-day summit to attract elite athletes to Muskoka, to encourage their return to the region for year-round training, and to commence establishing Huntsville & Muskoka as a year-round sports training destination for endurance athletes</p>	<ul style="list-style-type: none"> • Attendance at the conference • Economic Impact of the Conference • Stakeholder feedback • Analysis of how the partnership aligns and furthered EE's Destination Development priorities
<p>Golf Muskoka: Development of an online presence, tools and tactics that will promote the regional golf industry.</p>	<ul style="list-style-type: none"> • Creation and launch of the website (provide URL) • Alignment with the EE brand / marketing goals • Web analytics • # of golf stakeholders associated with Golf Muskoka
<p>Muskoka Chautauqua: Development of an "Improved Digital Presence" to help build Muskoka as a cultural destination.</p>	<ul style="list-style-type: none"> • Creation of the Muskoka Chautauqua digital presence (provide URL or link) • # of cultural experiences identified • Analysis of how the partnership aligns and furthered EE's Destination Development priorities
<p>Stockey Centre: Build Stockey Centre as a conference & events centre with customized options, working with multiple accommodations and experience providers for customized packages.</p>	<ul style="list-style-type: none"> • # of leads generated • Total Economic Impact • Definite Room Nights Booked • Analysis of how the partnership aligns with EE's Destination Development priorities
<p>Town of Bracebridge - Signage: Co-branded way-finding project</p>	<ul style="list-style-type: none"> • # of and types of signs installed • Analysis of how the partnership aligned/furthered EE's Destination Development priorities
<p>Resorts of North Muskoka: Development of online tools & tactics to promote the resorts found in North Muskoka, and North Muskoka as unique travel destination within the region.</p>	
<p>Muskoka Tourism – Development of a MC&IT communications campaign including product positioning and key messages,</p>	<ul style="list-style-type: none"> • # of leads generated on-line google Adwords

undertake a marketing campaign and participating at a travel trade show.	<ul style="list-style-type: none"> # of leads generated at Ignite Business EventsExpo # of partners Total Economic Impact Definite Room Nights Booked Web analytics Analysis of how the partnership aligns with EE's Destination Development priorities
Muskoka Tourism – Develop a viral marketing campaign “Take Back your Winter Muskoka” to promote Muskoka as a winter season destination.	<ul style="list-style-type: none"> Creation of the campaign Analytics ROI Analysis of how the partnership aligns with the EE brand/marketing
Huntsville Chamber of Commerce – Development of way-finding signage for tourism business and support transportation during the annual Girlfriends Getaway Weekend.	<ul style="list-style-type: none"> # of and types of signs installed Estimate economic impact of the event # of stakeholders participating at the event (packages and or promos) Analysis of how the partnership aligned/furthered EE's Destination Development priorities
Loring/Restoule Business Association – Development of a digital presence for the sub-region.	<ul style="list-style-type: none"> Creation of the Muskoka Chatauqua digital presence (provide URL or link) # of cultural experiences identified Analysis of how the partnership aligns and furthered EE's Destination Development priorities
Town of Gravenhurst – Development of a marketing campaign for the Gravenhurst Winter Carnival.	<ul style="list-style-type: none"> Estimate economic impact of the event Attendance levels (increase/decrease over previous years) Website analytics (compared to previous years)
Huntsville Festival of the Arts – Development of an interactive social media program for Nuit Blanche North.	<ul style="list-style-type: none"> Creation of the campaign ([provide URL) Estimated economic impact of the event # of established regional experiences associated with the event Analysis of how the partnership aligns/further EE brand/marketing
JW Marriott Resort and Spa – Development of a promotional contest targeting the LGBT community called “Matrimony in Muskoka.”	<ul style="list-style-type: none"> Development of the contest Number of entries Analytics Analysis of the partnership aligns/further EE brand/marketing

SCHEDULE “D1”

April 1 2013 to March 31, 2014

Expenses	Q1	Q2	Q3	Q4	Total
Governance and Administration					
Salaries/Benefits	63,750	63,750	63,750	63,750	255,000
Finance/Admin	2,500	2,500	2,500	2,500	10,000
General Admin	11,250	11,250	11,250	11,250	45,000
Travel & General Expenses	10,750	10,750	10,750	10,750	43,000
Other Admin	1,000	2,000	1,000	500	4,500
Sub-Total	89,250	90,250	89,250	88,750	357,500
Governance/Industry Relations					
Outreach Meetings	2,000	1,000	1,000	1,000	5,000
Tourism/Industry Relations	12,000	5,000	15,000	6,000	38,000

Website/Membership	10,000	5,000	6,000	5,000	26,000
Sub-Total	24,000	11,000	22,000	12,000	69,000
Product Development					
Product Development Fund Yr 2		25,000	25,000		50,000
Research	20,000	15,000	20,000	15,000	70,000
Sub-Total	20,000	40,000	45,000	15,000	120,000
Workforce Development					
	3,000	5,000	7,500	4,500	20,000
Sub-Total	3,000	5,000	7,500	4,500	20,000
Marketing					
Consumer/Social Media	150,000	174,000	174,000	100,500	598,500
Photo/Image Bank	10,000			2,000	12,000
Transacting (Tipping program)	50,000	25,000	50,000	25,000	150,000
	210,000	199,000	224,000	127,500	760,500
Investment Attraction					
Outreach/Meetings	1,500		2,500	1,000	5,000
Sub-Total	1,500		2,500	1,000	5,000
Partnership Funding					
11 partnership projects per as outlined as part of Sch C	55,000	50,000	50,000	11,000	166,000
Sub-Total					166,000
TOTAL Eligible Expenses	402,750	395,250	440,250	259,750	\$1,498,000
PARTNERS' PARTNERSHIP CONTRIBUTIONS	55,000	50,000	50,000	11,000	166,000
INITIATIVE TOTAL	457,750	445,250	490,250	270,750	\$1,664,000

SCHEDULE
“C2”

Destination Marketing Initiative Details – April 1, 2014 to March 31, 2015

Overview

The Funding provided is intended to build on and leverage existing tourism work and resources in the Region. Where possible the Recipient should explore opportunities such as:

- Additional revenue streams
- Operational funding from existing sources
- Use of existing office space and equipment
- Use of existing regional research and data, programs and services, media relations contacts, etc.
- Partnerships

This schedule outlines the key objectives, activities, deliverables and timelines, for which funding may be used and for which the recipient is accountable.

In the event that the Recipient identifies activities they wish to undertake for which funding has not been provided within the scope of this Schedule C, that the Recipient will seek written approval prior to initiating or committing funding to such activities.

By providing regional leadership and coordination, the Recipient will help build and support a competitive and sustainable tourism region that is able to grow all aspects of tourism and attract more visitor revenues, generate increased economic activity including investment and job creation within the Region.

General

Development of a Detailed 2015-2016 Financial and Operational Business Plan

The Recipient will develop a Financial and Operational Business Plan that may include but not be limited to:

- Executive Summary
- Regional Overview & Assessment (situation analysis, market assessment, competitive analysis)
- Strategic Overview (strategic directions, business description)
- Business & Operational Overview (governance and administrative plan, critical path / work plan / timeline, communications & partnership engagement plan, financial plan and annual budget)
- Strategic and operational plans for individual priorities
- Timelines and workplan

The Recipient will develop and submit the updated 2015-16 Schedule C and D which will include but not be limited to the following supporting documentation:

Quarterly cash flow projections based on Schedule D in Excel

SCHEDULE "C2"
DESCRIPTION AND TIMELINES

OVERVIEW OF PLANNED ACTIVITIES FOR 2014-15

The information contained in the section is taken from the RTO's 2014-15 Financial and Operational Business Plan. This is a summary of what RTO 12 (Explorers' Edge) is planning to accomplish over the 2014-15 fiscal year.

- **Industry Communication, Liaison and Accountability** Operator Engagement – Continue to strengthen ties and communication with industry
- Engage multiple operators when possible
- Continue to conduct relevant consumer, market and product development research and measure established programs
- Continue to develop and strengthen industry and organizational performance measures
- Build official sub-regional communications strategy and tactics to attract travellers to each sub-region and to make it easy for consumers to choose to visit the sub regions.

Marketing and Promotion

- Attract international travellers already coming to the GTA/Ontario
- Broaden their target markets beyond the GTA
- Identify and respond to markets that have the best pay off including Niche Markets
- Explore competitive "tipping point" programs
- Utilize OTMPC Segmentation Research in planning
- Four Season Destination – Focus on developing four-season visits to the Region through strategic marketing initiatives that differentiate each season
- Continue to grow existing and potential market segments using technology
- Explore on-line transacting capability
- Establish and implement a media relations strategy

Product Development and Innovation

- Continue to offer product development workshops
- Collaborate to assist in development of routes and trails

Investment Attraction

- Continue to develop and strengthen economic development links
- Explore strategy for attracting unique investment that will differentiate the region

Workforce Development

- Continue to assess tourism workforce needs and resources and partner to develop and deliver programs

Schedule –C2 2014-2015

1. Governance and Operations

Table 1: Governance and Administration

<p><u>KEY PRIORITY AREA:</u></p> <p>Governance</p>
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> • Govern RTO 12 through effective leadership, strong industry representation and following systems, policies and procedures. • Determine future membership model for the organization • Determine future funding model for RTO 12.
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • To become a catalyst in building strategic alignment and promoting collaboration within the industry. • Foster organizational capacity with an engaged committee RTO 12 structure in order to deliver regional tourism mandate. • Manage our assets and liabilities responsibly • Deliver expected results on time • To examine membership options for RTO 12 • To examine options for moving toward a financial sustainable organization • Increase the number of paid, registered tourism operator memberships • To move “Business-to-Business Receptive Operators Segment” from that segment to the “Member Segment”
<p><u>PERFORMANCE INDICATORS:</u> Are benchmarks available to update this section?_Highlighted areas below – can this be more specific. What are the PM goals?</p> <ul style="list-style-type: none"> ➤ Clean audit of finances and procurement processes ➤ Effective board participation achieved (at least 70% of board members have participated in all meetings) ➤ Business plan participation (TPA) deliverables achieved on time and on budget ➤ Ratio of actual spend vs. budget ➤ Percentage and percentage change of industry stakeholders that have participated in RTO planning activities including town halls, in person and telephone meetings, emails, committee input/interaction. ➤ Percentage and percentage change of industry stakeholders that have partnered and collaborated in RTO activities ➤ To increase the number of paid, registered, tourism operator memberships to 110 paid tourism members (15% increases) by March 31, 2015. ➤ Move as many Business-to-Business Receptive operators from that segment to the Member segment, with the goal of adding 50 additional names to the latter.

<ul style="list-style-type: none"> ➤ Number of member and associates ➤ Member Retention 					
Key Activities 2014 - 2015	Continued or New Activity	2014 – 2015			
		Q1	Q2	Q3	Q4
Complete a skill matrix to identify priority areas for board member recruitment	<i>Cont</i>				X
Provide new board members with on-boarding including review of conflict of interest, code of conduct etc	<i>Cont</i>	X		X	
Offer a minimum of 2 workshops (e.g. OTMPC Segment Research, Marketing Plan, Ministry Research Unit, TNS Tourism Findings and CTC Global Outlook) that help board, committee members and other RTO stakeholders with information related to industry trends, tourism development opportunities or promote organizational excellence.	<i>Cont</i>	X		X	
Conduct quarterly board reviews of RTO plans and performance measures against stated objectives and targets – engage Board in making adjustments as needed.	<i>Cont</i>	X	X	X	X
Use best practices when developing RTO annual business plan and project plans	<i>Cont</i>			X	X
Solicit stakeholders input via the new RTO 12 staff dedicated to tourism operator relations to help inform RTO business and project and report back to stakeholders on activities and decisions via newsletter and website.	<i>Cont</i>			X	X
Regularly review activities and finances at board meetings	<i>Cont</i>	X	X	X	X
Board/committee review of RTO audit	<i>Cont</i>	X			

Table 2: Governance and Administration

<p><u>KEY PRIORITY AREA:</u></p> <p>Operations</p>
<p><u>STRATEGIC FOCUS:</u></p>

Administrative Activities, Reporting, Situation Analysis, Strategic Directions, Critical Path

OBJECTIVE(S):

- To be recognized by regional tourism operators and stakeholders as a regional tourism resource and catalyst.
- Effective participation achieved (at least 50 % of committee members have participated at all meetings).

PERFORMANCE INDICATORS:

- Increase of operators and stakeholders who work with the RTO on specific projects and initiatives
- Operators involved in RTO committee and/or project work (not including Partnership Fund or product development work)
- Participation with local/regional tourism and/or economic planning processes to offer subject matter input (Minimum of 5 projects)
- Operator involvement in RTO committee and/or project work (not including Partnership Fund or product development work)

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Annual update for Business and Operational Plan				X	
Executive, Board and Committee Meetings		X	X	X	X
Collect and analyse program data, reconcile programs and negotiate TPA					X
Fulfill and communicate performance metrics /measurable as outlined in the TPA		X	X	X	X
Interact with provincial stakeholders including OTMPC, OTMPC Northern Committee, MTCS, and TIAO		X	X	X	X
Review and update RTO policies and procedures if required. Staff will meet to discuss processes and any recommendations will be taken to the Board for approval.		X		X	
Monitor project plans – adjust as needed to reflect changing circumstances, communicate to stakeholders		X	X	X	X

Table 3: Governance and Administration

<p><u>KEY PRIORITY AREA:</u></p> <p>Industry Communication, Liaison and Accountability</p>		
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> • Continue all industry liaison activities begun in Years 1-3 • Develop educational materials informing industry of market research findings • Continue to strengthen communication with industry throughout the RTO • Continue to engage operators in RTO 12 activities and programs • Continue to refine Operator Forum database from the Business to Business Receptive operators segment • Collaborate with other RTOs 		
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Foster outreach to operators, facilitated by information sharing throughout the Region • Facilitate the development of industry capacity by providing relevant information • Strengthen communications with operators • Explore joint marketing, joint product development, other initiatives that benefit operators • To increase by 10% the number of subscribers to the Stakeholder Quarterly Outreach Newsletter 		
<p><u>PERFORMANCE INDICATORS:</u></p> <ul style="list-style-type: none"> ➤ Member satisfaction and feedback ➤ Percentage and percentage change of stakeholders satisfied with RTO activities ➤ Number and types of partnerships with other RTOs ➤ Percentage and percentage of industry stakeholders that have partnered and collaborated in RTO activities ➤ Increased/sustained membership ➤ Number of members and member retention rates ➤ Increased number of paid, registered tourism operator memberships ➤ To increase by 10% the number of subscribers to the Stakeholder Quarterly Outreach Newsletter (2013/2014 – xxx subscribers) ➤ Increase 5% open rate (2012/2013 - 31%) ➤ Increase the Avg Click Rate by 2% (2012/2013 – 6%) 		
<p>Key Activities 2014 - 2015</p>	<p>Continued or New Activity</p>	<p>2014 - 2015</p>

		Q1	Q2	Q3	Q4
Meetings, presentations, face-to-face activities	<i>Cont</i>	X	X	X	X
Provide most recent research findings on website (RTO 12.ca) – tourism trends, RTO 12 and Ministry market research	<i>Cont</i>		X		
Update rto12.ca website with relevant tourism information	<i>Cont</i>	X	X	X	
Monitor rto12.ca website and review analytics	<i>Cont</i>	X	X	X	X
Finalize CRM database	<i>Cont</i>	X			
Employ emails, Operator Forums and other techniques to engage operators	<i>Cont</i>	X	X	X	X
Leverage the Operator Forums and position them as an opportunity for members to develop partnerships/collaborative marketing programs	<i>Cont</i>	X	X	X	X
Conduct a regional outreach campaign to develop committee structure to add value to priority program areas	<i>Cont</i>			X	X
Revise stakeholder satisfaction survey conducted in 2013-14. Implement survey and report on results.	<i>Cont</i>	X	X	X	X

Table 4: Research Tracking and Measurement

<p><u>KEY PRIORITY AREA:</u></p> <p>Industry communication, Liaison and Accountability</p>
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> • Continue to implement and finalize Tourism Indicator Framework • Continue to undertake region-wide market research
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Develop a detailed account-ability system using performance metrics tailored to RTO 12 • Develop an online dashboard capturing the data collected across the four key performance measures <ul style="list-style-type: none"> ○ Brand Health

- Organizational Program Performance
- Tourism Business Performance
- Visitor Exit Survey
- Continue to keep abreast of an integrate relevant Ministry research with our own

PERFORMANCE INDICATORS:

- Information pertaining to the RTO’s brand health. Awareness and/or an increase in awareness of the Explorers’ Edge Brand Awareness (based either on the MTCS survey and/or RTO research in this area).
- # of Tourism Indicator Framework report views , establish a baseline in 2014/2015
- # of tourism operators submitting their sales numbers/performance to be included in the Tourism Indicator Framework and a 10% increase year over year. (25 operators submitted information in 2013-14)
- Number of respondents to the annual RTO 12 visitor exit survey and a 40% increase in respondents year over year. (40 respondents in 2013-14) Change in output measures including leveraged marketing from partners and earned media, web analytics and online bookings if applicable.
- Copies of the Tourism Indicator Quarterly Report

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Launch the Tourism Indicator Quarterly report online. Regularly review web analytics. Update information (as it becomes available).	<i>Cont</i>	X	X	X	X
Disseminate, on a quarterly basis, information through the Tourism Operator Strategy	<i>Cont</i>	X	X	X	X
Review Framework and tweak data collection programs	<i>Cont</i>		X		X
Collect baseline of date in four key performance measure areas: <ul style="list-style-type: none"> ● Brand Health ● Organizational Program Performance ● Tourism Business Performance ● Visitor Exit Survey 	<i>New</i>	X	X	X	X
Quarterly assessment meetings, evaluations, feedback, and committee evaluation.	<i>Cont</i>	X	X	X	X
Update the Research Committee on a quarterly basis i.e. brand health, program metrics, visitor exit	<i>Cont</i>	X	X	X	X

survey & business index outcomes, MTCS research statistics and presentations.					
Continue to track and disseminate Ministry generated tourism research	<i>New</i>	X	X	X	X
Solicit operator and stakeholder input through the operator forum on outcomes and data collection	<i>Cont</i>			X	
At year end update tourism indicator framework	<i>Cont</i>				X
Engage operators on the research benefits and opportunities via webinars.	<i>Cont</i>			X	
Identify issues/challenges early and work to resolve	<i>Cont</i>		X		

Marketing

Table 5: Marketing / Social Media

<p><u>KEY PRIORITY AREA:</u></p> <p>Consumer Marketing / Social Media</p>
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> • Brand – incorporate the RTO 12 brand in all marketing programs and social media program • Reinforce the regional brand • Explore expanded markets • Continue to ensure that campaigns are fresh and creative • Continue to develop marketing campaigns (Broadcast and some print) aimed at the GTA market and beyond and experienced based campaigns • Participate in selected travel trade and media promotions • Explore signage options at gateways (and perhaps across Region)
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Expand visitors to the region by building on existing brand recognition • Be more efficient in advertising buys • Strengthen consumer trade and media databases • Provide greater reach and access to the region by linking the consumer to regional information, experiences and packages that corresponds with seasonal and general tourism marketing initiatives. • Change perceptions of customers from target markets

PERFORMANCE INDICATORS:

- Brand use in all materials, all marketing activities measured through analytics, ROI an ongoing priority
- Increase the percentage of aided brand awareness in target markets and increase the percentage of unaided sub-regional awareness in target markets
- Increase seasonal web analytics and increase the number of likes on Facebook and Followers on Twitter
- An Increase of 20% of web traffic (2013/2014 explorersedge.ca had xxxx visits)
- An increase of 15% the number of likes on Facebook & an increase of 20% Followers on Twitter (2013/2014 Facebook xxx; and Twitter follower's xxx).
- Increase overall web analytics by 20% (2013/2014 unique visitors * Q1 xxx * Q2 xxx * Q3 xxx * Q4 xxx)
- Increase Sojourner Mailing list, the open rate and the click through rate
 - Increase by 40% the Sojourner Mailing list, the open rate by 5% and the click through by 5% (2013/2014 baseline year xxx, open rate xxx & click through xxx)
 - Using 2013/2014 as a baseline year collect visitor data on past or planned return
- Increase by 10% visitor responses to planned return visits + stay

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Circulate RFP and select Marketing Strategist and Project Manager	<i>New</i>	X			
Develop annual marketing plan to be presented to the Marketing Committee, board of directors and MTCS.	<i>New</i>	X			
Update the 2014-2015 Marketing Plan, based on Marketing Committee feedback	<i>New</i>		X		X
Negotiate up front annual deals with radio and online properties to provide bargaining power and improve buy efficiency	<i>New</i>	X			
Monitor quarterly reports	<i>Cont</i>	X	X	X	X
Explore collaborative partnerships with Toronto and beyond ("Town and Country" campaign) and large events (World Pride)	<i>New</i>	X			X
Explore markets beyond the GTA (other Ontario, Air Canada, Porter, Lufthansa partnerships)	<i>New</i>	X			X

Explore niche markets available through strategic collaboration (corporate, international activity-based, incentive travel)	<i>New</i>	X	X	X	X
Participate in OTMPC programs such as website, publication and travel trade (TBEX conference)	<i>Cont</i>	X	X	X	X
Explore gateway signage to further reinforce the brand	<i>New</i>		X		X

Table 6: Image Bank Development

<p><u>KEY PRIORITY AREA:</u></p> <p>MARKETING - Image Bank Development</p>
<p><u>STRATEGIC FOCUS:</u></p> <p>Continue to develop video and image bank</p>
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Provide greater seasonal selection of images to operators. • Communicate experiences with the consumer with visual and audio cues (photography and videography)
<p><u>PERFORMANCE INDICATORS:</u></p> <ul style="list-style-type: none"> ➤ By the end of the year have 10% of photographs used in all marketing material. ➤ Video reach evidenced by the number of downloads/views during marketing campaigns, and increase of 15% overall. ➤ Using 2012/2013 as a baseline year RTO 12 will collect: <ul style="list-style-type: none"> • Percentage change of downloads per video (YouTube) • Percentage change likes • Percentage change of channel subscriptions ➤ Increase the percentage of images by 20% presented for the online consumer, 2013/2014 as a baseline xxx) ➤ c) Increase the percentage of operators who use images and videos on their respective sites by 25%. Link to the Explorers' Edge landing page from the video /image prompt (using 2013/2014 as a baseline year xxx operators were using the assets)

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4

Update with content YouTube, Vimeo, flickr, Facebook, web sites and partner sites.	<i>Cont</i>	X	X	X	X
Track Downloads	<i>Cont</i>	X	X	X	X
Report back to Board of Directors, Committee, Operators, MTCS and stakeholders	<i>Cont</i>	X		X	
Develop an agreement with the RTO 12 photographer of record that includes monthly images (change from seasonal image contract)	<i>New</i>	X			
Track consumer and operator engagement photography use	<i>Cont.</i>		X		X
Gather photography use feedback from operators regarding usage	<i>Cont.</i>				X

Table 7: Transacting

<p><u>KEY PRIORITY AREA:</u></p> <p>Marketing – Transacting</p>
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> • Determine feasibility of a transacting website • Increase visitation by offering consumers tipping point programs (i.e. Fuel and Fun) • Explore Air Miles Redemption, RTO 12 coupon and/or gift certificate program
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Continue to develop consumer web-based tipping point programs that: <ul style="list-style-type: none"> ○ Increase average daily spend ○ Convert day trippers that attend regional attractions into overnight or multiple night stays ○ Convert the VFR segment into overnight or multiple night stays ○ Explore additional ways of transacting using redemption programs
<p><u>PERFORMANCE INDICATORS:</u></p> <ul style="list-style-type: none"> ➤ Increase operator engagement in tipping point programs per campaign by 20% over 2013/14 participation rates. # of operators participating in the 2013/2014 spring promo.

- The number of sales ad Increase in the number of sales of 24% of transactions taking place per campaign as a result of tipping point programs over 2013/14 (baseline 2013/2014 Spring program xxx transactions). 24% increase year over year.
- ROI of 2014/15 programs in comparison to 2013/14 programs.
- The number of online booking referrals to operators establishes benchmarks in 2014/2015.
- The number of stakeholders utilizing the online booking and referral system, establish benchmarks in 2014/2015
- Change in output measures including web analytics and online bookings were applicable

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Circulate RFP and select reservation system	<i>New</i>	X			
Implement Reservation System (if Board approved)	<i>New</i>	X	X		
Monitor quarterly reports	<i>New</i>		X	X	X
Review the ROI on the 2013/2014 tipping point programs and share with board and regional stakeholders (newsletter, webinar, committee presentations)	<i>Cont</i>	X	X	X	X
Examine opportunities to collaborate on transacting programs with other RTOs.	<i>New</i>	X			X
Explore Air Miles Redemption, RTO 12 Coupon and/or Gift Certificate	<i>Cont</i>			X	X
Develop a tipping point programs implementation plan for 2014-15.	<i>Cont</i>	X			
Develop and manage a Spring Fuel and Fun program.	<i>Cont</i>	X			
Track consumer and operator engagement in tipping point program	<i>Cont</i>	X	X	X	X
Review transacting initiative data collection as needed to ensure baseline data is achieved and the systems/processes in place to track and report on outcomes (including the performance measures noted above)	<i>Cont</i>	X	X	X	X

Table 8: Website

KEY PRIORITY AREA:								
Marketing - Website								
STRATEGIC FOCUS:								
<ul style="list-style-type: none"> Continue to strengthen an active web-based presence. 								
OBJECTIVE(S):								
<ul style="list-style-type: none"> Provide relevant, timely and accurate information to consumers, stakeholders and operators. Create and appetite for travel amongst consumers visiting the site. Strategic partnerships developed with other levels of destination marketing organization's websites and referrals to and from them using links. (Ie: CTC, OTMPC, sub regional DMOs, etc). Drive qualified prospects to Explorersedge.ca and then direct them to operator websites. Expand main point of access to information for consumers, operators and tourism stakeholders. 								
PERFORMANCE INDICATORS:								
<ul style="list-style-type: none"> ➤ Increase website analytics per quarter over the same period the previous year(s) <ul style="list-style-type: none"> ○ 10 % increase in unique visitors (2013/2014 – xxx) ○ 10% increase in page views (2013/2014 – xxx) ○ 10% increase in pages / visit (2013/2014 – xxx) ○ 10% increase in time spent on site (2013/2014 – xxx) ➤ Average time on site ➤ 10 % increase overall to Geographical Website Performance per quarter over the same period the previous year(s) ➤ 2013/2014 baseline visits Canada xxx; United States xxx; United Kingdom xxx; Germany xxx ➤ 2012/2013 Baseline Canada Expanded Ontario xxx; Quebec xxx; BC xxx ➤ Sojourner Newsletter sign-ups from Explorers' Edge website ➤ 10% increase in (2013/2014 xxx sign-ups from the website) 								
Key Activities 2014 - 2015				Continued or New Activity				
				2014 - 2015				
				Q1	Q2	Q3	Q4	
Tracking and Reporting analytics to stakeholder and the Board of Directors				<i>Cont</i>	X	X	X	X

Updating and loading relevant information, documents, consumer stories, packages, specials etc. to the website	<i>Cont</i>	X	X	X	X
Re-skinning the website to reflect seasonal campaigns and providing relevant copy to match	<i>Cont</i>	X	X	X	X
Track website engagement in different online programs i.e. videos, blogs, posts, maps, pictures	<i>Cont</i>	X	X	X	X
Explore On-line display (RTO 12 promotional ads)	<i>New</i>		X		X
Gather website analytics from operators regarding click through from our site	<i>Cont</i>		X		X
Keeping partners branded content (DMOs, tourism operators, associations etc.) on the website which enables higher Search Engine Optimization (SEO)	<i>Cont</i>	X	X	X	X
Driving qualified prospects to ExplorersEdge.ca through marketing campaigns and then direct them to operator websites	<i>Cont</i>	X	X	X	X
Using Search Engine Marketing (SEM) program with website and Google Adwords	<i>Cont</i>	X	X	X	X
Regular tracking of outcomes / results against established performance measures	<i>Cont</i>	X	X	X	X

Table 9: Media/PR Program

<p><u>KEY PRIORITY AREA:</u></p> <p>MARKETING – Media/PR Program</p>
<p><u>STRATEGIC FOCUS:</u></p> <p>Participate in selected travel trade and media promotions to facilitate positive media coverage of RTO 12.</p>
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> • Increase the number of earned marketplace / media occurrences. • Strengthen trade and media databases.

PERFORMANCE INDICATORS:					
<ul style="list-style-type: none"> ➤ Number of media visits and an Increase the number of media hosted by 10%, xxx 2013/2014 ➤ Number of media reps ➤ Increase the number of media clips/articles by 15%, xxx 2013/2014 ➤ Increase the number of travel reporter contacts by 20%, xxx 2013/2014 (media database) ➤ Ad value of media coverage ➤ Change in output measures related to earned media 					
Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Regional outreach to gauge feedback on media opportunities	<i>New</i>	X			
Engage industry partners (OTMPC, sub regional partners, operators) on media opportunities	<i>New</i>	X			
Meet with media representatives at key marketplaces	<i>New</i>		X	X	
Review communications list	<i>New</i>	X			
Execute media tours	<i>New</i>		X	X	X
Track media engagement	<i>New</i>		X	X	X

Tourism Product Development

Table 10: Product Development

<p><u>KEY PRIORITY AREA:</u></p> <p>Product Development</p>
<p><u>STRATEGIC FOCUS:</u></p> <p>To enhance visitor experience through well designed tourism products that meet current and future customer demand.</p> <ul style="list-style-type: none"> • Continue to encourage greater packaging of weekend or longer events • Encourage operators to take advantage of product workshops • Educate operators how to take advantage of eco-designations within their respective sectors • Develop and promote routes and trails (culinary, art, cycling, hiking and snowmobiling)

- Encourage events in all seasons
- Encourage sports tourism
- Collaborate to optimize funding opportunities

OBJECTIVE(S):

- To encourage participation in product development workshops
- Encourage operators to “go green” for increasingly sophisticated/discerning consumers
- Encourage use of trails network throughout the Region
- Create “buzz” around events
- Explore partnerships to take advantage of large sporting events

PERFORMANCE INDICATORS:

- Collaborate with a minimum 20 stakeholders to ascertain tourism product development initiative(s).
- Identification of one tourism product development initiative?
- Identification of one tourism product development enhancement?
- Number of packages listed on website
- Number of operators/development stakeholders participating in workshops
- Northern Ontario collaborations (grants, loans received)
- New products/programs developed

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Ascertain product development and enhancement opportunities	<i>New</i>	X			
Provide committee, board and MTCS with tourism product development overview	<i>New</i>	X			
Circulate RFP and competitive process for determined product development program(s)	<i>New</i>	X			
Engage stakeholders on the product development & enhancement opportunities (related to events, culinary, art, cycling, hiking and snowmobiling and/or trails)	<i>New</i>		X		

Investment Attraction / Investor Relations

Table 11: Outreach and Meetings

KEY PRIORITY AREA:					
Investment Attraction / Investor Relations					
STRATEGIC FOCUS:					
Provide operators and stakeholders with the necessary tools, trends, applicable tourism development opportunities and applicable information to succeed.					
OBJECTIVE(S):					
<ul style="list-style-type: none"> To continue to develop and strengthen economic development links. Explore strategy for attracting unique investment that will differentiate the region. 					
PERFORMANCE INDICATORS:					
<ul style="list-style-type: none"> ➤ Add 1 additional operator/stakeholder outreach activity in 2014/2015 from the xxx held last year ➤ Increase from xxx in 2013/2014 to xxx in 2014/2015 the number of stakeholders and operators attending investment education session or utilizing investment on line resources. ➤ Change in the number of outreach activities made to community and economic development organizations. 					
Key Activities 2014 – 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Engagement sessions, meetings, presentations that will offer insight into tourism investment attraction	<i>Cont</i>	X			
Attendance at regional, provincial conferences sharing information and networking	<i>Cont</i>			X	X
Solicit operator and stakeholder input through the operator forum on Investment Attraction needs	<i>Cont</i>				X
Review and disseminate MTCS Tourism Investment Strategy	<i>Cont</i>	X			X
Organize two operator/stakeholder events that support potential investors and or current business owners	<i>New</i>	X			X

Work with IDO to engage operators and stakeholders on the MTCS Tourism Investment Strategy benefits and opportunities	<i>Cont</i>				X
Monitor regional tourism investment initiatives	<i>Cont</i>	X	X	X	X
Identify issues/challenges early and work to resolve	<i>Cont</i>	X			X

Workforce Development / Training

Table 12: Workforce Coordination / Facilitation

<u>KEY PRIORITY AREA:</u>						
<ul style="list-style-type: none"> Workforce Coordination / Facilitation 						
<u>STRATEGIC FOCUS:</u>						
<ul style="list-style-type: none"> Work with stakeholders to help identify industry needs and collaborate to encourage and deliver relevant training Continue with web base marketing seminar and presentations (social media workshops) Continue to promote the availability and desirability of tourism careers 						
<u>OBJECTIVE(S):</u>						
<ul style="list-style-type: none"> Work with existing organizations to coordinate workforce development, prospect/opportunities in RTO 12 and facilitate and communicate workforce opportunities Gain a greater understanding of the labour market landscape Gather input on implications of labour market development 						
<u>PERFORMANCE INDICATORS:</u>						
<ul style="list-style-type: none"> ➤ Number of industry stakeholders participating in RTO sponsored training ➤ Number of coordinated workforce development meetings ➤ Identification of specific workforce problem areas ➤ Percentage of operators who report business/customer service improvement as a result of RTO – sponsored training (6-12 months post-training) 						
Key Activities 2014 - 2015			Continued or New Activity	2014 - 2015		
				Q1	Q2	Q3
				Q4		

Review 2013-14 Workforce programs and assess lessons, learned, challenges and recommendations	<i>New</i>	x			
Circulate stakeholder survey regarding past workforce projects and determine industry needs	<i>New</i>	X			
Develop workforce program. Circulate to stakeholders, committee, Board and MTCS for review	<i>New</i>	x			
Develop and circulate RFP for stakeholder training	<i>New</i>	X			
Administer stakeholder training programs	<i>New</i>		X	x	X
RTO 12 Participation on TIAO's Tourism as a Career		X	X	X	X

Partnership Program

Table 13: Partnership Programs

<p><u>KEY PRIORITY AREA:</u></p> <ul style="list-style-type: none"> Partnership Funding Program
<p><u>STRATEGIC FOCUS:</u></p> <ul style="list-style-type: none"> Continue to actively manage the Partnership Program
<p><u>OBJECTIVE(S):</u></p> <ul style="list-style-type: none"> To enhance the government's support for tourism at a regional level by encouraging strong partnerships and a coordinated approach to product development, regional planning and marketing – all of which are essential to the future competitiveness of tourism across the province. To enhance alignment, strategic partnerships, ROI, and collaboration between RTO12 / Explorers' Edge and tourism partners which include but not limited to destination marketing organizations, other levels of government, and the private sector. <p>To deliver strategies to support the following destination management priorities:</p> <ul style="list-style-type: none"> Marketing Tourism product Development Investment Attraction/Investor Relations Workforce Development / Training

PERFORMANCE INDICATORS:

- Performance measures will be linked to each individual program and will further the RTO's strategic focus on destination management priorities.

Key Activities 2014 - 2015	Continued or New Activity	2014 - 2015			
		Q1	Q2	Q3	Q4
Draft Tourism Partnership Program Guidelines	New	X			
Evaluate projects	New	X	X	X	X
Submit short list of projects to MTCS for approval	New	X	X	X	X
Negotiate Contracts	New	X	X	X	X
Manage projects	New	X	X	X	X

Table 1: Schedule D2 April 1 2014 to March 31 2015

SCHEDULE "D2"

April 1 2014 to March 31, 2015

Budget

Budget Items	Q1	Q2	Q3	Q4	TOTAL
Administration & Overhead					
Salaries & Benefits	75,000	75,000	75,000	75,001	300,000
Finance and Administration	2,500	2,500	2,500	2,500	10,000
General Administration	15,250	12,250	8,750	8,750	45,000
Travel and General Expenses	12,250	10,250	10,250	10,250	43,000
Other Administration	250	250	3,750	250	4,500
SUBTOTAL	105,250	100,250	100,250	96,750	402,500
Governance - Industry Relations					
Outreach/Meetings	1,250	1,250	1,250	1,250	5,000
Governance , Policy, Communication, Planning	5,000	7,000	-	-	12,000
Membership	-	-	10,000	-	10,000
Industry and Consumer Website	10,000	6,000	-	-	16,000
Research	25,000	-	-	5,000	30,000
SUBTOTAL	41,250	14,250	11,250	6,250	73,000
Marketing and Promotion					
Marketing & Social Media	350,000	250,000	26,000	-	626,000
Image Bank	5,000	5,000	2,000	-	12,000

Media/PR	5,000	5,000	5,000	6,000	21,000
Transacting	100,000	50,000	-	-	150,000
SUBTOTAL	460,000	310,000	33,000	6,000	809,000
Investment Attraction					
Outreach & Meetings	625	625	625	625	2,500
SUBTOTAL	625	625	625	625	2,500
Product Development and Innovation					
Product Development Fund	25,000	10,000	-	-	35,000
SUBTOTAL	25,000	10,000	-	-	35,000
Workforce Development					
Workforce Development	2,500	2,500	2,500	2,500	10,000
SUBTOTAL	2,500	2,500	2,500	2,500	10,000
Partnership	-	-	-	-	-
Partnership Activities	100,000	50,000	16,000	-	166,000
SUBTOTAL	100,000	50,000	16,000	-	166,000
TOTAL Eligible Expenses	734,625	487,625	163,625	112,125	1,498,000
Partners Partnership Contributions	100,000	50,000	16,000	-	166,000
Initiative Total	834,625	537,625	179,625	112,125	1,664,000

REPORTING REQUIREMENTS

Report/Product	Due Date	Description/Reference
Copies of all products developed	At the end of each quarter	Copies of all products produced using the funds, including hard copies of materials developed, urls etc.
Marketing Plan	June 15, 2013	Marketing plan as described in Schedule C.
Product Development Fund Initiative	June 15, 2013	Product Development Fund Initiative (Year 2) as described in Schedule C.
1 st Progress Report and Partnership Fund Attestation	September 15, 2013	The Progress Report and Partnership Fund Attestation will follow the guidelines/templates provided by the Province
Financial and Operational Business Plan (April 1, 2014 to March 31, 2015)	January 15, 2014	2013-2014 Financial and Operational Business Plan as outlined in Schedule C
Updated Schedules C and D for the period April 1, 2014 to March 31, 2015	January 15, 2014	Schedules C and D for the period April 1, 2014 to March 31, 2015 as outlined in Schedule C
Year End Summary Report and Partnership Fund Attestation	April 30, 2014	The Summary Report and the Partnership Fund Attestation will follow the guidelines/templates provided by the Province.
Final Audit (April 1, 2013 to March 31, 2014)	May 31, 2014	RTO 12 is required to submit audited financial statements for the organization and a schedule of revenues and expenses as per the TPA.
2014-15 Marketing Plan	June 15, 2014	Marketing Plan as described in Schedule C
2014-15 Product Development Strategy	June 15, 2014	Product Development Strategy as described in Schedule C
2014 – 15 Workforce Development Plan	June 15, 2014	Workforce Development Plan as described in Schedule C
2 nd Progress Report- (April 1, 2014 to August 31, 2014) and Partnership Fund Attestation	September 15, 2014	The Summary Report and the Partnership Fund Attestation will follow the guidelines/templates provided by the Province.
Budget-to-actuals report with year-end forecast.	December 31, 2014	The report will cover the period April 1 st – December 15, 2014, and will forecast to March 31, 2015.
Financial and Operational Business Plan (April 1, 2015 to March 31, 2016) and updated Schedules C and D	January 15, 2015	2015-2016 Business and Operational Plan as outlined in Schedule C
Year End Summary Report and Year End Partnership Fund Attestation	April 30, 2015	The Summary Report and the Partnership Fund Attestation will follow the guidelines/templates provided by the Province
Final Audit (April 1, 2014 to March 31, 2015)	May 31, 2015	RTO 12 is required to submit audited financial statements for the organization and a schedule of revenues and expenses as per the TPA.
		The Recipient shall submit any other statistical, financial and narrative reports in a format described by the Ministry, upon the Ministry's request.

DRAFT