

**REGIONAL TOURISM ORGANIZATION 7
BUSINESS PLAN 2025/26**

The Evolution Continues

Long-Term Success through Sustainable Tourism

**Board Approved
November 21, 2024**

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LAND ACKNOWLEDGEMENT

We want to acknowledge the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as the Ojibway, Odawa and Pottawatomie Nations. And further to give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as well as the Chippewas of Rama, the Chippewas of Georgina Island and Chippewa of Beausoleil, now known as the Chippewa Tri-Council. This was once the territory of the Petun and Huron-Wendat people. This territory is home to many Anishinabek people and citizens of the Metis Nation of Ontario as well as many other First Nations.

We make this acknowledgement as an act of reconciliation, an act of compassion and an act of mindfulness. Recognizing the traditional territories, we stand on is a small but important step we can all take towards recognizing and honouring the Indigenous Peoples who have lived on Turtle Island (aka: North America).

Acronyms & Definitions:

CEO – Chief Executive Officer.
PAM – Project and Administration Manager.
MSR – Manager, Stakeholder Relations.
CC1 – Senior Communications Coordinator.
CA – Communication Assistant.
EAC – Experience and Administration Coordinator.
LDC – Learning and Development Coordinator.

Stakeholder – includes all organizations that are involved in the tourism industry, e.g., Operators, Municipalities, DMOs, COCs, BIAs, Support Agencies, etc.

Operator – includes organizations that service the tourist directly, e.g., Licenced Accommodation providers, Guide Services, Food and Beverage businesses, etc.

Status – Status of Activity –, New Activity, Revised Activity, Continued Activity.

INTRODUCTION – 2025/26 BUSINESS PLAN

Executive Summary

RTO7's 2025/26 Business Plan prioritizes sustainable tourism in the BruceGreySimcoe (BGS) region, aiming to advance economic resilience, social inclusivity, and environmental stewardship. As the global tourism industry shifts towards sustainability, RTO7 is committed to positioning BGS as a leader in sustainable and responsible tourism. The plan not only focuses on attracting high-yield, sustainability-minded travelers but also extends support to tourism operators not yet fully integrated into sustainable tourism practices. By offering resources, guidance, and gradual integration support, RTO7 ensures that all tourism stakeholders can benefit from and contribute to sustainable tourism's long-term growth. This approach promotes inclusivity within the tourism industry, ensuring that each organization can transition at a pace aligned with its readiness and resources.

Introduction

With the rise of sustainable tourism worldwide, Regional Tourism Organization 7 (RTO7) is at the forefront of transforming the BruceGreySimcoe (BGS) region into a sustainable destination. This shift toward sustainable tourism responds to evolving traveler preferences and regional economic needs, emphasizing tourism that enhances local economies while preserving cultural and natural assets. The BGS region, supported by key tourism stakeholders and local municipalities, is adopting a sustainable tourism model focused on economic resilience, social inclusivity, and environmental responsibility, positioning BGS as a model for sustainable/responsible tourism destinations.

Sustainable Tourism Benefits

Economic Impact

Sustainable tourism attracts high-yield visitors who value local, authentic experiences and often spend more on premium services, contributing significantly to local economies. Studies suggest that sustainable tourism can attract high-value travelers who often spend more on local and immersive experiences compared to conventional tourism models¹. Supporting local economies through sustainable tourism builds economic resilience and ensures year-round business for local providers.

Social Benefits

Sustainable tourism can bolster social inclusivity and enhance community engagement by supporting local businesses, promoting cultural exchange, and encouraging public-private collaborations, as demonstrated in various regions globally². By prioritizing tourism that respects local cultures and benefits residents, RTO7 aims to foster a stronger sense of regional identity and inclusivity.

Environmental Benefits

Sustainable tourism practices help safeguard BGS's unique natural assets, including protected forests and pristine shorelines. Collaborations among tourism organizations and governments promote low-impact activities that support long-term environmental protection, such as hiking, cycling, and eco-tourism³. By integrating sustainable tourism practices, the region ensures the preservation of its natural beauty for future generations.

Supporting Businesses on Their Path to Sustainability

While sustainable tourism offers significant economic, social, and environmental benefits, RTO7 recognizes that not all businesses are ready to transition immediately. To address this, RTO7 provides flexible support for businesses at all stages of sustainable integration. This includes being able to offer both short-term and long-term strategies tailored to operators' unique needs, enabling gradual adoption of sustainable practices that align with their capabilities and resources. By doing so, RTO7 ensures no business is left behind as the industry evolves, creating a unified, sustainable tourism landscape across BGS.

Tourism Market and Demographics

Increasing Demand for Sustainable Travel

The global demand for sustainable tourism has entered the mainstream, with 76% of travelers expressing a desire to make sustainable choices, including eco-friendly accommodations and practices, on their next trip⁴. This shift underscores a growing awareness of the environmental and social impact of travel and aligns with RTO7's goals of attracting high-yield travelers who value local experiences and sustainable practices. As evidenced in Booking.com's 2023 report, sustainable travelers are more likely to engage in high-value, immersive experiences that support local economies while minimizing their environmental footprint⁵.

To ensure inclusivity, RTO7's plan not only targets sustainability-focused travelers but also aims to bring more traditional tourism operators on board. By promoting the economic advantages of sustainable tourism, such as longer stays, higher spending, and repeat visitation, RTO7 encourages all tourism operators to recognize the value of catering to this demand. RTO7 provides resources, training, and gradual integration support to help operators transition towards more sustainable practices at their own pace, ultimately fostering a balanced tourism landscape where all stakeholders, sustainable or not, can thrive.

Target Demographics

Through Environics PRIZM data, RTO7 has pinpointed several high-value traveler segments that demonstrate a strong inclination towards sustainable tourism. The "Wealthy & Wise" and "Mature & Secure" segments, for instance, exhibit high household incomes, a preference for immersive travel, and an awareness of the environmental impact of their choices⁶. These groups not only have the financial means to support the local economy but also align with sustainable tourism principles, making them ideal targets for RTO7's initiatives.

In addition to targeting these sustainability-minded segments, RTO7 is committed to supporting stakeholders who have not yet fully integrated sustainable products. By analyzing the preferences and behaviors of other PRIZM segments with lower sustainability mindsets, RTO7 can help tourism operators in BruceGreySimcoe understand the travel motivations of a broader range of visitors. Segments that might prioritize affordability or convenience over sustainability, for instance, can be approached with products or messaging that highlight the region's unique attractions without necessitating immediate changes in business practices.

Strategic Tourism Models

Sustainable Model

RTO7's sustainable tourism model is designed not only to attract eco-conscious, high-yield travelers but also to support tourism businesses that may not yet fully offer sustainable options. Recognizing that sustainable transformation requires time and resources, RTO7 provides tools and guidance for gradual integration. This model encourages businesses to adopt sustainable practices at their own pace, fostering a collaborative environment where all operators can contribute to and benefit from sustainable tourism.⁷.

Alternative Models to Recovery

1. **Mass Tourism:** A volume-driven approach focuses on attracting large numbers of visitors. However, it risks overwhelming local resources and decreasing the appeal of BGS as an environmentally responsible destination⁸.
2. **Luxury Tourism:** Targeting high-net-worth individuals can generate significant revenue, but this strategy often requires large investments in luxury infrastructure that may not align with BGS's natural appeal and sustainability goals⁹.

Stakeholder Collaboration

Partnerships are critical to RTO7's success in sustainable tourism. Working alongside municipalities, tourism operators, and community organizations, RTO7 can leverage Municipal Accommodation Tax (MAT) funds to support sustainable tourism initiatives, encouraging collaboration that ensures tourism growth benefits everyone¹⁰. Through workshops and strategic partnerships, RTO7 aims to increase engaged stakeholders, bolstering the region's commitment to sustainable tourism¹¹.

Collaboration and Support for Non-Sustainable Tourism Integrated Organizations

RTO7's stakeholder collaboration efforts extend to all tourism businesses, regardless of their current level of sustainable practice adoption. Through funding provided by the Ministry of Tourism Culture and Gaming and strategic workshops/webinars, etc., RTO7 provides resources, training, and consultation for operators who are not yet on the path to sustainability. This inclusive approach promotes engagement from a wider range of stakeholders, strengthening the tourism ecosystem and ensuring that each organization can find value in the shift toward sustainable tourism.

Consumer Demand Analysis

Booking.com's 2024 data reveals strong consumer interest in sustainable tourism, with 75% of travelers globally expressing a desire for more sustainable travel choices. Complementary analysis, such as Environics PRIZM, further underscores the appeal of eco-conscious experiences among North American travelers, who increasingly seek options that align with their environmental values¹². Canadian and U.S. travelers specifically show a high interest in reducing their travel impact and supporting local economies, making BGS well-suited to capture this demographic¹³.

Conclusion

In conclusion, sustainable tourism presents the most balanced and beneficial approach for the BGS region's recovery and future growth. By aligning tourism practices with sustainable goals, RTO7 ensures that BruceGreySimcoe remains an appealing destination that prioritizes economic stability, social inclusivity, and environmental stewardship. Recognizing that not all tourism operators are fully integrated into sustainable practices, RTO7 is committed to supporting a diverse range of stakeholders, including those who are not yet focused on sustainability. This inclusive strategy allows every operator to benefit from the region's growth, creating pathways for gradual adoption of sustainable practices where feasible.

Footnotes

¹ [Centre for Responsible Travel "Trends and Statistics"](#).

² [World Economic Forum](#). "It's been a record-setting year for global travel – here's how we make tourism inclusive and sustainable"

³ [Center for Responsible Travel](#), "Tourism and Environmental Sustainability."

⁴ [Booking.com](#), "2023 Sustainable Travel Report."

⁵ [Centre for Responsible Travel "Trends and Statistics"](#).

⁶ [Environics PRIZM Data, 2023](#).

⁷ [Bain & Company](#), "Sustainable Tourism: An Untapped Opportunity for Green Growth"

⁸ [Centre for Responsible Travel "Trends and Statistics"](#).

⁹ [Bain & Company](#), "Sustainable Tourism: An Untapped Opportunity for Green Growth"

¹⁰ [Municipal Accommodation Tax, 2024](#).

¹¹ [RTO7 Stakeholder Workshops, 2024](#). "Regional Tourism Organization 7 Business Plan – The Evolution Continues – Sustainable Tourism – A Path to High-Yield Consumers and Environmental and Social Progress"

¹² [Booking.com](#), "2024 Sustainable Travel Report."

¹³ [Environics PRIZM Analysis, 2023](#). "Regional Tourism Organization 7 Business Plan – The Evolution Continues – Sustainable Tourism – A Path to High-Yield Consumers and Environmental and Social Progress"

A BALANCED APPROACH TO DESTINATION DEVELOPMENT 5-YEAR STRATEGY – YEAR TWO

Year 2 Overview: A Focus on Community, Sustainability, and Growth

Year 2 builds on our successes and addresses ongoing areas for improvement. This phase focuses on enhancing tourism offerings, deepening community relationships, expanding workforce development initiatives, and integrating sustainability principles into all facets of our operations. Our goal is to strengthen our region's tourism ecosystem, supporting businesses and stakeholders to adapt and thrive in a changing environment.

Interpretation of the Details (Year Two Perspective)

In Year Two, RTO7 remains committed to leveraging existing resources and reporting mechanisms to pursue the Activities, Outputs, and Outcomes outlined in this evolving plan. This business plan builds on the strategies and key initiatives set in motion during 2024/25 while recognizing that not all goals were achieved to the fullest extent. Despite these challenges, measurable progress has been made, demonstrating that we are on the right track.

The ongoing and proposed initiatives in this plan serve as a strategic guide for RTO7 as we navigate a complex and shifting landscape. While new projects are introduced, many activities are a continuation of work already underway with our dedicated partners and stakeholders. The spirit of collaboration remains at the core of our process, ensuring that we maximize the impact of our efforts by uniting expertise and resources across the network.

This plan offers a comprehensive overview of the initiatives currently in motion, as well as those planned to address identified gaps and capitalize on new opportunities. By building on past successes and learning from previous shortfalls, we are better positioned to adapt and thrive in the coming year.

As you review this business plan, you will notice a balanced approach that highlights both our achievements and areas requiring further refinement. While not all 2024/25 targets were met at the desired level, we have solidified a strong foundation and are well-positioned to move forward with confidence and a clear focus on attracting high-yield visitors, driving further growth and sustainable success while assisting organizations that have not yet fully engaged Sustainable Tourism at this time.

Key Priorities for 2025/26:

The key priorities outlined in the 2025/26 RTO7 Business Plan share focus on sustainable tourism and responsible growth while assisting those not fully engaged. Here are the main priorities:

1. Adapting to a Changing Landscape:

1. Educate stakeholders on effectively using the Municipal Accommodation Tax (MAT) to attract high-yield visitors and support municipal goals.
2. Collaborate with sustainability experts to develop an Impact Assessment Toolkit for data-driven decision-making.
3. Implement climate change-responsive initiatives to position the region as a leader in sustainable tourism.
4. Assisting stakeholders at their stage of readiness – no one is left behind in Region 7.

2. Responding to Climate Change:

1. Build on sustainability groundwork to promote responsible tourism through enhanced experiences incorporating sustainability and conservation.
2. Develop educational elements that raise awareness about environmental preservation.

3. Championing Responsible Tourism:

1. Launch the “Pledge to Responsible Tourism” to affirm the commitment to sustainable, community-centric tourism.
2. Develop learning opportunities for stakeholders and staff to serve as ambassadors for responsible tourism practices.
4. **Prioritizing Sustainability:**
 1. Refine the Responsible Tourism Framework and pilot a “Good Practices Checklist” to align local tourism practices with sustainability.
 2. Foster stakeholder commitment to environmental, social, and economic sustainability through engagement sessions.
5. **Supporting Workforce Development:**
 1. Continue skills training programs and launch a Career Attraction Campaign to highlight tourism careers.
 2. Address workforce challenges in collaboration with governments to support attainable housing solutions and transportation enhancements to ensure a skilled, diverse, and reliable workforce.
6. **Enhancing Product and Experience Development:**
 1. Focus on refining nature-based experiences and developing immersive experiences that reflect local ecological and cultural characteristics.
 2. Launch professional development programs for tourism businesses to enhance visitor experiences and sustainable destination management.
7. **Strengthening Responsible Marketing and Promotion:**
 1. Collaborate with partners to co-create messages that align with sustainability and inclusivity.
 2. Refine the Destination Marketing Plan to attract high-yield visitors who value sustainable travel.
 3. These priorities aim to position BruceGreySimcoe as a leader in sustainable tourism, focusing on high-yield visitors, long-term economic recovery, and environmental preservation.
8. **Seasonal Marketing and Promotion:**
 1. Collaborate with partners to co-create messages that align with product availability.
 2. Refine the Destination Marketing Plan to attract visitors who are interested in the current available products.
 3. These priorities aim to position BruceGreySimcoe as a leader in inclusive tourism, ensuring that not stakeholder is left behind.

SUCCESS STORIES: LEADING WITH INNOVATION AND IMPACT

1. **Since 2020, RTO7 secured over \$11 million in additional funding:** not directly from the Ministry of Tourism but made possible through the Ministry's support and the strategic RTO structure.
2. **Operational Implementation Program (OIP):** This program, developed in response to COVID, helped businesses pivot by matching operational expenses with social media advertising campaigns and has now expanded and has become an offering by local DMOs.
3. **T3 – Tech in Tourism Program:** Initially focused on providing coaching and business support to tourism operators to enhance their operational resilience, the program has now expanded with **Tech Compass**, a tech evaluation initiative. This addition empowers stakeholders to leverage technology resources effectively, optimizing the significant investment from all three levels of government in the rollout of Broadband across the region.
4. **GreenStep Accreditation Silver Designation (Sustainable Tourism Destination):** RTO7 received this designation, the highest in Ontario for a tourism destination, showcasing its leadership in sustainable tourism.

5. **MATA – Municipal Accommodation Tax (MAT) Administration:** RTO7 supported the South Bruce Peninsula Municipal Accommodation Tax Association (MATA), developing a tourism strategy and enhancing business relationships.
6. **Typsy Training:** Over 1,500 lessons on customer service, diversity, and equity were offered to tourism stakeholders through Typsy, improving workforce skills. RTO7 is now hosting its own training products on the Typsy Platform.
7. **High School Tourism Awareness Program:** Engaged over 220 students in 2024 in tourism-related activities, helping to promote tourism careers. The highlight of this support is the two High School Hospitality Challenges that take place each spring, one in Simcoe County and the second in Bruce & Grey Counties in a competitive games style in which students, employers and teachers interact and share.

These success stories highlight RTO7's efforts in supporting tourism operators through innovation, sustainability, workforce development, and destination management.

ORGANIZATIONAL STRUCTURE

Biographies

Scott Allison

Chair/President

Scott Allison is the previous chair of the board of Governors for Centennial College, one of Ontario's largest community colleges and successive director roles with Destination Canada. Scott volunteers as a business coach with the T3 Accelerator Program, supporting tourism businesses across BruceGreySimcoe. As a frequent speaker on business strategy, innovation and industry trends, Scott draws on experience gained through a career that spanned the airline, hotel and travel industries in both Canada and the United States.

Bill Sullivan

Chief Executive Officer

Regional Tourism Organization 7

BruceGreySimcoe

Bill Sullivan is the CEO of Regional Tourism Organization 7, BruceGreySimcoe. Bill has over 45 years in senior management roles within the hospitality and tourism industry in rural Ontario. Bill's operational experience during previous crisis's which include SARS and the COVID pandemic and many financial downturns has been beneficial during these recovery times. Bill has been the CEO of RTO7 since January 2014. Bill is responsible for strategic planning and operations of the organization. Bill originally joined RTO7 in 2010 as a Project Manager, with oversight for the Priority Projects that informed future development of strategies for RTO7. Prior to joining RTO7, Bill held progressive management positions over a 30-year career in resort operations. Bill is also a former Marketing Chairman and held various executive committee roles with Resorts of Ontario and Muskoka Tourism. Bill received his education in the Hospitality and Tourism program at Ryerson (TMU).

BRUCEGREYSIMCOE TOURISM TODAY

The tourism sector in BruceGreySimcoe has demonstrated remarkable resilience in its recovery, showcasing adaptability and determination in navigating a challenging landscape. The region's rebound from the profound impacts of the COVID-19 pandemic has been bolstered by the tireless efforts of tourism organizations like RTO7 and DMOs, local communities and businesses all committed to revitalizing tourism. These communities have engaged in targeted campaigns, enhanced local partnerships, and developed unique visitor experiences that highlight the region's natural beauty and cultural richness, fostering a renewed interest in both new and returning visitors.

Despite this progress, the recovery remains delicate, as can be witnessed in the MTCG Multi Year Tourism Visitor Spending Per Region document, in which many regions spend declined significantly while spending in Region 7 maintained or grew. A variety of external factors continue to pose risks that could slow or even reverse the region's achievements. For example, changing weather patterns influenced by climate change have led to unpredictable conditions that can disrupt seasonal tourism activities, such as winter sports, outdoor festivals, hiking, and water sports. Persistent labour shortages, exacerbated by limited workforce availability in rural areas, strain businesses and impede their ability to provide consistent, high-quality service. Issues with product availability, particularly for hospitality and retail sectors reliant on supply chains, create further operational challenges.

Moreover, demand shifts driven by changes in consumer preferences—such as a growing interest in eco-friendly and sustainable travel—require businesses to continuously adapt their offerings. Economic fluctuations, including the potential for recessions or rapid inflation, can reduce disposable income and impact travel budgets. Geopolitical tensions can influence international travel patterns, while inflationary pressures raise operational costs for businesses, cutting into profit margins. Additionally, competition from other destinations that may offer similar experiences or more aggressive and larger marketing campaigns intensifies the need for BruceGreySimcoe to differentiate itself.

To sustain and strengthen the gains made, it is essential to maintain and, where feasible, expand the efforts of Regional Tourism Organization 7 (RTO7). This includes enhancing digital marketing strategies to reach High-Yield audiences while at the same time supporting stakeholders at their point of integration to meet the visitor needs and demands, investing in workforce training programs to mitigate labour shortages, and supporting local businesses in adopting sustainable practices. By reinforcing these initiatives, the industry can better withstand disruptions and foster continued resilience in the face of potential impediments to sustainable growth.

RTO7 SUSTAINABLE TOURISM PROGRESS TODAY

The RTO7 Sustainability Action Plan outlines key initiatives aimed at promoting sustainable tourism, fostering resilience, and enhancing the competitive positioning of BruceGreySimcoe as a premier travel destination. This multi-faceted plan reflects a strategic approach to addressing both immediate needs and long-term goals, with actions categorized into ongoing, short-term, medium-term, and long-term priorities. These distinctions ensure that resources and efforts are effectively allocated to drive impactful results.

Ongoing Initiatives

The RTO7 Sustainability Action Plan's ongoing initiatives demonstrate RTO7's commitment to continuous improvement and sustained engagement. These activities focus on nurturing established partnerships, promoting consistent community and business engagement, and supporting operational practices that adapt to evolving tourism trends. This includes maintaining collaborative relationships with stakeholders and reinforcing strategies that encourage repeat visitation and enhance the overall visitor experience.

Short-Term Actions

Short-term actions, set to be completed within a year, underscore the region's proactive approach in responding to immediate opportunities and challenges. These initiatives include collaborating with educational institutions to bridge skill gaps, enhancing visitor communication to foster responsible travel practices, and prioritizing the identification of key sustainability KPIs. Progress within this phase is critical for solidifying foundational practices that support long-term strategic objectives. Notable progress in this category reflects active efforts and emerging solutions that address immediate operational and visitor needs.

Medium-Term Focus

Medium-term initiatives, spanning one to three years, represent RTO7's mid-range strategic goals aimed at building upon short-term successes. These actions often require phased implementation and include developing comprehensive sustainability programs, expanding outreach campaigns, and integrating new technologies for data collection and visitor engagement. The medium-term phase emphasizes adaptability, with programs designed to respond to evolving market conditions and consumer preferences.

Long-Term Strategies

Long-term strategies, extending beyond three years, align with RTO7's vision for sustainable growth and resilience in the tourism sector. These actions include investing in infrastructure improvements, fostering eco-conscious tourism practices, and promoting large-scale partnerships that bolster economic sustainability and environmental stewardship. Long-term goals are shaped by forward-thinking initiatives that position BruceGreySimcoe as a leader in innovative, responsible tourism. This ensures that the region remains competitive, appealing, and sustainable for future generations.

Moving Forward

Each phase of the RTO7 Sustainability Action Plan serves as a building block for sustainable tourism development, emphasizing continuous progress and adaptability. By maintaining a clear focus on short, medium, and long-term goals, RTO7 and its partners can navigate challenges with resilience and continue fostering a thriving tourism ecosystem in BruceGreySimcoe.

ALIGNMENTS

The vision for the destination aligns with RTO7's vision of collaboratively constructing lively, healthy, and sustainable tourism communities. The values upheld by RTO7 also resonate with tourism stakeholders.

1. Collaborative
2. Transparent
3. Trustworthy
4. Innovative
5. Friendly and Welcoming
6. Sustainable Practices
7. Committed to Inclusivity

PRINCIPLES

1. **Guiding by Demonstrated Leadership:** RTO7 believes in leading by example, showcasing commitment through actions that set the standard for others to follow. Whether promoting sustainable practices or fostering hospitality, RTO7 is at the forefront, demonstrating dedication and responsibility.
2. **Setting the Standard for Industry Best Practices:** RTO7 operates at the highest level of excellence, implementing best practices that serve as the foundation for their initiatives. This pursuit of operational excellence sets a benchmark for others in the industry, leading to a more competitive and prosperous destination.
3. **Promote Meaningful Connections:** Building strong relationships is essential for destination growth. RTO7 facilitates connections among stakeholders, enhancing communication and creating a sense of unity and shared purpose.
4. **Champion Holistic Tourism Engagement:** RTO7 believes in a holistic approach to tourism development, considering the entire ecosystem, including businesses, the local community, culture, and environment. Inclusive and participatory practices ensure a balanced, diverse, and resilient tourism ecosystem.
5. **Strengthening Local Facilitators:** RTO7 recognizes that the success of a destination relies on the collective efforts of all stakeholders. Empowering destination enablers taps into local knowledge and fosters a sense of ownership and collaboration for sustainable development.

DEFINITIONS

Ambassadors of Responsible Practices: Ambassadors of Responsible Practices are individuals, organizations, or groups that actively advocate for and exemplify ethical and sustainable behaviors within the context of destination management. These ambassadors play a vital role in promoting responsible tourism, encouraging positive interactions between visitors and the local environment or community, and fostering a culture of conscientious travel.

Calls to Action: Calls to Action are specific, compelling messages or directives designed to motivate and encourage the target audience to engage in desired behaviors, activities, or initiatives. In the context of destination management, Calls to Action can be used to prompt visitors, stakeholders, or the community to participate in responsible tourism practices, support local businesses, or contribute to destination preservation.

Good Practices: Good Practices refer to well-established and proven approaches, methods, or behaviors that contribute positively to destination management, development, and sustainability. These practices typically align with ethical, environmental, and social principles, aiming to balance the interests of various stakeholders while minimizing negative impacts.

Good Practices Checklist: A Good Practices Checklist is a comprehensive document outlining a set of guidelines, standards, or actions that are deemed positive, effective, and ethical in managing and promoting a destination. This checklist serves as a tool to ensure that all aspects of destination management adhere to best practices, contributing to sustainability, visitor satisfaction, and overall success.

High-Yield: High-Yield refers to the optimal utilization and generation of positive outcomes from available resources, activities, or initiatives within a destination. It entails maximizing benefits to their fullest extent, while simultaneously achieving a balance among economic, social, and environmental successes, all within the framework of sustainability and responsible practices.

REGIONAL TOURISM ORGANIZATION 7 - MISSION AND VISION

Our vision is to establish BruceGreySimcoe as Ontario's four-season destination of choice.

Our mission is to work collaboratively with tourism partners and stakeholders to build, sustain and grow visitation, investment, and visitor spending.

RTO7 is committed to developing and supporting the region as a four-season destination, all programs are developed and offered with this in mind. The only distinction between the seasons can be found in our marketing campaigns.

REGIONAL TOURISM ORGANIZATION 7 - CORE VALUES

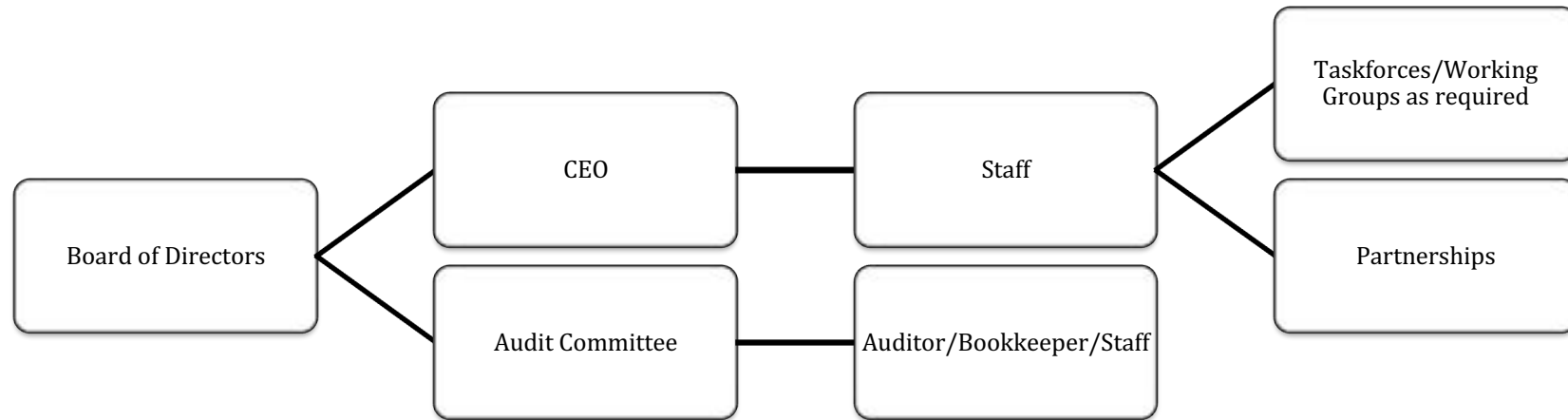
1. Collaborative
2. Transparent
3. Trustworthy
4. Innovative
5. Friendly and Welcoming
6. Sustainable Practices
7. Committed to Inclusivity

REGIONAL TOURISM ORGANIZATION 7 ORGANIZATIONAL CHART 2025/26

Human Resource Reporting Structure



INFORMATION SOURCES REPORTING STRUCTURE



OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION

As RTO7 continues to evolve in alignment with dynamic business goals and stakeholder needs, it is essential to ensure that staff roles, responsibilities, and skills are consistently adapted to meet these changes. Ongoing development and resource allocation will enable staff to respond to the evolving demands of stakeholders and shifts in the organization's business plan. Furthermore, the implementation of a Board Governance Refresher Workshop will serve as a critical touchpoint for revisiting key governance principles for RTO7's Board of Directors and Staff, emphasizing the roles and responsibilities of board members, fiduciary duties, conflict of interest policies, and strategic decision-making.

To enhance organizational effectiveness, staff members will continue gathering valuable insights from industry events and successes, focusing on the economic, environmental, and social factors that influence tourism. This information will guide strategic decisions, ensuring that RTO7 remains responsive to both internal and external developments. Regular financial audits and comprehensive reviews of internal reports, such as financial performance, will ensure compliance with established policies and regulatory requirements, including those outlined by the Ministry of Tourism, Culture and Gaming (MTCG) through TPA and Reporting protocols.

RTO7 will also continue exploring revenue streams aligned with its mission, while ensuring that these initiatives do not undermine the sustainability of its partners. Through the Sustainable Tourism Working Group, RTO7 will work collaboratively with sustainability experts, business leaders, and community stakeholders to establish measurable criteria for evaluating partnerships. These efforts may be supported by assisting in the management of Municipal Accommodation Tax (MAT) for nonprofits or municipalities and through consultations with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+ communities, BIPOC groups, disabled individuals and other tourism stakeholder groups. These consultations will lay the foundation for meaningful collaborations, ensuring the development and refinement of Memorandums of Understanding (MOUs) that foster inclusivity and sustainable tourism initiatives.

DETAILS

Pillar: Governance and Administration – General

Objective: Continuously improve the operation of the organization							
Activity	Outputs	Outcomes	KPIs where appropriate	Quarter	Status	Staff	% of Time within Pillar
			# / %				
Personnel Management							
Activity Description: Continue to ensure staff roles and responsibilities are in alignment with evolving business goals and stakeholder needs.	Output Description: Updated Job Descriptions & Role Realignments: Documentation of revised roles and responsibilities for each staff member.	Outcome Description: Enhanced Efficiency: Streamlined operations as job descriptions reflect current organizational needs and minimize role overlap or gaps.		1-4	Continued	CEO	5
				1-4	Continued	PAM	1
				1-4	Continued	MSR	1
				1-4	Continued	CC1	1
						CA	
						EAC	
		1-4		Continued	LDC	5	
Activity Description: Continue to equip staff with the skills and resources needed to adapt to evolving stakeholder demands and business plan changes.	Output Description: Track participation rates spent in development activities.	Outcome Description: Higher Task Efficiency & Capability: An increase in staff capability to independently manage stakeholder requests and deliver project outputs.	147 hours	1-4	Continued	CEO	5
						PAM	
						MSR	
						CC1	
						CA	
						EAC	
	Output Description: New Skill Adoption & Certification: Number of new skills acquired, certifications completed, or knowledge areas improved.	Outcome Description: Improved Service Quality & Innovation: Implementation of new innovative service solutions or process improvements based on skills gained through the program.		1-4	Continued	LDC	5
Board Governance							
Activity Description: Conduct a Board Governance Refresher which is a workshop aimed at revisiting key principles and practices of effective board governance for RTO7’s Board of Directors and Staff. The session will	Output Description: A completed governance refresher workshop for all participating board members and staff.	Outcome Description: Increased understanding among board members and staff of their roles, responsibilities, and governance obligations.		1-2	New	CEO	5
				1-2	New	PAM	2
						MSR	
						CC1	
						CA	
			1-2	New	EAC	4	
	A set of updated governance materials, including handouts on fiduciary duties,						

cover topics such as the roles and responsibilities of board members, fiduciary duties, conflict of interest policies, strategic decision-making, and the legal and ethical obligations of directors.	conflict of interest guidelines, and best practices.	Enhanced collaboration between board members and staff, leading to more strategic decision-making and effective governance. Strengthened adherence to RTO7’s governance policies and procedures, resulting in improved organizational accountability and transparency.				LDC	
Promote stakeholders by sharing stakeholder industry events and successes							
Industry Events and Success Collection: Activity Description: Continue - All staff members gather information on upcoming industry events and successes.	Compiled Industry Events and Successes: Output Description: Documented list of upcoming industry events and stakeholder successes.	Enhanced Stakeholder Promotion: Outcome Description: Increased visibility of stakeholder achievements through shared events and successes. An increase in stakeholder visibility.	100 gathers 35 Shares	1-4 1-4 1-4 1-4 1-4 1-4 1-4	Continued Continued Continued Continued Continued Continued Continued	CEO PAM MSR CC1 CA EAC LDC	2 2 1 5 3 5 3
Programming Development							
Activity Description: Continue - Concentrate on Economic, Environmental, and Social factors related to tourism.	Output Description: Recommendations outlining the concentration on Economic, Environmental, and Social aspects.	Outcome Description: Better-balanced programming focusing on economic, environmental, and social factors, aiding industry recovery. An overall combined increase in positive economic impact, improved environmental and social factors for participating stakeholders.	5 upgrades	1-4 1-4 1-4 1-4 1-4 1-4 1-4	Continued Continued Continued Continued Continued Continued Continued	CEO PAM MSR CC1 CA EAC LDC	4 5 3 3 3 3 4
Audit and Performance Reports							
Activity Description: Perform regular financial audits to ensure compliance with established policies and regulations.	Output Description: Reports from conducted audits and evaluation.	Outcome Description: Reports from conducted audits and evaluations. 100% compliance with GAAP.	Clean Audit	1-4 1-4 1-4 	Continued Continued Continued 	CEO PAM MSR CC1 CA EAC LDC	5 5 4
Activity Description: Review internal reports, including financial reports, performance reviews, and operational assessments.	Output Description: Produced internal reports in line with organizational requirements.	Outcome Description: Produced internal reports in line with organizational requirements. 100% compliance.	80% of reports are satisfactory and actionable	1-4 	Continued 	CEO PAM MSR	5 3

				1-4		CC1	2
						CA	
				1-4		EAC	4
						LDC	
Policy Compliance and Reporting							
Activity Description: Ensure compliance with policies and regulatory requirements, including MTCG (Ministry of Tourism, Culture and Gaming TPA and Reporting).	Output Description: Evidence of compliance with MTCG TPA standards and reporting.	Outcome Description: Evidence of compliance with MTCG TPA standards	100% compliance	1-4	Continued	CEO	5
				1-4	Continued	PAM	4
				1-4	Continued	MSR	3
				1-4	Continued	CC1	2
						CA	
				1-4	Continued	EAC	4
						LDC	
Revenue Diversification							
Activity Description: Continue with various revenue streams that align with the organization's mission without undermining the sustainability of partners.	Output Description: Revenue Streams: A plan that outlines all current and potential revenue streams.	Enhanced Financial Stability with Flexibility: Aim for financial growth year-over-year, allowing for adjustments that maintain partner resilience	Zero Growth	1-4	Continued	CEO	5
						PAM	
				1-4	Continued	MSR	3
						CC1	
						CA	
				1-4	Continued	EAC	4
						LDC	
Commitment and Partnership Criteria							
Activity Description: Continue to define clear and measurable criteria for evaluating potential partnerships for implementation in future years.	Output Description: Criteria developed for evaluating potential partnerships based on environmental impact, economic growth, community engagement, and alignment with sustainability goals.	Outcome Description: Clear criteria ensure 2025/26 partnerships are aligned with sustainability goals, fostering more impactful collaborations.	50%	1-4	Continued	CEO	4
				1-4	Continued	PAM	4
				1-4	Continued	MSR	5
				1-4	Continued	CC1	2
						CA	
						EAC	
						LDC	
Stakeholder Communications							
Activity Description: Stakeholder Updates	Output Description: Provide regular updates through newsletters, e-blasts, and website postings about strategic	Outcome Description: Stakeholders stay informed about organizational goals, projects, and areas of opportunity, fostering transparency and	Change Visits 5%	1-4		CEO	1
						PAM	
						MSR	

	initiatives, partnership opportunities, and operational news. Publish and promote details of industry events, training sessions, and workshops relevant to stakeholders in tourism.	trust. Improved stakeholder engagement and alignment with strategic objectives. Increased awareness and participation in events, enhancing skills, networking, and alignment with regional initiatives. Strengthened industry connections and knowledge sharing among stakeholders. Stakeholders are kept updated on critical operational and financial opportunities, ensuring they are equipped to make informed business decisions. Boosts industry resilience and promotes sustainable tourism practices.	Time on Site 10% Engagement 2% Impressions 2% Link Clicks 2% CTR 2% CPC -2%	1-4		CC1	5
				1-4		CA	1
						EAC	
						LDC	
Municipal Accommodation Tax (MAT)							
Activities Descriptions: The possible administration and/or management of MAT for NFPs or Municipalities.	Outputs Descriptions: Possible assistance in the administration of at least 1 MAT for an NFP.	Outcomes Description: Efficient and productive administration/management of MAT funding to enhance the development of the tourism industry for/in the NFPs/ municipalities that engaged RTO7.		1-3	Continued	CEO	3
						PAM	
				1-3	Continued	MSR	1
						CC1	
						CA	
						EAC	
		LDC					
Memorandums of Understanding (MOU)							
Activities Description: Continue Consultations: Initiate and/or continue discussions and consultations with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+ communities, BIPOC communities, disabled individuals, and other tourism relevant groups to express RTO7's intent to establish or refine Memorandums of Understanding (MOUs).	Output description: Draft MOUs, prepare initial draft Memorandums of Understanding outlining the proposed terms, responsibilities, and commitments for each group.	Outcomes Description: Enhanced Collaboration, establishment of collaborative agreements that foster stronger partnerships with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+ communities, BIPOC communities, disabled individuals, and other tourism relevant groups, fostering inclusivity and representation. Establish or renew 3 MOUs.	3	1-4	Continued	CEO	4
				1-4	Continued	PAM	3
				1-4	Continued	MSR	1

OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT

RTO7 is advancing its strategic initiatives by enhancing transparency, sustainability, and collaboration. Revised project selection criteria will ensure that 25% of all projects align with RTO7's business goals within the first year. Piloting the Sustainable Tourism Checklist will refine practices and establish three community partnerships to promote responsible tourism.

Upgraded research methodologies will provide detailed insights to guide stakeholders in product development and marketing, with 50% of partners using actionable research. Data acquisition will continue to deliver reports and coaching, aiding partners in their development. Additionally, RTO7 will identify and pursue engagement with at least one non-RTO7 funding program to enhance partnership opportunities.

Digital Marketing Partnerships under the OIP will deliver 25 campaigns aligned with digital marketing strategies, with a target of 75% satisfaction and 25% confirmation of tourism partnership contributions. Efforts to attract new partners aim to expand program offerings by 2%.

RTO7 will work with municipalities to develop action plans for tourism, while sustainability workshops will promote the integration of sustainable practices, targeting a 20% increase in adoption. Expanding the inventory of sustainable operators will attract high-yield visitors, supported by public awareness campaigns to enhance visitor experiences.

Partnerships with Indigenous and marginalized communities will be strengthened through outreach, workshops, and equity assessments, aiming for a 5% increase in targeted visitors to the products and services offered by these communities. The expanded Visit Responsibly Toolkit will further boost stakeholder adoption of sustainable practices by 10%, with data collection improving sustainability efforts by the same margin. Finally, new experiences integrating cultural heritage will foster resilience, with 10% of new products incorporating strategies to address industry challenges.

DETAILS

Pillar: Product and Experience Development

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

Activity	Outputs	Outcomes	KPIs where appropriate	Quarter Active	Status	Staff	% of Time within Pillar
			# / %				
Criteria Development							
Activity Description: Implement Revised criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7's business plan and goals. 25% of all projects comply with the new criteria in the first year.	25%	3-4	New	CEO	1
				3-4	New	PAM	1
				3-4	New	MSR	5
				3-4	New	CC1	2
						CA	
				3-4	New	EAC	4
						LDC	
Activity Description: Piloting the Sustainable Tourism Checklist developed in 2024/25: Test the "Good Practices Checklist" with selected businesses and gather feedback for further refinement.	Output Description: A test that provides feedback and recommendations for improvement.	Outcome Description: Enhanced Community Collaborations which assists in the establishment of partnerships promotes and ensures the adoption of responsible practices within the local tourism community. 3 partnerships established.	3			CEO	
				1-3	Continued	PAM	5
				1-3	Continued	MSR	5
				1-3	Continued	CC1	2
						CA	
						EAC	
						LDC	
Development of Products/Experiences							
Enhanced Research and Analysis: Activity Description: Upgrade where feasible and expand research methodologies to deliver more comprehensive and detailed insights.	Advanced Research Solutions:	Outcome Description: In-depth insights and analyses, provide stakeholders with current and actionable data in order to improve and or expand product offerings. 50% of partners are made aware and 25% accept the offered assistance to action research methodologies.	50%			CEO	
				1-4	Continued	PAM	0.5
				1-4	Continued	MSR	5
	25%					CC1	3
						CA	
				1-4	Continued	EAC	5
				1-4.	Continued	LDC	0.5
Acquisition and Analysis of Data:							
Activity Description: Continue sourcing data from various tourism-related sources (Enviroics Analytics, Stats Canada, Destination Canada, Destination Ontario, etc.). Conducting thorough analysis based on stakeholder needs.	Output Description: Delivery of 5 – 7 reports with follow-up coaching. Including a fee for service component.	Outcome Description: Stakeholder Utilization of Research: Partners and stakeholders use the reports to guide their product development, marketing strategies, and destination planning. A reliable program to secure data is established.	3 partners			CEO	
						PAM	
				1-4	Continued	MSR	5
				1-4	Continued	CC1	4
						CA	
				1-4	Continued	EAC	4
						LDC	
Research and Recommendation for Non-RTO7 Funding Programs:							

Activity Description: Conduct thorough research on existing non-RTO7 funding programs aiding regional tourism development.	Output Description: A report on non-RTO7 funding programs, their applicability, and potential partnerships.	Outcome Description: Successful engagement with existing non-RTO7 funding programs for enhanced partnership opportunities. Engage with 1 non-RTO7 program.	1	1-4	Continued	CEO	0.5			
						PAM				
				1-4	Continued	MSR	0.5			
					Continued	CC1	1			
						CA				
				1-4	Continued	EAC	4			
				LDC						
Delivery of Digital Marketing Partnerships (OIP):										
Activity Description: Identify potential digital marketing partnership opportunities through the OIP (Operation Implementation Program) for tourism development. Change to increase spend to \$2,500 breakdown 50% of spend must be spent on promotion of the product and 50% on the partner brand awareness. Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Digital marketing collaboration plans and strategies under the OIP program. 25 completed projects across all 4 seasons which align with the OIP and digital marketing strategies.	Outcome Description: Successfully delivering campaigns that fulfill the needs and expectations of the respective operators, associations, or regions. Measurement: Feedback and satisfaction from the entities receiving the campaigns. Are the campaigns meeting the intended objectives? 75% confirm that objectives are met.	25 75%			CEO				
						PAM				
				1-3	Continued	MSR	5			
				1-3	Continued	CC1	1			
						CA				
						EAC				
		LDC				CEO				
Activity Description: Continue the RTO7/DMO Operational Implementation Program. Change to increase spend to \$2,500 breakdown 50% of spend must be spend on promotion of the product and 50% on the partner brand awareness. Provincial Branding will be prevalent throughout the campaign(s). Alternative to the revised version is the 2024/25 model of \$1,000 media buy format.	Output Description: Digital marketing collaboration plans and strategies under the OIP program 25 completed projects aligned with the OIP and digital marketing strategies.	Outcome Description: DMO provides a service to their stakeholders and takes on the project without assistance from RTO7 for 2026/27. A minimum of 1 DMO is engaged.	25			PAM				
				1-3	Continued	MSR	3			
				1-3	Continued	CC1	3			
						CA				
						EAC				
						LDC				
				Increase New Partner Access:						
				Activity Description: Continue initiatives to attract and engage new partners for the programs.	Output Description: Reports indicating a 2% increase in the number of new partners accessing the programs.	Outcome Description: New partners expand the offerings and quality of program is improved by their	2%	1-3	Continued	CEO
1-3	Continued	PAM	2							
1-3	Continued	MSR	3							
1-3	Continued	CC1	3							

		involvement. 2% increase in the number of new partners accessing the programs.		1-3	Continued	CA	4
				1-3	Continued	EAC	4
						LDC	
Community Tourism Planning:							
Activity Description: Collaborate with municipalities to develop action plans for immediate implementation and long-term destination development.	Output Description: Action plan encompassing 3-5 recommended yearly actions.	Outcome Description: Effective action plan offering actionable strategies for immediate implementation. 1 new plan is created.	1	1-3	Continued	CEO	2
				1-3	Continued	PAM	1
				1-3	Continued	MSR	3
						CC1	
						CA	
						EAC	
						LDC	

Sustainable Tourism - DEFER TO RTO7 – ‘Sustainability Action Plan Tracker Revised by Year’ in the event there is a conflict between Business Plan and Sustainability Action Plan

Activity Description: Sustainability Workshops/Webinars, conduct workshops/webinars on sustainability practices, engaging stakeholders including Municipal staff and elected officials and promoting their integration into MAT-supported tourism initiatives.	Output Description: Workshop Reports, reports summarizing the outcomes of sustainability workshops and stakeholder feedback.	Outcomes Description: Increased Sustainability Integration, stakeholders better equipped to integrate sustainability practices into MAT-supported tourism initiatives, leading to more responsible and eco- friendly tourism offerings. 10% increase in integration.	10%			CEO	
				1-4	Continued	PAM	3
				1-4	Continued	MSR	3
						CC1	
						CA	
					Continued	EAC	4
				1-4	Continued	LDC	5
Activity Description: Expand and verify the inventory of operators and organizations involved in sustainability efforts. By expanding and verifying this inventory, we will ensure that high-yield visitors have access to premium, sustainable offerings, which are in high demand by travelers who prioritize responsible tourism and are willing to pay for sustainable experiences.	Output Description: An expanded inventory of operators and organizations involved in sustainable tourism practices will allow for better promotion to high-yield visitors who actively seek environmentally responsible options and are willing to pay more for sustainable choices.	Outcomes Description: Enhanced Collaboration: Fostering collaboration between RTO7 and sustainability stakeholders creates a network of premium, sustainable tourism offerings, attracting high-yield visitors who prioritize sustainable experiences. Target a 10% increase in engaged stakeholders.	10%			CEO	
				1-4	Continued	PAM	4
				1-4	Continued	MSR	1.5
				1-4	Continued	CC1	3

OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT

RTO7 is implementing several key initiatives aimed at improving transparency, education, and workforce development within the tourism sector. A new project selection criteria will increase transparency, with 25% of projects complying in the first year. Sustained online training delivery will enhance communication with operators and school boards, increasing satisfaction and participation rates by 50% and 5%, respectively. Training programs will offer updated content and deliver 100 sessions, improving industry knowledge by 5%.

The T3 program will continue providing professional development, with a 100% continuity rate, and half of participants reporting improved industry standards and competence. Partnerships with educational institutions will deliver courses on sustainable tourism, helping stakeholders align with best practices. The tourism awareness program in high schools will raise interest in tourism careers by 10%.

Collaborations with external organizations will expand "Tourism as a Career" initiatives, driving an increase in student interest. Retention programming will offer HR coaching to tourism businesses, with 50% of T3 clients receiving HR coaching implementing successful employee retention strategies, enhancing visitor satisfaction. Lastly, RTO7 will assess workforce gaps and trends, providing stakeholders with 90% accurate insights for future planning.

DETAILS

Pillar: Workforce Development

Objective: Facilitate and support the attraction, development, and retention of a tourism workforce to enhance the customer experience.							
Activity	Outputs	Outcomes	KPIs where appropriate	Quarter Active	Status	Staff	% of Time within Pillar
			# / %				
Criteria Development							
Activity Description: Action criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7’s business plan and goals. 25% of all projects comply with the new criteria in the first year.	25%	1-4	New	CEO	1
				1-4	New	PAM	1
				1-4	New	MSR	1
						CC1	
						CA	
				1-4	New	EAC	5
				1-4	New	LDC	5
Sustained Online Training Delivery:							
Activity Description: Regularly communicate with operators and school boards to ensure the seamless delivery of online training modules.	Output Description: Improved communication channels and confirmed training module delivery with operators and school boards.	Outcome Description: Enhanced efficiency in training module delivery, leading to higher engagement and satisfaction among participants. Achieve a satisfaction rate of 50%.	50%			CEO	
						PAM	
				1-3	Continued	MSR	1
		Outcome Description: Increased operator and school board compliance and participation in training sessions. Increase participation by 5%.	5%	1-3	Continued	CC1	2
				1-3	Continued	CA	5
				1-3	Continued	EAC	2
				1-3	Continued	LDC	5
Activity Description: Plan, develop, and deliver training programs covering various educational topics.	Output Description: Up-to-date training modules with revised or additional content, aligned with industry changes and educational needs.	Outcome Description: Improved knowledge and skills among participants due to the successful delivery of training programs. ‘Improved’ rating by 25% of participants.	25%			CEO	
						PAM	
	Output Description: Completion and delivery of 100 training programs to various stakeholders.	Outcome Description: Measurable improvement in the industry's educational standards and knowledge base due to these programs. 5% increase in the industry’s knowledge base.	5%	2-4	Continued	MSR	1
				2-4	Continued	CC1	1
				2-4	Continued	CA	1
				2-4	Continued	EAC	2
				2-4	Continued	LDC	5
Professional Development Program Management: T3							
						CEO	

Activity Description: Oversight and management of the T3 program by RTO7 to ensure the program's continued operation.	Output Description: Maintained administration and management of the T3 program by RTO7	Outcome Description: Ongoing provision of professional development opportunities for participants in the tourism sector. 100% continuity rate.	100%			PAM	
						MSR	
						CC1	
				1-4	Continued	CA	1
				1-4	Continued	EAC	5
				1-4	Continued	LDC	3
Activity Description: Coordinate sessions and resources for program delivery.	Output Description: Delivered training sessions or resources for professional development in the tourism industry.	Outcome Description: Improved industry standards due to the continued delivery of T3 program professional development modules. 50% of current clients report that they have improved their standards as a result of the T3 program	50%			CEO	
						PAM	
				1-4	Continued	MSR	1
						CC1	
				1-4	Continued	CA	1
				1-4	Continued	EAC	5
		Outcome Description: Elevation of the overall competence and expertise in the tourism sector. Coaches, Coordinators and Administrators report 50% of clients have elevated their overall competence.	50%	1-4	Continued	LDC	4.5
Stakeholder Education							
Activity Description: Continue partnerships and collaborations with educational institutions and industry experts to deliver training programs focused on sustainable tourism, stakeholder engagement, and responsible destination management.	Output Description: Courses delivered that support sustainable tourism and responsible destination management.	Outcome Description: Collaboration with experts leads to more efficient and sustainable tourism-friendly practices, aligning operations with best practices. Increased alignment with recognized best practices in sustainable tourism of engaged stakeholders.	3 courses delivered			CEO	
				1-4	Continued	PAM	3
				1-4	Continued	MSR	3
						CC1	

						CA	
				1-4	Continued	EAC	5
				1-4	Continued	LDC	5
High School Tourism Awareness Program Delivery:							
<p>Activity Description: Conducting the delivery of tourism awareness programs in high schools.</p> <p>Steps: Organizing and implementing the program in collaboration with educational institutions.</p> <p>Steps: Conducting sessions, seminars, or workshops focusing on raising awareness among high school students about career prospects in the tourism industry.</p>	Output Description: Successful execution of the awareness program within high schools.	<p>Increased Awareness and Interest:</p> <p>Outcome Description: Elevated interest and awareness among high school students regarding tourism career opportunities.</p> <p>Measurement: Tracking students' responses, participation, and interest levels before and after program delivery. 10% increase in interest after program delivery.</p>	10%			CEO	
						PAM	
						MSR	
				1-4	Continued	CC1	4
				1-4	Continued	CA	3
				1-4	Continued	EAC	3
				1-4	Continued	LDC	5
<p>Activity Description: Collaborating with external organizations to create and implement "Tourism as a Career" programming and continuous advertising support.</p> <p>Steps: Establishing partnerships and organizing workshops or training sessions with other entities to introduce career opportunities in tourism.</p>	Output Description: Formed partnership with another organization for career-oriented programs in the tourism sector.	<p>Outcome Description: Increased interest in tourism career prospects and opportunities.</p> <p>Measurement: Assessing the number of students expressing interest and consideration of tourism as a future career choice. 10% increase in interest after program delivery</p>	10%			CEO	
						PAM	
				3-4	Continued	MSR	3
						CC1	
				3-4	Continued	CA	4
				3-4	Continued	EAC	3

OVERVIEW AND FUTURE DIRECTION – INVESTMENT ATTRACTION/INVESTOR RELATIONS

RTO7 is enhancing tourism development through strategic collaboration, research, and communication initiatives. By partnering with municipalities, RTO7 aims to improve data collection and analysis to develop better tourism products and experiences. Reports will be shared with partners, leading to 70% of engaged Economic Development entities incorporating this data into their planning.

Additionally, RTO7 will update and disseminate informational resources on partnership programs, leading to a 5% increase in interactions with Economic Development Officers. Through a structured communication plan involving emails, newsletters, webinars, and meetings, a further 10% increase in engagement and responses from Economic Development Officers is expected.

DETAILS

Pillar: Investment Attraction / Investor Relations

Objective: To increase investment in the tourism industry to enhance visitor experience.							
Activity	Outputs	Outcomes	KPIs where appropriate	Quarter Active	Status	Staff	% of Time within Pillar
			# / %				
Research and Analysis:							
Partner with municipalities to develop and execute current data collection and analysis that would improve the development of tourism products/experiences in their municipalities. Priority areas will support Sustainable Tourism infrastructure development, Workforce/Labour Force recruitment/retention barriers, and targeted advertising campaigns. This activity is dependent upon being able to secure Environics Analytics Data, research and other data Platforms. Activity Description: Initiate collaboration with municipalities to enhance the data collection and analysis for improved tourism product development.	Output Description: Reports disseminated to partners and stakeholders within the Product/Experience Development portfolio.	Outcome Description: Greater involvement of economic development organizations in RTO7's data analysis and usage for tourism improvement planning. Measurement: Increased participation and utilization of the analysis data by economic development entities for tourism enhancement planning. 70% of the engaged Economic Development entities include data in their planning activities.	70%	1-4	Continued	CEO	3
						PAM	
				1-4	Continued	MSR	4
				1-4	Continued	CC1	2
						CA	
						EAC	
						LDC	
Content Development:							
Activity Description: Review and update information and resources about available partnership programs.	Output Description: Completed informational documents, guides, or brochures about partnership programs.	Outcome Description: Increased interactions and responses from Economic Development Officers after the program rollout. 5% increase.	5%	1	Continued	CEO	4
				1	Continued	PAM	3
				1	Continued	MSR	3
				1	Continued	CC1	1
						CA	
						EAC	
						LDC	
Activity Description: Delivery of Business Plan - Select communication	Output Description: Created and designed emails, newsletters, webinars, or meeting schedules.	Outcome Description: Increased and continuous interactions and responses from Economic		1	Continued	CEO	2
						PAM	
						MSR	

CONTINUING OUR EVOLUTION: THROUGH RESPONSIBLE MARKETING AND PROMOTION

RTO7 is advancing key initiatives focused on enhancing transparency, collaboration, and sustainable tourism within BruceGreySimcoe. A newly developed project selection criteria will improve transparency across programs, with 25% of projects adhering to these criteria in the first year. Collaborative efforts with the Communications Department will optimize digital campaigns, driving an increase in new visitation to BGS platforms and showcasing the region's diverse offerings.

The implementation of the BGS Social Media Campaign will promote sustainability, inclusivity, and cultural richness, targeting high-yield visitors and generating an increase in visitation from sustainable tourism travelers.

The Visit Responsibly Campaign will provide practical tips and interactive content to help visitors plan sustainable trips, enhancing visitor experience and supporting local businesses, with a focus on responsible tourism practices.

In addition, the Sustainable Tourism Campaign will target high-yield visitors by highlighting eco-friendly accommodations and experiences, driving higher engagement and bookings from sustainable tourism travelers. Seasonal campaigns will further encourage multi-day stays, increasing accommodation bookings and local spending during key travel seasons and continuing the support to all tourism stakeholders within the region.

Finally, the management of digital campaigns by the BGS Agency of Record will ensure timely and budget-conscious delivery, improving social media engagement and increasing stakeholder referrals, reinforcing BruceGreySimcoe's position as a premier tourism destination.

DETAILS

Pillar: Marketing

Objective: To increase awareness of Ontario as a travel destination and increase conversion in target markets.							
Activity	Outputs	Outcomes	KPIs where appropriate	Quarter Active	Status	Staff	% of Time within Pillar
			# / %				
Criteria Development							
Activity Description: Action criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7’s business plan and goals. 25% of all projects comply with the new criteria in the first year.	25%	1-2	New	CEO	5
				1-2	New	PAM	2
				1-2	New	MSR	2
				1-2	New	CC1	2
				1-2	New	CA	2
				1-2	New	EAC	1
						LDC	
Communications:							
Activity Description: Collaboration with Communications Department: to strategize the seasonal digital campaigns and optimize collaboration between teams. Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Campaign Implementation designed with targets and utilizing collateral and experience information from past and current partners as well as non-partners.	Outcomes Description: Increased awareness among tourists about products and experiences showcased in campaign collateral. 5% increase in new visitation to BGS platforms.	Change	1-3	Continued	CEO	4
			Visits 5%			PAM	
			Referrals 2%			MSR	
			Time on Site 10%	1-3	Continued	CC1	3
			Engagement 2%	1-3	Continued	CA	5
			Impressions 2%			EAC	
			Link Clicks 2%			LDC	
			CTR 2%				
			CPC -2%				
			Click outs 2%				
			CPA -2%				
Activity Description: Implementation of BGS Social Media Campaign	Output Description: Creation and execution of the BGS Social Media Campaign	Outcome Description: Enhanced Tourist Awareness	Change	1-4	Revised	CEO	4
			Visits 5%			PAM	

<p>Deploy the BGS Social Media Campaign to highlight seasonal products and experiences, while integrating sustainability, cultural richness, inclusivity, diversity, and responsible tourism. Include targeting to high-yield visitors seeking premium, responsible travel experiences.</p> <p>Provincial Branding will be prevalent throughout the campaign(s).</p>	<p>The campaign will focus on promoting sustainability, cultural richness, inclusivity, diversity, and responsible tourism, positioning BGS as a top destination for high-yield visitors who prioritize these values in their travel choices.</p>	<p>The campaign will drive increased awareness among tourists about the seasonal offerings, sustainable and responsible tourism experiences available in the region. The goal is a 5% increase in new visitation to BGS platforms, primarily from high-yield visitors who are drawn to destinations offering premium, sustainable, and culturally rich experiences.</p>	Referrals 2%			MSR	
			Time on Site 10%	1-4	Revised	CC1	3
			Engagement 2%	1-4	Revised	CA	5
			Impressions 2%			EAC	
			Link Clicks 2%			LDC	
			CTR 2%				
			CPC -2% Click outs 2%				
<p>Activity Description: Visit Responsibly Campaign:</p> <p>The Visit Responsibly campaign targets sustainable travelers and those seeking meaningful, authentic experiences in BruceGreySimcoe. Through a combination of digital, social media, advertising channels, this campaign will emphasize responsible travel practices, promote local businesses, and highlight sustainable experiences. The goal is to inspire travelers to make sustainable choices while enjoying the region's natural beauty and culture, and to position BruceGreySimcoe as a premier destination for high-yield, responsible tourism.</p>	<p>Output Description: Simple, Actionable Tips:</p> <p>Clear, easy-to-implement suggestions for travelers on how to plan sustainable trips, including booking ahead, reducing waste, supporting local businesses, and traveling mindfully.</p> <p>Digital Content and Guides: Initiate concentrated development of Interactive content, such as downloadable trip planners, digital maps, and mobile-friendly apps, to help consumers navigate the region and make sustainable travel choices.</p> <p>Local Experience Highlights: Recommendations for sustainable activities, such as hiking, biking, local food markets, and cultural tours, encouraging visitors to</p>	<p>Outcome Description: Enhanced Travel Experience:</p> <p>Visitors will have a more fulfilling and enjoyable trip by discovering sustainable activities and local experiences that allow them to connect more deeply with the region.</p> <p>Positive Environmental Impact: Consumers will feel empowered knowing their choices contribute to preserving BruceGreySimcoe's natural beauty, including reducing waste, minimizing carbon footprints, and respecting local ecosystems.</p> <p>Supporting Local Communities: By choosing to shop locally, stay in sustainable accommodations, and participate in local activities, visitors help boost the local economy and strengthen their connection to the community.</p>	CPC -2%				
			Change	1-4	Revised	CEO	4
			Visits 5%				
			Referrals 2%	1-4	Revised	PAM	2
			Time on Site 10%	1-4	Revised	MSR	2
			Engagement 2%	1-4	Revised	CC1	4
			Impressions 2%	1-4	Revised	CA	5
			Link Clicks 2%			EAC	
			CTR 2%			LDC	
			CPC				

	<p>explore the region in a sustainable and responsible way.</p> <p>Sustainable Travel Tips: Step-by-step advice on minimizing waste, choosing low-impact activities, and supporting the environment during their visit.</p>	<p>Mindful, Memorable Travel: Consumers will leave with a sense of having traveled responsibly, knowing that their actions supported both the environment and the local economy, creating lasting positive memories of their time in BruceGreySimcoe.</p>	<p>-2% Click outs 2%</p> <p>CPA -2%</p>				
<p>Activity Description: Sustainable Tourism Campaign:</p> <p>The campaign will focus on promoting sustainable tourism experiences in BruceGreySimcoe, targeting visitors with a moderate to high Sustainable Tourism Mindset and a high likelihood to spend. The campaign will highlight sustainable accommodations, locally sourced dining, and low-impact outdoor activities such as hiking, cycling, and wildlife tours. A mix of digital advertising, influencer collaborations, social media marketing will be employed to reach these high-yield travelers. Messaging will focus on immersive, sustainable experiences that align with their values.</p> <p>Targeting aligns with Prizm Targets in Appendix. <i>High Yield Segments/Sustainability Mindset High Evaluation/Estimated Households, Estimated Population, Travel Characteristics.</i> There are 9 Ontario based Segments and 1 Quebec based Segment that may be targeted.</p>	<p>Output Description:</p> <p>Digital Media Materials: The campaign will produce tailored advertisements and content for platforms such as Facebook, Instagram, and possibly Over-the-Top (OTT) streaming services. This will include:</p> <p>Influencer Posts showcasing sustainable activities in the region (e.g., eco-tours, local food experiences). RTO7 will leverage Partnership Projects where possible.</p> <p>Blog Articles featuring sustainable travel itineraries and tips for sustainable visitors.</p> <p>Investigate Video Advertisements targeting OTT platforms to reach high-income households interested in sustainable tourism.</p> <p>BruceGreySimcoe.com Sustainable Tourism Website Section for, optimized for SEO and highlighting sustainable experiences.</p> <p>Social Media Ads and Carousel Posts promoting key activities and accommodations, tailored to</p>	<p>Outcome Description:</p> <p>Increased Engagement and Bookings Among High-Yield, Sustainable Visitors: The campaign will lead to a measurable increase in the engagement of high-yield visitors with a sustainable tourism mindset, as well as higher visitation rates to sustainable attractions and accommodations. Desired outcomes include:</p> <p>Increase in bookings for sustainable accommodations (e.g., eco-lodges, sustainable hotels) by high-yield travelers.</p> <p>Growth in engagement on social media and website traffic related to sustainable tourism content.</p> <p>Increase in visitor spending on locally sourced products and experiences that emphasize sustainable production.</p>	<p>Change</p> <p>Visits 5%</p> <p>Referrals 2%</p> <p>Time on Site 10%</p> <p>Engagement 2%</p> <p>Impressions 2%</p> <p>Link Clicks 2%</p> <p>CTR 2%</p> <p>CPC -2%</p> <p>Click outs 2%</p> <p>CPA -2%</p>	<p>1-4</p> <p>1-4</p> <p>1-4</p> <p>1-4</p> <p>1-4</p> <p></p> <p></p>	<p>Revised</p> <p>Revised</p> <p>Revised</p> <p>Revised</p> <p>Revised</p> <p></p> <p></p>	<p>CEO</p> <p>PAM</p> <p>MSR</p> <p>CC1</p> <p>CA</p> <p>EAC</p> <p>LDC</p>	<p>4</p> <p>2</p> <p>2</p> <p>4</p> <p>5</p> <p></p> <p></p>

	sustainability-focused keywords and interests.						
<p>Activity Description: BGS Seasonal Campaigns</p> <p>The seasonal campaigns will focus on attracting visitors to BruceGreySimcoe during the summer, fall, and winter seasons by promoting region-specific experiences such as beach getaways, fall hiking, and winter sports. While these products may not yet be fully aligned with sustainable tourism practices, the campaigns will still incorporate elements of responsible travel and local engagement where possible. The campaign will highlight accommodations, dining, and outdoor activities across the seasons, encouraging multi-day stays. Target audiences will be segmented based on Prizm data, including a mix of high-yield and moderate-yield travelers who are likely to book accommodations and engage in region-specific activities.</p> <p>The campaign will utilize digital platforms, including Facebook, Instagram, and possibly Over-the-Top (OTT) services, alongside traditional marketing channels to maximize reach. The messaging will be tailored to each season, promoting experiences that are unique to BruceGreySimcoe during these periods.</p>	<p>Output Description: Digital and Traditional Media Materials:</p> <p>Season-Specific Digital Ads: Ads and carousel posts on Facebook and Instagram will highlight seasonal activities such as beach trips in summer, leaf-peeping and hiking in the fall, and skiing or ice fishing in winter. Content will be aligned with key regional offerings and target high to moderate yield segments.</p> <p>Influencer Marketing: Partnership with influencers to showcase experiences in each season, such as summer beach days at Sauble Beach or winter snowshoeing tours, targeting audiences that respond to visual, experience-driven marketing. Efforts will be made to work with influencers that are participating in Partnership Program or with Destination Ontario.</p> <p>Blog Posts and Itineraries: BruceGreySimcoe.com will feature articles and suggested itineraries for summer, fall, and winter activities, appealing to multi-day travelers and promoting local businesses that offer unique seasonal products.</p> <p>Video Ads: Investigating opportunities for video content to be featured on OTT platforms, specifically targeting high-income</p>	<p>Outcome Description: Increased Visitor Engagement and Extended Stays:</p> <p>Growth in Seasonal Bookings: A measurable increase in bookings at local accommodations, including campgrounds, resorts, and B&Bs, particularly during shoulder seasons such as fall and winter.</p> <p>Boost in Regional Spending: Higher visitor spending on seasonal activities, including fall festivals, winter sports, and summer beach experiences, leading to a growth in local business revenue.</p> <p>Expanded Social Media Reach: An increase in social media engagement, with higher traffic to BruceGreySimcoe’s website and seasonal itinerary pages, especially during promotional periods.</p> <p>Cross-Seasonal Awareness: Visitors will gain awareness of BruceGreySimcoe as a year-round destination, leading to increased visitation across different seasons, not just peak summer months.</p>	<p>Change</p> <p>Visits 5%</p> <p>Referrals 2%</p> <p>Time on Site 10%</p> <p>Engagement 2%</p> <p>Impressions 2%</p> <p>Link Clicks 2%</p> <p>CTR 2%</p> <p>CPC -2%</p> <p>Click outs 2%</p> <p>CPA -2%</p>	1-4	Revised	CEO	4
				PAM			
				MSR			
	1-4	Revised		CC1	4		
	1-4	Revised		CA	5		
				EAC			
				LDC			

	households interested in getaway experiences for each season.						
<p>Activity Description: Management of Digital Campaign by BGS Agency of Record:</p> <p>Steps: Overseeing the comprehensive management of digital campaigns through the BGS agency of record for advertising.</p> <p>Provincial Branding will be prevalent throughout the campaign(s).</p>	Output Description: Delivery of Seasonal Campaigns, on time, within budget to targeted audiences.	<p>Outcomes Description: Improvement in Main Metrics:</p> <p>Improvement by at least 5% in primary social media metrics likes, shares, comments, and engagement, with a distinct emphasis on promoting sustainable, cultural, inclusive, diverse, and responsible tourism through stories and posts.</p> <p>Outcomes Description: Referral and Engagement Increase:</p> <p>A targeted increase of 2% in referrals to stakeholders and a 5% rise in the time spent on websites due to the enhanced digital campaign management strategies.</p>	Change	1-4	Continued	CEO	1
			Visits 5%			PAM	
			Referrals 2%			PAM	
			Time on Site 10%				
			Engagement 2%			MSR	
			Impressions 2%	1-4	Continued	CC1	4
			Link Clicks 2%				
			CTR 2%	1-4	Continued	CA	4
			CPC -2%			EAC	
			Click outs 2%				
			CPA -2%			LDC	

Total Staff Time %	CEO	26
	PAM	6
	MSR	6
	CC1	24
	CA	31
	EAC	1
	LDC	0
Overall Staff Time as percentage of the whole		Total % 13

OVERVIEW AND FUTURE DIRECTION – PARTNERSHIP PROGRAM

RTO7 remains steadfast in its commitment to advancing sustainable tourism initiatives by fostering strong partnerships and projects that align with the RTO7 Business Plan. As we move into the transformative phase of 2025/26, our Partnership Program is focused on enhancing key initiatives such as the development of still images and engaging video content, which continue to elevate the quality of tourism offerings while strengthening the mutual value shared between RTO7 and our partners.

Our ongoing focus is on championing sustainability, cultural richness, and inclusivity. By promoting diversity and heritage, we aim to create immersive and authentic visitor experiences that reflect the vibrant stories of our communities. Central to this vision is our unwavering support for all tourism operators, especially as they recover and adapt in the wake of global challenges. Through continued opportunities for engaging storytelling and support for vital trade shows, we aim to drive growth, innovation, and collaboration within the tourism industry.

This approach reinforces our commitment to sustainable tourism by ensuring that the programs and content we develop not only attract high-yield visitors but also support responsible travel practices that benefit both the environment and local communities. By fostering these partnerships, RTO7 is dedicated to building a thriving, resilient tourism landscape that balances economic growth with cultural and environmental sustainability.

DETAILS

Pillar: Partnership Program

Objective: To become a catalyst in building strategic alignment and promoting collaboration within the industry							
Activity	Outputs	Outcomes	KPIs where appropriate	Quarter Active	Status	Staff	% of Time within Pillar
			# / %				
Criteria Development							
Activity Description: Action criteria that provides increased transparency in the selection process of projects to move forward with.	Output Description: A selection criteria that is included in the guidelines for each program.	Outcomes Description: Projects that are partnered provide additional support for RTO7’s business plan and goals. 25% of all projects comply with the new criteria in the first year.	25%	1-2	New	CEO	2
				1-2	New	PAM	5
				1-2	New	MSR	2
				1-2	New	CC1	2
				1-2	New	CA	2
				1-2	New	EAC	1
						LDC	
Partnership Program:							
Activity Description: Partner Recruitment for Video and Static Images Production: Steps: Identifying and recruiting 2 new qualified partners capable of producing videos and static images for promotional purposes. Provincial Branding will be prevalent throughout the outputs and/or campaign(s). (New – have not been involved in the Video or Static offering in the past 3 years)	Output Description: Creation of video content and static images by the recruited partners.	Outcomes Description: Creation of video content and static images by the recruited partners. A total of 16 projects are delivered that meet the needs of the partners and actioned.	16			CEO	
				1-3	Continued	PAM	3
						MSR	
				1-3	Continued	CC1	2
				1-3	Continued	CA	2
						EAC	
						LDC	
Activity Description: Partner Recruitment for Digital Advertising: Steps: Identify and recruiting 2 new partners for digital advertising collaborations.	Output Description: Creation and execution of three advertising campaigns through the agency of record for digital media buying.	Outcomes Description: Increased Traffic: Partners experiencing web traffic directed to their call-to-action or targeted pages. KPI increase of 5%. Outcomes Description: Partnership Engagement:	5%			CEO	
				1-3	Continued	PAM	3
						MSR	
				1-3	Continued	CC1	2
				1-3	Continued	CA	2

Provincial Branding will be prevalent throughout the campaign(s). (New – have not been involved in the Digital Advertising offering in the past 3 years)		Active participation and amplified engagement from the advertising campaign reported by partners. 6 partners in total secured.	6			EAC	
						LDC	
Activity Description: Partner Recruitment for Tourism Wayfinding Signage: Steps: Identify and engage one new qualified partner to participate in the implementation of the RTO7 Tourism Wayfinding Signage system. (New – have not been involved in the Tourism wayfinding offering in the past 3 years)	Output Description: One new partners committed to engaging in the implementation and installation of the Tourism Wayfinding Signage system.	Outcomes Description: Achievement of partners' engagement in the implementation of wayfinding signage, leading to enhanced navigation and improved tourist experience in the region. 2 partners in total secured.	2			CEO	
				1-3	Continued	PAM	3
						MSR	
				1-3	Continued	CC1	2
				1-3	Continued	CA	2
						EAC	
Activity Description: Social Media Advertising. Recruit one new partner to use their existing Video to Advertise using RTO7's agency of record. (New – have not been involved in the Digital Advertising offering in the past 3 years) Steps: Utilization of Agency: Engage RTO7's agency of record to facilitate advertising campaigns. Provincial Branding will be prevalent throughout the campaign(s).	Output Description: Advertising Campaigns: Delivery of advertising campaigns using partners' video content.	Outcomes Description: Increased Traffic: Partners experience an increase in web traffic to their call-to-action or targeted pages. KPIs 5% increase. Outcomes Description: Partnership Engagement: Partners actively participate and report increased engagement from the advertising campaign. 17 partners recruited.	5% 17			CEO	
				1-3	Revised	PAM	3
						MSR	
				1-3	Revised	CC1	2
				1-3	Revised	CA	2
						EAC	
			7			LDC	
						CEO	

<p>Activity Description: Recruit partners for Experience Development pillar to assist in the development of products, experiences, destination plans, workforce development, etc.</p> <p>Steps: Partner Recruitment: Identify and recruit one new qualified partner. (New – have not been involved in the Experience Development offering in the past 3 years).</p> <p>Provincial Branding will be prevalent throughout the project and/or campaign(s).</p>	<p>Output Description: Partnership Creation: Two partners on board to contribute to tourism development initiatives.</p> <p>Output Description: Development Initiatives: Assistance in multiple sectors like product creation, experience development, destination plans, sustainable tourism, and workforce improvement.</p>	<p>Outcomes Description: Industry Expansion: Contributions from partnered organizations lead to the expansion and enhancement of the tourism sector.</p> <p>Outcomes Description: Diverse Development: Improved product offerings, enriched destination plans, and better workforce strategies achieved through partnered efforts. 7 partners recruited.</p>		1-3	Continued	PAM	3
				1-3	Continued	MSR	2
				1-3	Continued	CC1	2
				1-3	Continued	CA	2
						EAC	
						LDC	
<p>Activity Description: Recruit one new qualified partner for Story Telling pillar to assist in the dispersal of tourist to areas that have capacity and growth potential and other tourism activities.</p> <p>(New – have not been involved in the Digital Advertising offering in the past 3 years)</p> <p>Provincial Branding will be prevalent throughout the project and/or campaign(s).</p>	<p>Output Description: Partnership Creation: Recruitment of five partners for storytelling efforts.</p> <p>Output Description: Collaborative Tourism Activity Description: Enhancement and promotion of various tourism experiences and activities to disperse tourists to areas with growth potential.</p>	<p>Outcomes Description: Partnership Creation: Recruitment of five partners for storytelling efforts.</p> <p>Outcomes Description: Collaborative Tourism Activity Description: Enhancement and promotion of various tourism experiences and activities to disperse tourists to areas with growth potential. 5 partners recruited.</p>	5			CEO	
				1-3	Continued	PAM	3
						MSR	
						CC1	
				1-3	Continued	CA	3
						EAC	
						LDC	
<p>Activity Description: Recruit one new qualified partner for Tradeshow pillar to attend Tradeshow on behalf of their organization.</p> <p>(New – have not been involved in the Digital Advertising offering in the past 3 years)</p>	<p>Output Description: Attendance by partner at Tradeshow that supports RTO7 Business Plan.</p>	<p>Outcomes Description: Partnership Creation: Recruitment of five partners in total for Tradeshow attendance.</p>				CEO	
				1-3	Continued	PAM	3
						MSR	
				1-3	Continued	CC1	
				1-3	Continued	CA	3
						EAC	

PARTNERSHIP PROGRAMS								
Category	Tourism Wayfinding Signage	Product/Experience Development	Video/Image Production	Digital Advertising	Social Media Advertising	Translation Services	Storytelling	Trade Show
Eligible Partners	Private and non-private sector tourism operators, DMOs, municipalities, and associations with a primary purpose of supporting the tourism industry, general tourism promotion and tourism product development that occurs within BruceGreySimcoe							
Objective	Improve the visitor experience through implementation of RTO7 signage & wayfinding specifications	Enhance development of tourism experiences (products, training, workforce development, ambassador program development, sustainable tourism certifications and research)	To grow visitation by developing competitive collateral offerings for the partner and the BGS website	To grow visitation by reaching targets markets where the consumers search most for information about a possible destination	To grow visitation by reaching target markets through social media	To provide French language translation for services in web and print media	To provide stories of experiences and products that disperse tourist to areas that have capacity for growth	To provide assistance to tourism operators in the attendance of product appropriate trade shows
Participation Partner \$: PF \$:	\$1 : up to a maximum of \$1	\$1: up to a maximum of: \$1	\$1 : up to a maximum of \$1	\$1 : up to a maximum of \$1	\$1: up to a maximum of \$1	\$1: up to a maximum of \$1	\$1: up to a maximum of \$1	\$1: up to a maximum of \$1
Example Funding	\$10,000 investment by partner receives \$10,000 from partnership fund for a total project of \$20,000	\$10,000 investment by partner receives \$10,000 from partnership fund a total project of \$20,000	\$1,500 investment by partner receives \$1,500 from partnership fund for a total project of \$3,000	\$15,000 investment by partner receives \$15,000 from partnership fund for a total project of \$30,000	\$1,750 investment by partner receives \$1,750 from partnership fund for a total project of \$3,500	\$500 investment by partner receives \$500 from partnership fund for a total project of \$1,000	\$1,000 investment by partner receives \$1,000 from partnership fund for a total project of \$2,000	\$1,000 investment by partner receives \$1,000 from partnership fund for a total project of \$2,000
Partners funding Minimum	\$ 5,000	\$ 5,000	\$ 1,350 (video)	\$ 7,500	\$ 1,750	\$ 350	\$ 500	\$ 500
Maximum	\$75,000	\$ 400 Sustainable Only \$ 10,000	\$ 1,015 (image) \$ 5,000	\$25,000	\$ 7,500	\$1,000	\$ 5,000	\$ 1,750
Example initiatives or projects	Implement RTO7 wayfinding signage along trail network or road system.	Research into viability of a new tourism product/experience.	Outfitter videos a canoe or paddle board experience or develops a video to recruit employees to the business.	A ski resort develops and advertises a campaign digitally.	An operator promotes an activity through social media.	Translating web pages or material that are suited to the French Language market	DMO develops and implements storytelling of experiences that directs tourists to activities that have capacity for growth	An outfitter rents a booth and attends the Trade Show.
Submissions Accepted	Mar. 1 to Sep. 30, 2025	Mar. 1 to Oct. 31, 2025	Mar. 1 to Oct. 31, 2025	Mar. 1 to Aug. 29, 2025	Mar. 1 to Oct. 31, 2025	Mar. 1 to Oct. 31, 2025	Mar. 1 to Oct. 31, 2025	Mar. 1, to Dec. 31, 2025

OPERATIONAL IMPLEMENTATION PROGRAM

for festivals, tourism products and sustainable inclusivity products

At A Glance (OIP)

(see individual program for complete details and restrictions)

Category	Product/Experience Development – Advertising
Eligible Partners	Private and non-private sector tourism operators, DMOs, municipalities, and associations with a primary purpose of supporting the tourism industry, general tourism promotion and tourism product development that occurs within BruceGreySimcoe
Objective	To expand the delivery of digital advertising of tourism related festivals, tourism, sustainable and inclusive offerings within BruceGreySimcoe to tourists in the prime geographic target areas of BGS, GTA, SWONT and supports BruceGreySimcoe advertising activities. New – increased media buy 50% will be used to promote the product or service being used and 50% used to promote the Brand of the organization. Sustainability of the organization, activity, etc. is improved by providing increased product/service awareness and Brand awareness.
Matching RTO7 Funding	YES
Participation	
Partner \$:	\$2,500 of operational and/or capital expenses
RTO7 \$:	\$2,500 of media buy provided by RTO7's Media Buy Agency of Record
Example Funding	\$2,500 of operational and/or capital expenses by the festival or tourism partner in the festival or tourism offering receives \$2,500 from Operational Implementation Funding Program for a total of \$2,500 towards a digital advertising campaign provided by RTO7's Agency of Record plus support services by a Coordinator
Partners Funding	
Minimum	\$2,500
Maximum	\$2,500
Program Requirements	
Example of initiative or projects	The development and delivery of a targeted social media campaign to promote a tourism-related festival and promote the brand of the festival.
Priority given to projects that address heritage, culture, inclusivity, diversity, and overcrowding issues	Example - Campaign that provides messaging to the 2SLGBTQIA+
Deadline for submission	December 31, 2025

KEY RISKS AND MITIGATION STRATEGIES:

1. Financial Risks:

- a. **Risk:** Insufficient or delayed funding may jeopardize the ability to deliver the programs on time, and when needed.
- b. **Mitigation:** Actively seek additional funding through collaborations, partnerships, and grants. Implement a cost-effective model and explore revenue-generating avenues for sustainability. Develop programming that is scalable.

2. Competitive Risks:

- a. **Risk:** Similar initiatives in Ontario and internationally may create competition for consumers, partnerships, and the attention of potential partners.
- b. **Mitigation:** Leverage collaborations with existing initiatives, emphasizing unique value propositions and the program's specific focus on the rural tourism sector, products and experiences. Actively participate in knowledge-sharing networks to complement and learn from similar initiatives.

3. Technical Risks:

- a. **Risk:** Technical challenges may arise during the implementation of recommended changes for businesses, potentially leading to disruptions or delays.
- b. **Mitigation:** Provide ongoing support and training to businesses, ensuring an acceptable level of compliance with the needs of RTO7 to complete the requirements of the Business Plan. Where necessary collaborate with technology experts to address any unforeseen issues, leveraging the T3 program.

4. Regulatory Risks:

- a. **Risk:** Changes in regulatory frameworks may impact the program's ability to operate or influence the implementation of programming.
- b. **Mitigation:** Stay informed about relevant regulations and adapt the program's recommendations accordingly. Collaborate with regulatory bodies to ensure alignment and compliance. Advocate for policies that support recognition and needs in the tourism sector.

5. Supply Chain Risks:

- a. **Risk:** Dependencies on external vendors or partners for technology solutions may introduce supply chain vulnerabilities.
- b. **Mitigation:** Diversify partnerships to reduce dependence on a single vendor. Establish clear communication channels with partners to address supply chain challenges promptly. Encourage businesses to adopt technologies with flexible and scalable solutions.

6. Market Acceptance Risks:

- a. **Risk:** Tourism businesses may be resistant to change or slow in adopting recommended programming advancements.
- b. **Mitigation:** Conduct extensive outreach and education programs to communicate the benefits of the program. Tailor support and training to address the specific needs and readiness levels of businesses and associations. Gather feedback and iterate the program based on market responses.

7. Long-term Sustainability Risks:

- a. **Risk:** Developing a self-sustaining model beyond the funding period may face challenges, impacting the continuity of support for businesses.
- b. **Mitigation:** Explore various revenue-generating models, such as advanced training sessions or consulting services. Foster long-term partnerships with organizations interested in the sustained impact of the program. Continuously assess and adapt the Organizations sustainability plan based on evolving circumstances.

By proactively identifying and addressing these key risks, the Business Plan aims to ensure the smooth implementation of its objectives, mitigate potential challenges, and create resilient and sustainable initiatives that deliver meaningful benefits to the Tourism Industry in Region 7.

BUDGET NOTES AND ASSUMPTIONS

Notes and Assumptions - changes from 2024/25 budget that are material		Reason
Payroll		
1	CPP 5.95% - maximum contribution \$3,508	Legislated
2	EI \$2.30/\$100 maximum increased to \$1,508.47 from \$1,468.77 a difference of \$39.70	Legislated
3	Current budget is based on a % pay increase	September Canada Inflation 1.66%. CPI 1.6% Staff do not receive benefits such as Health, Dental, RSP matching etc.
4	WSIB Rate Class J Information and Culture \$0.38/\$100. Insurable Earning Max is \$112,500	Legislated.
5	Reallocation of staff time	Changes - all amounts are calculated by 25% increments (MTCG directive) (G&A – General and Administration, PD – Product Development, PP Partnership Program, WF Workforce, M Marketing)
	William Sullivan - CEO	No Change - all cost required by MTCG to be in Admin
	Alexandra Hogan - Manager	50% Allocation to G&A, 25% to PD and 25% to PP
	Samar Fatima - Coordinator	25% Allocation to G&A, 25% to PD and 50% to WF.
	Kim Clarke - Manager	25% Allocation to G&A, 50% to PD and 25% to WF
	Allison Davies - Assistant	25% Allocation to PD, 50% to M, and 25% to WF
	Amanda Pausner - Coordinator	25% Allocation to G&A, and 75% to WF
	Robyn Hewitt – Senior Coordinator	25% Allocation to G&A, 25% to PD, 25% to M, and 25% to WF
6	Home Office work Allowance	No change
Partnership Program		
1	Criteria is in development for implementation in 2025/26	An attempt to solicit new partners, increase transparency and meet Sustainable Tourism Best Practices
Governance and Administration		
1	Governance includes the following: Board Meetings, Sustainable Tourism Working Group, Community Consultation, Sustainable Tourism Implementation, RTO7 Team Upskilling, Stakeholder Upskilling, additional working groups/taskforces as required and approved by Board of Directors. NEW - A BOARD GOVERNANCE REFRESHER AND DEI TRAINING FOR BOARD AND STAFF.	The last formal board training took place in 2013 with a bylaw update in 2014. Since 2022 – 7 new board members have come on to the board
2	Travel Expenses – Reduced – found that many meetings continued to be virtual in 2024/25.	
3	4 In-person and one virtual board meeting (minimum)	

Notes and Assumptions - changes from 2024/25 budget that are material		Reason
4	Increase in membership contribution	RTO7 has developed a membership screening process (and will be fine tuning) which includes the following evaluation points: Organization's Alignment with RTO7 Strategic Objectives, Impact on Sustainable Tourism, Presence and Influence in BruceGreySimcoe, Membership and Collaboration, RTO7 Staff and Financial Resource Requirements & ROI, Organization's Credibility & Stability and finally what are the key outcomes of the membership for RTO7.
Marketing		
1	Campaigns to include the following shared focus – Seasonal Campaigns to support the majority of product offerings, High-Yield to support product offerings that have moved to a more Sustainable Tourism format, Responsible Tourism.	Cost cutting so that there is funding available to promote the entire region
2	Not included in budget up to \$329/day of Google Search Ad Grant	Google Ad Grant provides up to \$120K/year of Search advertising if minimums clicks are maintained cost to manage the placement is \$20,340 includes HST. This cost is budgeted.
3	BruceGreySimcoe.com Upgrade	Initiate upgrades to BGS.com to make more compatible and current. \$10K – try to secure additional funding to move upgrade along faster. Finalizing priority list up upgrades.
Product Development		
1	Implementation Program Budget maintained	Able to source new partners due to RTO7/DMO/OIP project and increasing demand.
Research		
1	Research budget reduced to by \$50K	Due to the new partnership with other RTOs the cost has been reduced.
Professional Development		
1	DEI Training and other Experience Development Training	Increased to support Sustainable Tourism and Workforce Objectives
Workforce Development		
1	Language Services - Partner with agencies that provide training and translation for the hospitality sector and international employees – Reduced budget as second partner has not been located.	Labour Force Shortage
2	Innovation Lab support continues – budget removed	Counties continue to pick up the entire costs
3	Remove RIP – Recruitment Implementation Program	Revised program and still was not attractive to stakeholders.
4	Highschool Challenge – sponsorships	RTO7 will try to secure sponsorships to reduce RTO7 investment.
Stakeholder Revenue		

Notes and Assumptions - changes from 2024/25 budget that are material		Reason
1	Stakeholder Revenue decreased to \$24,200	Unsure of status of managing MATA and willingness of RTO7 to continue

BUDGET – 2025/26

Budget 2025/26	% of 2025/26 Budget	% of 24/25 Budget	% Absolute Change of Budget 25/26 vs 24/25
Schedule D			
Governance and Operations	27.0%	29.6%	-2.6%
Product Development	11.1%	10.1%	1.0%
Investment Attraction	0.0%	0.0%	0.0%
Workforce Development/Training	11.9%	12.3%	-0.4%
Marketing	31.0%	29.0%	2.0%
Partnership Funding – MTCG Portion	19.0%	19.0%	0.0%
Grand Total	100.0%	100.0%	

Appendices:

APPENDIX 1

JOB DESCRIPTIONS

Regional Tourism Organization 7

Appendix A – 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, 2024/25, 2025/26

Chief Executive Officer	Reports to: Chair/President with dotted line to the Board of Directors	
Area of responsibility	Deliverables	Key accountabilities
Leadership	1) Support to board of directors	1) Support development of vision and strategic planning. 2) Identify, assess, inform and advise on relevant issues. 3) Support continuous improvement of governance practices and policies and serves at the will of the Board of Directors. 4) In addition to chair: act as spokesperson, conduct correspondence.
	2) Human resources management	5) Recruiting and hiring according to plan and operational needs. 6) Management and supervision of staff. 7) Performance management and monitoring.
	3) Planning	8) Development of strategic, annual plans and budgets. 9) Negotiation of TPA and performance measurers. 10) As required review of Online Platforms and Communication Practices. a) Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization. 11) As required lead operational assessments by evaluating and analyzing daily operations, including processes, workflows, and resource allocation, to identify strengths, weaknesses, and improvement opportunities. Oversee collaboration with stakeholders and provide strategic insights to enhance operational effectiveness and achieve organizational goals. 12) Supporting sustainability discussions by involving industry experts, stakeholders, and local communities.
Operations	4) Marketing	13) Oversee development of strategies, plans and budgets.
	5) Execution of plan	14) Ensure compliance with board directives and policies. 15) Oversee implementation of plan and report regularly on progress. 16) Monitor day-to-day activities according to objectives / measures.
	6) Stakeholder relations and communication	17) Foster effective relationships with stakeholders and industry. 18) Oversee communication functions. 19) Oversee web development. 20) Oversee partnership and working groups. 21) Participate in dialogues with municipalities, non-profit organizations (NFPs), and key tourism stakeholders involved with tourism and/or Municipal Accommodation Tax (MAT) to communicate the benefits of collaboration and encourage alignment of goals.
	7) Risk management	22) Identify, assess, inform and advise on risks.

		23) Ensure appropriate policies and protections, including insurance coverage, are developed and maintained.
	8) Revenue Generation	24) Provide consulting services outside of current programming within Region 7.
Financials	9) Administration	25) Manage revenue (transfer payments). 26) Administer funds in compliance with protocols and policies and legislative requirements. 27) Ensure sound accounting practices are followed and monitor performance against budget. 28) Regularly report on financial performance.
	10) Audit	29) Ensure annual audit is conducted on timely basis and in compliance with legislative and provincial requirements. 30) Report to board and province of audit results. 31) Implement relevant auditor recommendations.

Regional Tourism Organization 7

Appendix A – 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, 2024/25, 2025/26

Project and Administration Manager	Reports to: Chief Executive Officer	
Area of responsibility	Deliverables	Key Accountabilities
Planning	1) Partnership Funding Program	1) Ongoing development of guidelines, policies 2) General program management, documentation 3) Guidance on the development of new programs and adjusting programs as necessary
	2) Initiative/project management	4) Develop, document, individual project plans 5) Counsel, advise project development 6) Initiating and supporting sustainability initiatives
Execution	3) Implementation	7) Execute and maintain partnership agreements 8) Monitor day-to-day activities according to objectives / measures 9) Manage initiatives in compliance with TPA objectives
	4) Reporting	10) Program communication 11) Report on initiative performance measures, progress 12) Report on overall program progress and outcomes
Operations	5) Financial	13) Manage initiative budgets 14) Administer funds and expenditures in compliance with TPA, protocols and policies
	6) General	15) Advise and support on operational and annual planning 16) Identify, assess, inform and advise on relevant issues and risks 17) Foster effective relationships with partners
Administrative	7) General	18) Support to board, committees and working groups 19) Oversee management of administrative, accounts payable, banking documents and records
	8) Correspondence	20) Oversee management incoming and outgoing correspondence
External relations	9) Meeting and event management	21) Oversee management of organization of meetings and events
	10) Communications	22) Foster effective relationships with stakeholders and industry

Regional Tourism Organization 7

Appendix A –2021/22, 2022/23, 2023/24, 2024/25, 2025/26

Manager, Stakeholder Relations		Reports to: Chief Executive Officer
Area of responsibility	Deliverables	Key Accountabilities
Planning	1) Stakeholder Relations	1) Oversee programs that facilitate the enhancement of stakeholders' operational procedures. 2) Review of Online Platforms and Communication Practices a) Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization. 3) Support operational assessments by evaluating and analyzing daily operations, including processes, workflows, and resource allocation, to identify strengths, weaknesses, and improvement opportunities. Coordinate assessments, collaborate with stakeholders, and provide strategic insights to enhance operational effectiveness and achieve organizational goals. 4) Lead sustainability discussions by involving industry experts, stakeholders, and local communities. 5) Develop criteria that enhances transparency in the selection process of projects to move forward with. 6) Create detailed information and resources about available partnership programs.
	2) Experience Development Planning	8) Offer guidance on the development of new programs and adjustments to existing ones as necessary. 9) Oversee general program management and documentation.
	3) Initiative/project management	10) Manage the documentation of individual project plans. 11) Provide counsel and advice on project development.
	4) Partnerships	12) Assist in the planning of the Experience Development component within the Partnerships portfolio.
Execution	5) Implementation	13) Manage the experience development and the relevant communication plan. 14) Allocate and manage resources to ensure day-to-day activities align with objectives and measures. 15) Manage initiatives in compliance with TPA (Tourism Partnership Agreement) objectives. 16) Actively engage stakeholders, providing support, direction, and recruitment as needed.
	6) Reporting	17) Report on initiative performance measures and progress.

		18) Report on overall program progress and outcomes.
Operations	7) Financial	19) Manage initiative budgets. 20) Administer funds and expenditures in compliance with TPA protocols and policies.
	8) General	21) Advise and support on operational and annual planning. 22) Identify, assess, inform, and advise on relevant issues and risks. 23) Foster effective relationships with partners.
	9) Revenue Generation	24) Conduct research and provide counsel to RT07 on the noteworthy developments and trends. 25) Provide consulting services beyond current programming within Region 7 and outside the region. 26) Conduct comprehensive research and analysis for action plan formulation.
Administrative	10) General	27) Offer support to boards, task forces, and working groups. 28) Oversee and manage documents and records.
	11) Correspondence	29) Manage incoming and outgoing correspondence.
External relations	12) Meeting and event management	30) Manage the coordination and organizing of meetings and events.
	13) Communications	31) Implement initiatives to attract and engage new partners for the programs.

Communication Assistant	Reports to: Communication Coordinator with dotted lines to the Chief Executive Officer, Project and Administration Manager and Manager Stakeholder Relations	
Area of Responsibility	Deliverables	Key Accountabilities
Planning	1) Consumer & stakeholder communication	1) Conducting Research <ul style="list-style-type: none"> a. Provide support in research initiatives related to consumer and stakeholder communication, periodic reviews of BGS.com, RTO7.ca, and current communication practices. 2) Development of Key Messages and Content <ul style="list-style-type: none"> a. Collaborate on the creation of key messages and content, ensuring alignment with communication objectives. 3) Editorial Planning and Architecture Assistance <ul style="list-style-type: none"> a. Assist in the planning and architectural aspects of editorial content, ensuring a cohesive and strategic approach.
Content management	2) BruceGreySimcoe.com 3) RTO7.ca 4) Copy Writing	4) Copywriting for Diverse Platforms <ul style="list-style-type: none"> a. Craft compelling copy for various channels, including Storytelling, Social Media, Blogs, and Websites, ensuring alignment with communication objectives. 5) Research Assistance for Online Publishing <ul style="list-style-type: none"> a. Assist the Senior Communications Coordinator in researching and staying updated on online publishing tools such as CMS, MailChimp, Connection, and BGS Blog. 6) Task and Initiative Management Support <ul style="list-style-type: none"> a. Assist the Senior Communications Coordinator in managing various tasks and initiatives related to communication strategies. 7) Registration Management and Contact Lists <ul style="list-style-type: none"> a. Take charge of registration processes and maintain organized contact lists to facilitate efficient communication. 8) Fulfillment Support <ul style="list-style-type: none"> a. Collaborate with the Senior Communications Coordinator in the fulfillment of tasks such as eblasts, ensuring timely and accurate delivery.
Social media	5) Presence management	9) Copywriting for Diverse Platforms <ul style="list-style-type: none"> a. Generate engaging copy tailored for diverse channels, encompassing Storytelling, Social Media, Blogs, and Websites. Ensure that the crafted content aligns seamlessly with predefined communication objectives. 10) Research Assistance for Online Publishing <ul style="list-style-type: none"> a. Provide dedicated support to the Senior Communications Coordinator in researching and staying abreast of the latest developments in online publishing tools, including CMS, MailChimp, Connection, and BGS Blog. 11) Task and Initiative Management Support <ul style="list-style-type: none"> a. Collaborate with the Senior Communications Coordinator to efficiently manage various tasks and initiatives associated with communication strategies, ensuring seamless execution. 12) Registration Management and Contact Lists

		<p>a. Take a proactive role in overseeing registration processes and maintaining well-organized contact lists, contributing to the facilitation of streamlined and effective communication.</p> <p>13) Fulfillment Support</p> <p>a. Work in collaboration with the Senior Communications Coordinator to fulfill various tasks, such as eblasts, ensuring that deliveries are executed with precision, timeliness, and accuracy.</p>	68
Communication (Stakeholder)	6) Stakeholder Relations	<p>14) Facilitate the cultivation of strong relationships with stakeholders and industry through active assistance – travel within the region may be required.</p> <p>15) Support in the operationalization of web development initiatives.</p>	
Administration	7) Assistance	23) Offer support to the Project and Administration Manager and Manager Stakeholder Relations as required.	

Experience and Administration Coordinator	Reports to: Project and Administration Manager with a dotted line to the Chief Executive Officer	
Area of responsibility	Deliverables	Key Accountabilities
Planning	1) Assist in Workforce Planning (T3)	1) Provide support in overall program management and documentation.
	2) Assist in initiative project management (T3)	2) Provide assistance and guidance in project development.
Execution	3) Implementation (T3)	3) Take the lead in monitoring day-to-day activities according to objectives and measures. 4) Lead in actively engaging stakeholders, providing support and direction as needed.
	4) Reporting (T3)	5) Provide support in program communication. 6) Assist in reporting on initiative performance measures and progress. 7) Support in reporting on overall program progress and outcomes.
Operations	5) General	8) Identify, assess, inform, and provide advice on relevant issues and risks. 9) Assist in cultivating effective relationships with partners. 10) Manage documents and records efficiently.
Administrative	6) Correspondence 7) Meeting and event management	11) Oversee the management of incoming and outgoing correspondence. 12) Coordinate and organize meetings and events. 13) Administer the T3 Professional Development program.
External relations	8) Communications	14) Provide support in cultivating effective relationships with stakeholders and industry.

Regional Tourism Organization 7
Appendix A – 2023/24, 2024/25, 2025/26

Senior Communications Coordinator	Reports to: Chief Executive Officer	
Area of Responsibility	Deliverables	Key Accountabilities
<ul style="list-style-type: none"> Planning 	1. Consumer & Stakeholder communication	1) Collaborate on the strategic planning and oversee the design, content creation, and production of all marketing materials. Also, actively participate in measuring and analyzing the results. 2) Formulate and implement communication strategies aimed at enhancing consumer loyalty, boosting brand awareness, and ensuring overall consumer satisfaction. 3) Establish and execute a comprehensive social media coaching plan tailored for RTO7 staff and key stakeholders to enhance proficiency and effectiveness in online engagement. 4) Act as a liaison with Destination Ontario to ensure precise promotion and representation of the region, including generating compelling story ideas and managing media contacts. 5) Review of Online Platforms and Communication Practices <ul style="list-style-type: none"> Actively participate in the review process of BGS.com, RTO7.ca, and existing communication practices to identify areas for improvement and optimization. 6) Supporting sustainability discussions by involving industry experts, stakeholders, and local communities. 7) Lead communications efforts to support High School Awareness Campaigns in collaboration with Labour and Development Coordinator.
<ul style="list-style-type: none"> Content management 	2. BruceGreySimcoe.com 3. RTO7.ca	8) Supervise all internal and external communications to ensure a consistent and engaging message. 9) Strategize and oversee the content for BruceGreySimcoe.com, the consumer-facing website. 10) Strategize and oversee the content for RTO7.ca, the industry-facing website. 11) Implement metrics measurement using tools such as GA4 to evaluate the effectiveness of communication efforts.
<ul style="list-style-type: none"> Social media 	4. Presence management	12) Actively oversee BGS and Connection social media accounts with a proactive management approach. 13) Identify and capitalize on opportunities to enhance social media (SM) awareness and engagement. 14) Create, develop, monitor, and respond to both consumer and industry-related social media posts. 15) Foster a positive and engaging interaction with consumers through social media platforms.

		16) Oversee the utilization of the CrowdRiff platform for sourcing and incorporating user-generated content (UGC) into social media strategies. 17) Implement metrics measurement to evaluate the performance of social media efforts and inform future strategies.
<ul style="list-style-type: none"> • Communication (Stakeholder) 	5. Stakeholder Relations	18) Supervise all internal and external communications for Regional Tourism Organization 7, ensuring a consistent and engaging message is conveyed. 19) Provide support to other departments in executing communication messages effectively. 20) Serve as the Social Media Coach for the T3 Accelerator Program, contributing expertise in enhancing social media strategies.
<ul style="list-style-type: none"> • External Relations 	6. Supplier Relations	21) Lead contact with the Digital Advertising Placement agency. 22) Assume the lead contact position with the Web Site agency.
Day-to-Day Duties	7. Team Support and Professional Development	23) Craft and disseminate press releases, bylined articles, and white papers as needed. 24) Oversee the creation of corporate videos and marketing collateral as needed. 25) Deliver informational updates during Board of Directors Meetings. 26) Attend workshops and conferences as part of continuous learning and professional development. 27) Pursue additional training as needed or as opportunities become available to further skill development

Regional Tourism Organization 7
Appendix A – 2024/25, 2025/26

Learning and Development Coordinator – Sustainable Tourism	Reports to: Manager, Stakeholder Relations	
Area of Responsibility	Deliverables	Key Accountabilities
Knowledge Transfer Analysis:	<ol style="list-style-type: none"> 1. Conduct routine assessments to identify both general and Sustainable Tourism-specific internal knowledge transfer needs. 2. Strategically address identified gaps to ensure a seamless flow of critical knowledge within the organization, with a particular focus on Sustainable Tourism Practices. 	<ol style="list-style-type: none"> 1. Assess and address internal knowledge transfer needs strategically, incorporating Sustainable Tourism Practices. 2. Ensure a smooth flow of critical knowledge within the organization, emphasizing sustainable approaches.
Technology-Driven Learning Programs:	<ol style="list-style-type: none"> 3. Evaluate the appropriateness of technology-driven learning initiatives both internally and externally, considering general practices and Sustainable Tourism requirements. 4. Design and implement cutting-edge technology-driven learning solutions that align with organizational objectives and Sustainable Tourism principles. 	<ol style="list-style-type: none"> 3. Ensure learning solution delivery mechanisms match the audience's skill level and needs, incorporating Sustainable Tourism considerations. 4. Stay update on emerging technologies to enhance the training experience, with a keen focus on incorporating innovations relevant to general practices and Sustainable Tourism.
Internal Audience Development:	<ol style="list-style-type: none"> 5. Implement onboarding programs for new hires, incorporating technology-enhanced learning while emphasizing both general skills and Sustainable Tourism knowledge. 	<ol style="list-style-type: none"> 5. Facilitate ongoing professional development opportunities for existing employees through innovative training approaches, enhancing skills and knowledge with a focus on sustainability.
External Stakeholder Training:	<ol style="list-style-type: none"> 6. Develop and deliver training initiatives, including technology-driven approaches, for external partners, considering both general and Sustainable Tourism requirements. 7. Ensure a high standard of service in line with organizational goals, emphasizing Sustainable Tourism practices. 	<ol style="list-style-type: none"> 6. Develop and implement programs for external stakeholders, enhancing the skills and knowledge of partners with a dual emphasis on general practices and Sustainable Tourism.

Learning Assessment and Evaluation:	8. Implement mechanisms to assess the effectiveness of knowledge transfer and technology-driven training programs, considering both general and Sustainable Tourism contexts.	7. Analyze training metrics to measure the impact on employee performance and organizational success, incorporating Sustainable Tourism performance indicators. 73
Compliance and Quality Assurance:	9. Ensure that all training programs comply with industry regulations, standards, and best practices, encompassing both general and Sustainable Tourism guidelines.	8. Maintain and update training materials to reflect changes in policies, procedures, and industry trends, with a particular focus on Sustainable Tourism practices.
Qualifications:		9. Bachelor's Degree in Human Resources, Training, Education, or a related field. 10. Proven experience in instructional design and implementing technology-driven learning solutions. 11. Knowledge of Sustainable Tourism and rural Ontario Tourism Industry and understanding of its unique training requirements. 12. Strong communication and interpersonal skills. 13. Ability to work collaboratively with diverse teams and stakeholders. 14. Familiarity with learning management systems and emerging technologies in training. 15. Project management skills with the ability to manage multiple initiatives simultaneously. 16. Certification in training and development is a plus.

APPENDIX 2

MAKING THE CASE - WHY SUSTAINABLE TOURISM THE BEST PATH FORWARD

Economic Growth and Inclusive Development: Sustainable tourism stimulates economic growth, creates jobs, and supports local entrepreneurship. By prioritizing small businesses and encouraging community-based tourism, sustainable models distribute economic benefits more equitably. According to the United Nations Development Programme ([UNDP](#)) responsible tourism practices help drive inclusive development, supporting local economies and reducing poverty in a meaningful, long-term way.

Enhanced Quality of Tourism Experiences: The latest data from Booking.com shows that sustainable travel is a growing priority for North American travelers, with 76% of travelers in the region wanting to travel more sustainably over the next year. This aligns closely with global trends, as 80% of all surveyed travelers worldwide express a strong interest in sustainable travel choices([Booking News](#)).

Preservation of Natural Resources: Sustainable tourism minimizes its environmental footprint through responsible resource management and low-impact operations. This approach emphasizes energy and water conservation, waste reduction, habitat protection, and sustainable transportation options. The [United Nations World Tourism Organization \(UNWTO\)](#) underscores that sustainable practices are essential to mitigating environmental impacts and ensuring tourism's long-term viability.

Resilience and Climate Action: In the face of climate change, sustainable tourism prioritizes resilience-building strategies such as reducing greenhouse gas emissions, promoting carbon-neutral travel options, and supporting climate adaptation efforts. Destinations adopting sustainable tourism practices are better equipped to withstand environmental shocks, safeguarding both natural assets and the communities that depend on them.

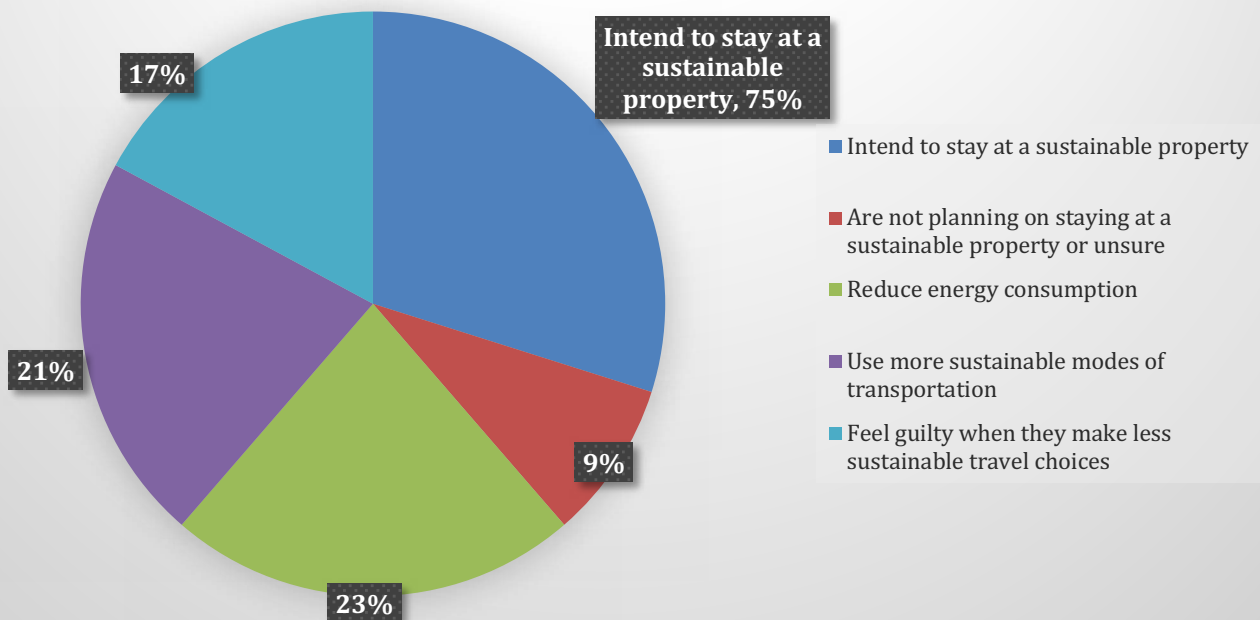
Cultural Preservation and Heritage Protection: Sustainable tourism protects cultural heritage by promoting respectful interactions with local traditions and safeguarding cultural sites. Through thoughtful engagement, communities can share their unique identities without compromising authenticity. UNESCO <https://whc.unesco.org/en/sustainabletourism/> advocates that preserving cultural heritage is integral to sustainable tourism, which ensures that the legacy of these destinations is not only shared but also protected for future generations.

For Canadian travelers specifically, the 2024 Sustainable Travel Report found that many are motivated by the belief that sustainable travel is the “right thing to do” and feel personal responsibility for minimizing their environmental impact while traveling([Booking News](#)). Similarly, U.S. travelers are showing increased interest in making positive contributions to local communities during their trips, with 57% indicating they want to leave destinations better than when they arrived, and 60% wanting their experiences to reflect local culture([Booking News](#)).

Overall, the data suggests a strong and growing desire among both U.S. and Canadian travelers for more responsible tourism options that help preserve the natural environment and support local economies. This shift in consumer demand indicates that tourism operators and destinations that embrace sustainable practices are well-positioned to attract these travelers.

If you'd like more details, you can explore the full 2024 Sustainable Travel Report here([Booking News](#)).

Intend to Stay at a Sustainable Property - Booking.com 2024 Report (31K travellers 34 countries)

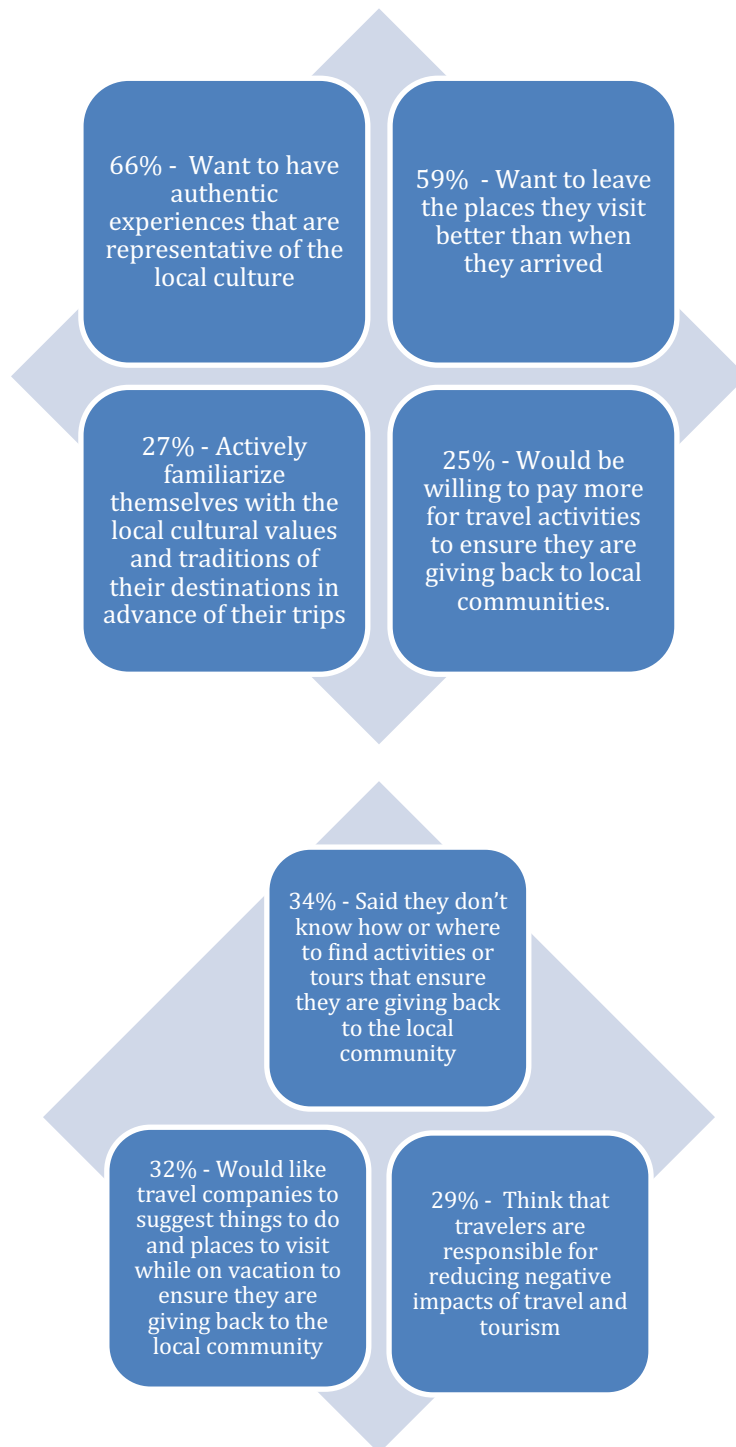


Consumer Demand and Preferences: Consumer demand for sustainable travel is on the rise. Travelers are increasingly looking for experiences that are environmentally friendly, socially responsible, and culturally immersive. Booking.com's report highlights the growing expectation of travelers for sustainable travel options and some of the obstacles to adoption([Booking.com - Sustainable Travel Report](#)).

57% - Would feel better about staying in a particular accommodation if they knew it has a sustainable certification

56% - Don't actively look for the sustainability efforts of a property before they book, but if easily accessible they will review it

54% - Want to filter their options for those with a sustainable certification



Destination Canada highlights how travel is changing. They're focusing on a new type of traveler who cares about personal growth, enjoys local culture, and looks for genuine experiences. These travelers also care about being responsible and having a positive impact. According to their research, 62% of travelers try to avoid crowded places, 46% think about their own impact, 37% prefer places that are responsible, and 34% are willing to pay extra for sustainability. Authenticity is really important, especially experiences like exploring nature, focusing on health, and connecting with Indigenous culture. They found that one in three Canadians (33%) is interested in Indigenous experiences. When people choose where to go, they want to relax and spend time outdoors. Around 39% prefer staying within their province, and 32% look outside their province for these experiences. The big ideas to take away are that people are becoming more aware of responsible travel and are

Sustainable tourism is an essential paradigm shift in the travel industry, promoting responsible tourism practices that benefit destinations, communities, and the environment. It's crucial for a more equitable, resilient, and sustainable future in tourism.

APPENDIX 3

SUSTAINABLE TOURISM MINDSET BY ENVIRONICS ANALYTICS PRIZM SEGMENT:

High Yield Segments/Sustainability Mindset High Evaluation/Estimated Households, Estimated Population, Travel Characteristics

This analysis was conducted by RTO7 using AI to assist in the conclusions.

Identifying the Estimated Segment Household Base & Population:

- Use **14.7 million** for the total number of Canadian households. (~2.65 persons per household)
- Assume a base of approximately **39 million** for Canada's population.
- Use **5.7 million** for the total number of Ontario's households. (~2.65 persons per household)
- Assume a base of approximately **15 million** for Ontario's population.
- Use **4.6 million** for the total number of Southern Ontario households. (~2.65 persons per household)
- Assume a base of approximately **12 million** for Southern Ontario's population.

For example, if Segment 01 represents 0.6% of households and 0.7% of the population:

- **Number of Households** = $14,700,000 \times 0.6\% = 88,200$ - Canada
- **Population Size** = $39,000,000 \times 0.7\% = 273,000$ - Canada
- **Number of Households** = $5,700,000 \times 0.6\% = 34,200$ - Ontario
- **Population Size** = $15,000,000 \times 0.7\% = 105,000$ - Ontario
- **Number of Households** = $4,600,000 \times 0.6\% = 27,600$ - Southern Ontario
- **Population Size** = $12,000,000 \times 0.7\% = 84,000$ - Southern Ontario

PRIZM Segment 01: The A-List

- Sustainability Mindset: High
- Estimated Households: 0.6% of Canadian households (~88,000 households)
- Estimated Population: 0.7% of Canadian population (~273,000 people)
- Estimated Households: 0.6% of Ontario households (~34,000 households)
- Estimated Population: 0.7% of Ontario population (~105,000 people)
- Estimated Households: 0.6% of Southern Ontario households (~28,000 households)
- Estimated Population: 0.7% of Southern Ontario population (~84,000 people)
- HHI: \$401,000+
- Travel Characteristics: Frequent international travelers, luxury eco-friendly resorts, cultural immersion, nature-based retreats, year-round travel.
- High Ontario Presence: Yes, concentrated in Toronto and prestigious suburban areas.
- Lifestage M1 Older Families and Empty Nests - Many like to travel, booking cruises and tour packages. Closer to home, they enjoy going to parks, community theatres and home shows as well as hopping on their ATVs, campers and power boats. They fill their shopping carts with gas barbeques and tires for their vehicles. But they have only average interest in media, favouring community newspapers and magazines that cover business and senior citizen issues, and radio stations that play oldies, classic rock and country music. They rarely go online except to shop for golfing equipment, use the phone directory and browse travel websites.
- Social Group U1 Urban Elite - Reflecting their lofty incomes, these residents have rich cultural lives, with a fondness for theatre, ballet, opera, museums and art galleries. And most can afford a variety of

leisure activities, from downhill skiing and golfing to attending pro sports events and travelling abroad⁷⁸
Active in the community, they like to give back by working on social issues and supporting a wide range of causes. They keep up with the news by reading daily newspapers.

PRIZM Segment 02: Wealthy & Wise

- Sustainability Mindset: Moderate to High
- Estimated Households: 1.0% of Canadian households (~147,000 households)
- Estimated Population: 1.2% of Canadian population (~468,000 people)
- Estimated Households: 1.0% of Ontario households (~57,000 households)
- Estimated Population: 1.2% of Ontario population (~180,000 people)
- Estimated Households: 1.0% of Southern Ontario households (~46,000 households)
- Estimated Population: 1.2% of Southern Ontario population (~144,000 people)
- HHI: \$226,000+
- Travel Characteristics: High propensity for domestic and international travel, prefers exclusive cultural and sustainable experiences, summer and winter holiday travel, upscale leisure and community support.
- High Ontario Presence: Yes, found in Toronto and Ottawa in established urban neighborhoods.
- Lifestage M1 Older Families and Empty Nests - Many like to travel, booking cruises and tour packages. Closer to home, they enjoy going to parks, community theatres and home shows as well as hopping on their ATVs, campers and power boats. They fill their shopping carts with gas barbeques and tires for their vehicles. But they have only average interest in media, favouring community newspapers and magazines that cover business and senior citizen issues, and radio stations that play oldies, classic rock and country music. They rarely go online except to shop for golfing equipment, use the phone directory and browse travel websites.
- Social Group U1 Urban Elite - Reflecting their lofty incomes, these residents have rich cultural lives, with a fondness for theatre, ballet, opera, museums and art galleries. And most can afford a variety of leisure activities, from downhill skiing and golfing to attending pro sports events and travelling abroad. Active in the community, they like to give back by working on social issues and supporting a wide range of causes. They keep up with the news by reading daily newspapers.

PRIZM Segment 06: Downtown Verve

- Sustainability Mindset: High
- Estimated Household: 1.3% of Canadian households (~191,000 households)
- Estimated Population: 1.3% of Canadian population (~507,000 people)
- Estimated Households: 1.3% of Ontario households (~74,000 households)
- Estimated Population: 1.3% of Ontario population (~195,000 people)
- Estimated Households: 1.3% of Southern Ontario households (~60,000 households)
- Estimated Population: 1.3% of Southern Ontario population (~156,000 people)
- HHI: \$173,000+
- Travel Characteristics: Frequent short city breaks and international trips, sustainable luxury, cultural immersion, year-round travelers focused on city exploration.
- High Ontario Presence: Yes, strong urban presence in downtown Toronto.
- Lifestage F1 School Age Families - They like to shop at clothing chains like Simons and Reitmans, along with kitchenware and fashion accessory stores. They'll occasionally eat out, typically at a French, Thai or chicken restaurant. For a splurge, they'll head to a comedy club, pop music concert or auto race. At home, their preferred media is television, particularly soaps, standup comedy, teen dramas and sports. They also like reading newspapers, perusing the local news, health and entertainment sections first.
- Social Group U1 Urban Elite - Reflecting their lofty incomes, these residents have rich cultural lives, with a fondness for theatre, ballet, opera, museums and art galleries. And most can afford a variety of leisure activities, from downhill skiing and golfing to attending pro sports events and travelling abroad. Active in the community, they like to give back by working on social issues and supporting a wide range of causes. They keep up with the news by reading daily newspapers.

PRIZM Segment 07: Mature & Secure

- Sustainability Mindset: High

- Estimated Households: 1.3% of Canadian households (~191,000 households)
- Estimated Population: 1.6% of Canadian population (~624,000 people)
- Estimated Households: 1.3% of Ontario households (~74,000 households)
- Estimated Population: 1.6% of Ontario population (~240,000 people)
- Estimated Households: 1.3% of Southern Ontario households (~59,000 households)
- Estimated Population: 1.6% of Southern Ontario population (~192,000 people)
- HHI: \$173,000+
- Travel Characteristics: Frequent travel focused on relaxation and culture, luxury sustainable vacations, cultural events, nature retreats, travel during off-peak seasons.
- High Ontario Presence: Yes, common in suburban and affluent areas around Toronto and Ottawa.
- Lifestage M1 Older Families and Empty Nests - Many like to travel, booking cruises and tour packages. Closer to home, they enjoy going to parks, community theatres and home shows as well as hopping on their ATVs, campers and power boats. They fill their shopping carts with gas barbeques and tires for their vehicles. But they have only average interest in media, favouring community newspapers and magazines that cover business and senior citizen issues, and radio stations that play oldies, classic rock and country music. They rarely go online except to shop for golfing equipment, use the phone directory and browse travel websites.
- Social Group U1 Urban Elite - Reflecting their lofty incomes, these residents have rich cultural lives, with a fondness for theatre, ballet, opera, museums and art galleries. And most can afford a variety of leisure activities, from downhill skiing and golfing to attending pro sports events and travelling abroad. Active in the community, they like to give back by working on social issues and supporting a wide range of causes. They keep up with the news by reading daily newspapers.

PRIZM Segment 28: Latte Life

- Sustainability Mindset: High
- Estimated Households: 0.7% of Canadian households (~103,000 households)
- Estimated Population: 0.5% of Canadian population (~195,000 people)
- Estimated Households: 0.7% of Ontario households (~40,000 households)
- Estimated Population: 0.5% of Ontario population (~75,000 people)
- Estimated Households: 0.7% of Southern Ontario households (~32,000 households)
- Estimated Population: 0.5% of Southern Ontario population (~60,000 people)
- HHI: \$106,000+
- Travel Characteristics: Frequent travelers for urban adventure, sustainable city breaks, nightlife, outdoor activities, short weekend getaways.
- High Ontario Presence: Yes, found in trendy urban neighborhoods, particularly in Toronto.
- Lifestage M1 Older Families and Empty Nests - Many like to travel, booking cruises and tour packages. Closer to home, they enjoy going to parks, community theatres and home shows as well as hopping on their ATVs, campers and power boats. They fill their shopping carts with gas barbeques and tires for their vehicles. But they have only average interest in media, favouring community newspapers and magazines that cover business and senior citizen issues, and radio stations that play oldies, classic rock and country music. They rarely go online except to shop for golfing equipment, use the phone directory and browse travel websites.
- Social Group U5 Younger Urban Mix - they have high rates for taking advantage of free entertainment offered by rec centres, art galleries and parks. They regularly dine at a bar, fast-food eatery or casual restaurant serving burgers, pizza or tacos. A big splurge is going to a casino, nightclub or community theatre. Because they spend relatively little time in their small apartments, they make a weak audience for traditional media. Instead, they rely on their mobile phones for podcasts, TV and online dating.

PRIZM Segment 15: South Asian Enterprise

- Sustainability Mindset: Moderate
- Estimated Household: 1.6% of Canadian households (~235,000 households)
- Estimated Population: 2.6% of Canadian population (~1 million people)
- Estimated Households: 1.6% of Ontario households (~91,000 households)

- Estimated Population: 2.6% of Ontario population (~390,000 people)
- Estimated Households: 1.6% of Southern Ontario households (~74,000 households)
- Estimated Population: 2.6% of Southern Ontario population (~312,000 people)
- HHI: \$151,000+
- Travel Characteristics: Frequent family-oriented travel during school holidays, sustainable luxury accommodations, cultural festivals, multigenerational trips, primarily domestic.
- High Ontario Presence: Yes, significant presence in the Greater Toronto Area (GTA), especially Brampton and Mississauga.
- Lifestage F2 Large Diverse Families - These active families enjoy team sports-including hockey, baseball and basketball-and outdoor activities such as skiing, snowboarding and camping. And many like taking family outings to amusement parks, zoos and aquariums. They fill their shopping carts with school supplies and home exercise equipment, and shop online for theme park tickets. These busy families prefer their media online, using tablets to browse fashion, enter contests and download coupons.
- Social Group U4 Urban Diversity - Despite tight budgets, members of this group enjoy active leisure lives. The adults have high rates for going to health clubs, nightclubs and film festivals; families score high for frequenting video arcades, amusement parks and zoos and sports games. With small apartments, they eat out often: it's hard to find a coffee shop or casual restaurant they don't patronize. And they rely on their mobile phones for practical purposes-scanning QR codes and downloading coupons, as well as browsing fashion content.

PRIZM Segment 18: Multicultural Corners

- Sustainability Mindset: Moderate
- Estimated Household: 1.8% of Canadian households (~265,000 households)
- Estimated Population: 2.2% of Canadian population (~858,000 people)
- Estimated Households: 1.8% of Ontario households (~103,000 households)
- Estimated Population: 2.2% of Ontario population (~330,000 people)
- Estimated Households: 1.8% of Southern Ontario households (~83,000 households)
- Estimated Population: 2.2% of Southern Ontario population (~264,000 people)
- HHI: \$147,000+
- Travel Characteristics: High propensity for family-oriented and culturally immersive vacations, sustainable lodgings, frequent travelers during holidays and school breaks.
- High Ontario Presence: Yes, significant presence in urban areas of the GTA.
- Lifestage F2 Large Diverse Families - These active families enjoy team sports-including hockey, baseball and basketball-and outdoor activities such as skiing, snowboarding and camping. And many like taking family outings to amusement parks, zoos and aquariums. They fill their shopping carts with school supplies and home exercise equipment, and shop online for theme park tickets. These busy families prefer their media online, using tablets to browse fashion, enter contests and download coupons.
- Social Group F1 High Income Urban - They are avid sports fans who are avid baseball, basketball and football games. These older households like getting their information from newspapers and magazines, and are avid Internet users who use the Internet for a variety of activities including video conferencing, entering contests, and browsing content about family and parenting, technology and fitness.

PRIZM Segment 19: Family Mode

- Sustainability Mindset: Moderate
- Estimated Household: 2.2% of Canadian households (~323,000 households)
- Estimated Population: 2.7% of Canadian population (~1.05 million people)
- Estimated Households: 2.2% of Ontario households (~125,000 households)
- Estimated Population: 2.7% of Ontario population (~405,000 people)
- Estimated Households: 2.2% of Southern Ontario households (~101,000 households)
- Estimated Population: 2.7% of Southern Ontario population (~324,000 people)
- HHI: \$150,000+
- Travel Characteristics: Frequent family travel during school holidays, sustainable family resorts, nature adventures, outdoor activities, primarily domestic travel.

- High Ontario Presence: Yes, common in suburban areas around mid-sized cities like Barrie, Newmarket and Richmond Hill.
- Lifestage F3 Middle-Age Families - Households here have solid rates for going to amusement parks, zoos, aquariums and children's movies. They also enjoy outdoor activities involving their campers, snowmobiles and power boats. In the marketplace, they load up on major appliances and children's clothing. They are average media consumers of most traditional and digital media, but they excel in their fondness for French-language TV programs and magazines, as well as radio stations that play adult contemporary music, today's country and classic hits.
- Social Group S3 Upper-Middle Suburbia - They enjoy time-honoured leisure pursuits, doing curling and heading outdoors for camping. For a night out, they go to casual family restaurants, arcade centres, and sometimes splurge on high-end dining experiences. Busy parents also appreciate the convenience of meal kits and food delivery services. They enjoy browsing and shopping for their gardens and patios at big box stores like Costco. As media consumers, they're likely to prefer the Internet than traditional channels, browsing family and parenting tips, as well as pets and fitness-related content.

PRIZM Segment 17: Asian Avenues

- Sustainability Mindset: Moderate
- Estimated Household: 0.6% of Canadian households (~88,000 households)
- Estimated Population: 0.7% of Canadian population (~273,000 people)
- Estimated Households: 0.6% of Ontario households (~34,000 households)
- Estimated Population: 0.7% of Ontario population (~106,000 people)
- Estimated Households: 0.6% of Southern Ontario households (~28,000 households)
- Estimated Population: 0.7% of Southern Ontario population (~84,000 people)
- HHI: \$121,000+
- Travel Characteristics: High interest in cultural tourism, family-friendly sustainable vacations, frequent travel during school breaks, urban and outdoor activities.
- High Ontario Presence: Yes, strong presence in Toronto, Scarborough, and Markham.
- Lifestage F3 Middle-Age Families - Households here have solid rates for going to amusement parks, zoos, aquariums and children's movies. They also enjoy outdoor activities involving their campers, snowmobiles and power boats. In the marketplace, they load up on major appliances and children's clothing. They are average media consumers of most traditional and digital media, but they excel in their fondness for French-language TV programs and magazines, as well as radio stations that play adult contemporary music, today's country and classic hits.
- Social Group U4 - Despite tight budgets, members of this group enjoy active leisure lives. The adults have high rates for going to health clubs, nightclubs and film festivals; families score high for frequenting video arcades, amusement parks and zoos and sports games. With small apartments, they eat out often: it's hard to find a coffee shop or casual restaurant they don't patronize. And they rely on their mobile phones for practical purposes-scanning QR codes and downloading coupons, as well as browsing fashion content.

PRIZM Segment 13: Vie de Rêve

- Sustainability Mindset: Moderate
- Estimated Household: 1.1% of Canadian households (~162,000 households)
- Estimated Population: 1.3% of Canadian population (~507,000 people)
- Estimated Households: 1.1% of Ontario households (~63,000 households)
- Estimated Population: 1.3% of Ontario population (~195,000 people)
- Estimated Households: 1.1% of Southern Ontario households (~51,000 households)
- Estimated Population: 1.3% of Southern Ontario population (~156,000 people)
- HHI: \$167,000+
- Travel Characteristics: Frequent travelers focused on sustainable family trips, outdoor sports, cultural immersion, nature retreats, skiing, and family vacations during school holidays.
- High Ontario Presence: No, predominantly found in Quebec.

- Lifestage F2 Large Diverse Families - These active families enjoy team sports-including hockey, baseball and basketball-and outdoor activities such as skiing, snowboarding and camping. And many like taking family outings to amusement parks, zoos and aquariums. They fill their shopping carts with school supplies and home exercise equipment, and shop online for theme park tickets. These busy families prefer their media online, using tablets to browse fashion, enter contests and download coupons. 82
- Social Group S4 Upper Middle Suburbia Francophone - They have active leisure lives with high rates for inline skating. Going out may mean dinner at a Thai restaurant or a fun night at comedy clubs. They enjoy shopping for office equipment as well as barbeque supplies, frequenting retailers such as Canadian Tire and Costco stores. They tend to listen to the radio and read newspapers at higher rates. And though they're light Internet users, they will go online to browse automotive content, read celebrity gossip and watch videos.

Moderate Sustainability Mindset Environics Analytics PRIZM Segments:

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3	14	23	33	42
4	15	24	34	43
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12	21	31	40	

APPENDIX 3A

ENVIRONICS ANALYTICS PRIZM SEGMENTS 1-67:

PRIZM Segment 01: The A-List

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: High

This group consists of very wealthy cosmopolitan families and couples living in Canada's most exclusive neighborhoods. They are highly sustainable and support sustainable travel, making them an ideal audience for luxury eco-tourism options.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older families and couples, often with children between 10-24
- Social Group: Urban elite living in large homes in exclusive areas
- Where they Live: Prestigious urban and suburban neighborhoods in cities such as Toronto and Vancouver
- Estimated Households: 0.6% of Canadian households
- Estimated households: 0.6% of 15 million \approx 90,000 households
- Real Number of Population: 0.7% of the Canadian population
- Estimated Population: 0.7% of 39 million \approx 273,000 people
- Estimated Household: 0.6% of Ontario households (\sim 34,000 households)
- Estimated Population: 0.7% of Ontario population (\sim 105,000 people)
- Estimated Household: 0.6% of Southern Ontario households (\sim 28,000 households)
- Estimated Population: 0.7% of Southern Ontario population (\sim 84,000 people)
- Household Income (HHI): \$401,000+
- Car Ownership: High – Multiple luxury vehicles (e.g., Porsche, Land Rover, Audi)
- Education: University and postgraduate degrees
- Occupation: High-level executives and professionals in leadership positions

Travel Characteristics:

- **Vacation Activity:** They enjoy high-end cultural activities such as theatre, opera, and classical music concerts. They are frequent travelers who prefer luxury sustainable resorts and exclusive destinations.
- **Travel Timing:** Year-round travel, frequently internationally.
- **Propensity to Travel:** Very high – They are frequent international travelers who value sustainability and exclusivity.
- **Types of Experiences Sought:** Luxury eco-lodges, cultural immersion, and nature-based retreats that offer exclusivity and privacy.
- **Visit Friends and Relatives (VFR):** Low – Primarily leisure travel.
- **Outside-the-House Spending:** Very high – Spend significantly on luxury dining, shopping, and exclusive cultural experiences.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Yes – They follow luxury and sustainable influencers on social media.
- **Internet Usage:** High – Use the internet extensively for travel research, focusing on high-end sustainable travel options.
- **Above Average use of Traditional Media:** Moderate – They consume high-end digital and print publications.
- **Preferred Social Media:** Instagram, LinkedIn, and Facebook for following luxury lifestyle and sustainability trends.

Marketing Focus:

- **Messaging Approach:** Highlight exclusive sustainable luxury experiences, sustainable resorts, and the positive environmental impact of responsible travel choices.
- **Marketing Channels:**
 - **Primary:** Instagram and LinkedIn ads, targeted to sustainable, affluent travelers.
 - **Secondary:** High-end travel blogs and luxury magazines with a focus on sustainability.
- **Content Ideas:**
 - Showcase luxury eco-lodges, nature retreats, and cultural eco-tours.
 - Promote the environmental and social benefits of choosing sustainable travel options while maintaining a luxurious experience.

Potential Engagement Strategies:

- **Influencer Collaborations:** Partner with high-end travel influencers to showcase luxury sustainable travel experiences.
- **Luxury and Sustainability:** Emphasize the opportunity to combine luxury and responsible travel through exclusive and sustainable tourism options .

PRIZM Segment 02: Wealthy & Wise:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate to High

This group includes wealthy, older, city-dwelling families and couples. They value sustainability, particularly through supporting local businesses and reducing environmental impacts, making them an ideal audience for cultural and sustainable travel experiences.

Demographics & Travel Behavior:

- **Life Stage:** Middle-aged and older families and couples, often with children 15+ years old.
- **Social Group:** Upper-middle class, urban sophisticates in established neighborhoods.
- **Where they Live:** Predominantly in major Canadian cities like Toronto, Vancouver, and Ottawa.
- **Estimated Households:** 1.0% of Canadian households (\approx 150,000 households).
- **Real Number of Population:** 1.2% of the Canadian population (\approx 468,000 people).
- **Household Income (HHI):** \$226,000+.
- **Car Ownership:** High – Luxury cars (e.g., BMW, Mercedes).
- **Education:** University-educated.

- Occupation: High-level managers, white-collar professionals, and executives in sectors like finance, business, and education. 84

Travel Characteristics:

- Vacation Activity: They enjoy cultural activities such as film festivals, theatre, museums, and upscale leisure.
- Travel Timing: Primarily leisure travel in the summer and winter holidays.
- Propensity to Travel: High – They are frequent domestic and international travelers.
- Types of Experiences Sought: Exclusive cultural, sustainable, and local community experiences.
- Visit Friends and Relatives (VFR): Moderate – Leisure travel is preferred.
- Outside-the-House Spending: High – Known for luxury spending, such as fine dining and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Follow influencers for sustainable living and luxury products.
- Internet Usage: High – For researching travel options, especially luxury and eco-tourism.
- Above Average use of Traditional Media: Moderate – High-end digital and print media.
- Preferred Social Media: Instagram, LinkedIn, and Facebook.

Marketing Focus:

- Messaging Approach: Focus on luxury eco-tourism, cultural and sustainable experiences, and local community support.
- Marketing Channels:
 - Primary: Instagram and LinkedIn ads targeting affluent, sustainable travelers.
 - Secondary: High-end magazines and online travel blogs.
- Content Ideas: Showcase sustainable luxury accommodations and community-based tourism.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with eco-luxury influencers to promote responsible, high-end travel.
- Cultural Focus: Emphasize cultural immersion and sustainability in luxury travel offerings.

PRIZM Segment 03: Asian Sophisticates:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group comprises affluent, middle-aged families of Asian descent living in urban fringe areas. They are open to sustainability-focused travel experiences, especially those emphasizing cultural immersion and modern amenities, making them an ideal target for high-end, sustainable tourism.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families, often with teenage or adult children (15+ years).
- Social Group: Affluent urban fringe families.
- Where they Live: Suburban neighborhoods in major cities such as Toronto and Vancouver.
- Estimated Households: 0.7% of Canadian households ($\approx 105,000$ households).
- Real Number of Population: 0.9% of the Canadian population ($\approx 351,000$ people).
- Household Income (HHI): \$163,000+.
- Car Ownership: High – They own multiple high-end vehicles (e.g., Lexus, BMW, Porsche).
- Education: University-educated.
- Occupation: White-collar professionals and managers in business, finance, and technology sectors.

Travel Characteristics:

- Vacation Activity: Prefer cultural activities such as attending sporting events and going to nightclubs, with an interest in fine dining and golf.
- Travel Timing: Frequent travelers throughout the year.
- Propensity to Travel: High – Known for frequent domestic and international travel, often with family.
- Types of Experiences Sought: High-end luxury experiences, cultural activities, and destinations offering modern, sustainable amenities.
- Visit Friends and Relatives (VFR): Moderate – Family visits play a significant role in travel decisions.

- Outside-the-House Spending: High – Significant spending on dining, cultural experiences, and luxury shopping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by online reviews and social media.
- Internet Usage: High – They actively research destinations and services online.
- Above Average use of Traditional Media: Moderate – Engages with digital and print media focused on luxury and lifestyle.
- Preferred Social Media: WeChat, WhatsApp, Instagram.

Marketing Focus:

- Messaging Approach: Highlight luxury experiences combined with modern amenities and sustainable options, such as sustainable resorts or fine dining that prioritizes local ingredients.
- Marketing Channels:
 - Primary: Social media platforms such as Instagram and WeChat for luxury and sustainable travelers.
 - Secondary: High-end lifestyle magazines and blogs.
- Content Ideas: Showcase sustainable, high-end accommodation options and family-friendly luxury experiences.

Potential Engagement Strategies:

- Influencer Collaborations: Collaborate with Asian and luxury lifestyle influencers to showcase premium experiences.
- Cultural Immersion: Emphasize travel experiences that combine cultural immersion and modern comforts.

PRIZM Segment 04: Turbo Burbs:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of middle-aged, high-income suburban families who value active, outdoor lifestyles. They are ideal for family-friendly, sustainable travel experiences that provide both adventure and comfort, especially in suburban-friendly destinations.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families with children (10-25 years old).
- Social Group: Affluent suburban families.
- Where they Live: Suburban areas in the outer rings of major cities.
- Estimated Households: 1.1% of Canadian households (\approx 165,000 households).
- Real Number of Population: 1.3% of the Canadian population (\approx 507,000 people).
- Household Income (HHI): \$193,000+.
- Car Ownership: High – Multiple vehicles, including luxury brands (e.g., Cadillac, Audi, BMW).
- Education: A mix of university, college, and high school education.
- Occupation: White-collar and service-sector professionals, with careers in finance, education, and government.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as sports, skiing, and traveling to family-friendly destinations.
- Travel Timing: Family vacations are common during school holidays, especially in summer and winter.
- Propensity to Travel: High – Frequently travel with their families for outdoor and cultural activities.
- Types of Experiences Sought: Family-friendly, outdoor adventures, nature-based activities, and sustainable lodging.
- Visit Friends and Relatives (VFR): Moderate – They travel for leisure but also visit family and friends.
- Outside-the-House Spending: High – Known for significant spending on family outings, dining, and outdoor gear.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They follow family lifestyle and outdoor adventure influencers.
- Internet Usage: High – Use the internet for researching family trips and booking activities.
- Above Average use of Traditional Media: Moderate – Engages with media focused on family, lifestyle, and outdoor activities.
- Preferred Social Media: Instagram, Facebook, and Pinterest for family and lifestyle content.

Marketing Focus:

- Messaging Approach: Focus on family-friendly travel packages, outdoor adventures, and sustainable options that appeal to suburban families. Highlight convenience, comfort, and sustainability.
- Marketing Channels:
 - Primary: Instagram and Facebook ads targeting families interested in outdoor activities and sustainable experiences.
 - Secondary: Family lifestyle magazines, outdoor and sports blogs.
- Content Ideas: Feature family-friendly eco-lodges, nature activities, and outdoor adventure parks that offer sustainable options.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family-oriented travel influencers to showcase sustainable family vacations.
- Outdoor Focus: Emphasize nature-based experiences that cater to both adults and children, such as hiking, skiing, and camping.

PRIZM Segment 05: First-Class Families:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of large, high-income suburban families with a focus on active lifestyles and community engagement. They are ideal candidates for family-oriented, upscale travel experiences that emphasize convenience, luxury, and sustainability.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families with children (5-24 years old).
- Social Group: Affluent suburban families.
- Where they Live: Established suburban neighborhoods in large cities.
- Estimated Households: 1.3% of Canadian households (\approx 195,000 households).
- Real Number of Population: 1.7% of the Canadian population (\approx 663,000 people).
- Household Income (HHI): \$184,000+.
- Car Ownership: High – Multiple vehicles, often luxury cars (e.g., BMW, Audi, Lexus).
- Education: A mix of university, college, and high school education.
- Occupation: White-collar professionals, often in management, education, and government sectors.

Travel Characteristics:

- Vacation Activity: They enjoy team sports, outdoor activities, theme parks, and cultural events as a family.
- Travel Timing: Family vacations are common during school holidays, especially in summer and winter.
- Propensity to Travel: High – Regular travelers seeking family-friendly experiences and high-end accommodations.
- Types of Experiences Sought: Family-friendly vacations with upscale lodging, theme parks, outdoor recreation, and cultural experiences.
- Visit Friends and Relatives (VFR): Moderate – Travel for both leisure and family visits.
- Outside-the-House Spending: High – Known for spending on family activities, luxury accommodations, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by family, lifestyle, and travel influencers.

- Internet Usage: High – Use the internet for researching family trips, booking accommodations, and reading reviews.
- Above Average use of Traditional Media: Moderate – Engage with family lifestyle and travel-focused media.
- Preferred Social Media: Instagram, Facebook, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly luxury experiences that blend comfort, convenience, and meet sustainability criteria. Emphasize the benefits of upscale accommodations, outdoor activities, and sustainability.
- Marketing Channels:
 - Primary: Instagram and Facebook ads targeting affluent families seeking high-end, sustainable vacations.
 - Secondary: Family-focused blogs, travel websites, and lifestyle magazines.
- Content Ideas: Showcase luxury resorts, outdoor adventure parks, and sustainable accommodations with activities for all ages.

Potential Engagement Strategies:

- Influencer Collaborations: Work with family and travel influencers to showcase sustainable family vacations and upscale accommodations.
- Luxury and Comfort: Emphasize the comfort and luxury of sustainable resorts and family-oriented activities.

PRIZM Segment 06: Downtown Verve:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: High

This group consists of younger and middle-aged, high-income city dwellers who are well-educated, culturally engaged, and sustainable. They are ideal for targeting urban sustainable travel experiences that highlight cultural immersion, sustainability, and high-end comfort.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged singles, couples, and small families (5-24 years old).
- Social Group: Affluent urban dwellers.
- Where they Live: Downtown neighborhoods in large cities such as Toronto, Vancouver, and Montreal.
- Estimated Households: 1.3% of Canadian households (\approx 195,000 households).
- Real Number of Population: 1.3% of the Canadian population (\approx 507,000 people).
- Household Income (HHI): \$173,000+.
- Car Ownership: Low to moderate – Many rely on public transit but own luxury or hybrid vehicles (e.g., Volvo, Audi, BMW).
- Education: Highly educated, with university degrees.
- Occupation: High-level professionals, often in management, business, and creative industries.

Travel Characteristics:

- Vacation Activity: They enjoy cultural activities, fine dining, art exhibitions, and sustainable travel experiences.
- Travel Timing: Frequent travelers, often taking short city breaks or international trips throughout the year.
- Propensity to Travel: High – Known for their interest in urban and cultural destinations.
- Types of Experiences Sought: Cultural immersion, sustainable luxury experiences, and city exploration with high-end accommodations.
- Visit Friends and Relatives (VFR): Low – Primarily travel for leisure and cultural experiences.
- Outside-the-House Spending: Very high – Significant spending on dining, entertainment, and cultural activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They follow urban lifestyle and sustainability influencers.
- Internet Usage: Very high – They extensively research travel options, especially sustainable and luxury experiences.
- Above Average use of Traditional Media: Moderate – Engage with high-end lifestyle and culture-focused media.
- Preferred Social Media: Instagram, LinkedIn, and Twitter.

Marketing Focus:

- Messaging Approach: Focus on upscale urban travel experiences with a sustainability angle. Highlight cultural immersion, luxury, and products that are actively practicing sustainability.
- Marketing Channels:
 - Primary: Instagram and LinkedIn ads targeting sustainable urban professionals.
 - Secondary: High-end lifestyle magazines, cultural blogs, and sustainability websites.
- Content Ideas: Showcase eco-luxury hotels, urban cultural tours, and fine dining experiences that emphasize sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with urban travel and sustainability influencers to showcase high-end sustainable city experiences.
- Cultural and Sustainable Focus: Emphasize the blend of luxury, culture, and sustainability in urban settings, appealing to their sustainable mindset.

PRIZM Segment 07: Mature & Secure:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: High

This group includes older, financially stable couples and families who are well-educated, have high disposable incomes, and enjoy cultural and sustainable travel experiences. They are ideal for luxury eco-tourism and cultural travel, with a focus on sustainability and relaxation.

Demographics & Travel Behavior:

- Life Stage: Older couples and families, typically with children over 15 or no children at home.
- Social Group: Affluent urban fringe dwellers.
- Where they Live: Affluent urban fringe neighborhoods in major cities.
- Estimated Households: 1.3% of Canadian households (\approx 195,000 households).
- Real Number of Population: 1.6% of the Canadian population (\approx 624,000 people).
- Household Income (HHI): \$173,000+.
- Car Ownership: High – They own luxury cars (e.g., Lexus, Tesla, Audi).
- Education: University-educated.
- Occupation: High-level professionals, typically in management and white-collar roles, with some retirees.

Travel Characteristics:

- Vacation Activity: They enjoy cultural events such as theatre, art exhibitions, and professional sports, along with sustainable vacations like nature retreats and golf.
- Travel Timing: Frequent travelers, especially during off-peak seasons and holidays.
- Propensity to Travel: High – Known for leisure travel focused on relaxation and culture.
- Types of Experiences Sought: Luxury, sustainable travel experiences, cultural events, and exclusive nature retreats.
- Visit Friends and Relatives (VFR): Low – Primarily leisure travel.
- Outside-the-House Spending: Very high – Significant spending on fine dining, entertainment, and luxury goods.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by travel, lifestyle, and retirement-focused influencers.

- Internet Usage: High – They research and book luxury, sustainable vacations online.
- Above Average use of Traditional Media: High – They consume print media and television focused on culture, travel, and lifestyle.
- Preferred Social Media: Facebook and LinkedIn, with some use of Instagram.

Marketing Focus:

- Messaging Approach: Focus on upscale, sustainable travel experiences that emphasize luxury, relaxation, and cultural enrichment. Highlight destinations that offer sustainability and comfort.
- Marketing Channels:
 - Primary: Facebook and LinkedIn ads targeting affluent retirees and older professionals.
 - Secondary: High-end lifestyle magazines, travel blogs, and traditional media like TV and print.
- Content Ideas: Showcase exclusive eco-resorts, cultural immersion experiences, and luxury retreats tailored to mature travelers.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with travel influencers focused on retirees and older professionals to promote sustainable, luxurious getaways.
- Luxury and Sustainability: Emphasize the blend of luxury, sustainability, and relaxation in travel experiences designed for affluent, older travelers.

PRIZM Segment 08: Multiculture-ish:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of large, affluent, multicultural suburban families, primarily of Asian and South Asian descent. They value family-friendly, upscale travel experiences and are receptive to sustainable options, making them an excellent target for sustainable tourism initiatives.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families with children (10+ years old).
- Social Group: Affluent, multicultural suburban families.
- Where they Live: Predominantly in suburban areas of large cities like Toronto, Vancouver, and Calgary.
- Estimated Households: 1.4% of Canadian households (\approx 210,000 households).
- Real Number of Population: 2.0% of the Canadian population (\approx 780,000 people).
- Household Income (HHI): \$179,000+.
- Car Ownership: High – Multiple vehicles, including luxury brands (e.g., Lexus, BMW, Audi).
- Education: University and college-educated.
- Occupation: Professionals in business, science, and management sectors.

Travel Characteristics:

- Vacation Activity: They enjoy family-friendly destinations like theme parks, zoos, and outdoor activities, while also engaging in upscale cultural and leisure activities.
- Travel Timing: Travel primarily during school holidays and long weekends.
- Propensity to Travel: High – They frequently travel for family vacations and cultural experiences.
- Types of Experiences Sought: Family-oriented experiences, upscale accommodations, and cultural events, with a growing interest in sustainable travel options.
- Visit Friends and Relatives (VFR): Moderate – They often combine leisure travel with visits to family.
- Outside-the-House Spending: High – Significant spending on family entertainment, dining, and shopping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by family-oriented and multicultural influencers.
- Internet Usage: High – They use the internet extensively for researching and booking family-friendly trips.
- Above Average use of Traditional Media: Moderate – Engage with multicultural and family-focused media.

- Preferred Social Media: Facebook, WhatsApp, Instagram, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly travel experiences that offer luxury, cultural immersion, and sustainable options. Emphasize value, convenience, and sustainability.
- Marketing Channels:
 - Primary: Facebook and Instagram ads targeting affluent, multicultural families.
 - Secondary: Family-focused travel blogs, multicultural media, and YouTube.
- Content Ideas: Showcase luxury resorts, cultural attractions, and sustainable activities that cater to large families.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with multicultural family influencers to promote upscale family vacations that incorporate sustainability.
- Family and Cultural Focus: Emphasize destinations that blend family-friendly activities with cultural experiences and sustainable travel options.

PRIZM Segment 09: Boomer Bliss:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate to High

This group consists of older, financially comfortable suburbanites who enjoy a relaxed lifestyle. They are ideal for luxury and sustainable travel experiences that focus on leisure, nature, and cultural activities.

Demographics & Travel Behavior:

- Life Stage: Older couples and families, many transitioning to retirement.
- Social Group: Affluent suburban households.
- Where they Live: Suburban neighborhoods around large cities, often in homes with large lots.
- Estimated Households: 1.8% of Canadian households ($\approx 270,000$ households).
- Real Number of Population: 1.9% of the Canadian population ($\approx 741,000$ people).
- Household Income (HHI): \$139,000+.
- Car Ownership: High – They own multiple vehicles, including luxury and practical cars (e.g., Cadillac, Subaru, Ford).
- Education: A mix of university and college education.
- Occupation: White-collar professionals, with many in the retirement phase.

Travel Characteristics:

- Vacation Activity: They enjoy leisurely activities such as golfing, visiting parks, and attending cultural events like theatre and art exhibitions.
- Travel Timing: Frequent travelers during the off-peak season and during retirement periods.
- Propensity to Travel: High – Known for frequent travel, particularly focused on leisure and cultural experiences.
- Types of Experiences Sought: Relaxation, sustainable luxury, cultural tourism, and nature-based experiences.
- Visit Friends and Relatives (VFR): Moderate – Travel for both leisure and visiting family members.
- Outside-the-House Spending: High – Known for spending on dining, leisure activities, and outdoor recreation.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by travel and retirement-focused influencers.
- Internet Usage: Moderate – They use the internet for researching travel options, booking trips, and reading reviews.
- Above Average use of Traditional Media: High – They engage with traditional media like print magazines and television, particularly focused on lifestyle and travel.
- Preferred Social Media: Facebook and Pinterest for lifestyle content.

Marketing Focus:

- Messaging Approach: Highlight sustainable, relaxing travel experiences that offer luxury and leisure, such as golfing trips, cultural tours, and nature retreats.

- **Marketing Channels:**
 - Primary: Facebook and traditional media ads targeting older adults and retirees.
 - Secondary: Travel blogs, lifestyle magazines, and TV.
- **Content Ideas:** Showcase luxury resorts, sustainable accommodations, and cultural attractions that cater to retirees and older couples.

Potential Engagement Strategies:

- **Influencer Collaborations:** Collaborate with influencers focused on retirement, travel, and luxury to promote sustainable vacations.
- **Leisure and Nature Focus:** Emphasize experiences that blend relaxation, cultural enrichment, and nature for affluent older travelers.

PRIZM Segment 10: Asian Achievement:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of financially secure, middle-aged and older families of primarily Asian descent, living in suburban neighborhoods. They are highly educated, affluent, and have a strong preference for family-friendly, cultural, and sustainable travel experiences.

Demographics & Travel Behavior:

- **Life Stage:** Middle-aged and older families, often multigenerational households with children aged 5-24 years.
- **Social Group:** Affluent suburban families.
- **Where they Live:** Suburban areas in cities like Vancouver and Toronto.
- **Estimated Households:** 1.0% of Canadian households (\approx 150,000 households).
- **Real Number of Population:** 1.3% of the Canadian population (\approx 507,000 people).
- **Household Income (HHI):** \$132,000+.
- **Car Ownership:** High – Luxury vehicles such as Lexus, BMW, and Tesla are common.
- **Education:** University-educated.
- **Occupation:** White-collar professionals and service-sector workers in business, science, and management.

Travel Characteristics:

- **Vacation Activity:** They enjoy cultural and family-friendly activities, such as community theatre, fairs, nightclubs, and casino outings. They also value sustainable travel options.
- **Travel Timing:** Frequent travelers, especially during school breaks and holidays.
- **Propensity to Travel:** High – Travel is often focused on family-oriented experiences and cultural activities.
- **Types of Experiences Sought:** Multigenerational family trips, cultural experiences, and sustainable luxury accommodations.
- **Visit Friends and Relatives (VFR):** Moderate – Family visits and cultural travel are common.
- **Outside-the-House Spending:** High – They spend significantly on dining, entertainment, and shopping.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Yes – They are influenced by family and cultural influencers, especially in the Asian community.
- **Internet Usage:** High – The internet is used extensively for researching and booking travel, as well as for social media.
- **Above Average use of Traditional Media:** Moderate – They engage with multicultural media and community-specific outlets.
- **Preferred Social Media:** WeChat, WhatsApp, Facebook, and YouTube.

Marketing Focus:

- **Messaging Approach:** Highlight family-friendly travel experiences that emphasize cultural immersion, sustainability, and luxury accommodations. Focus on convenience, sustainability, and inclusivity for multigenerational families.

- Marketing Channels:
 - Primary: WeChat, Facebook, and YouTube ads targeting affluent, Asian families.
 - Secondary: Multicultural blogs, travel websites, and lifestyle magazines.
- Content Ideas: Feature luxury family resorts, sustainable cultural experiences, and sustainable accommodations that cater to multigenerational travelers.

Potential Engagement Strategies:

- Influencer Collaborations: Work with influencers in the Asian community to promote family-friendly, sustainable luxury travel experiences.
- Cultural and Family Focus: Emphasize destinations that combine cultural enrichment, family activities, and sustainable travel options.

PRIZM Segment 11: Continental Culture:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of affluent, middle-aged and older urban families, often of European descent. They have a strong interest in cultural and sustainable travel experiences and are ideal candidates for luxury travel offerings that focus on culture, sustainability, and relaxation.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older families, typically with children aged 10-24 or empty nesters.
- Social Group: Affluent urban and suburban families.
- Where they Live: Urban centers and affluent suburbs in major Canadian cities, such as Toronto and Montreal.
- Estimated Households: 1.0% of Canadian households (\approx 150,000 households).
- Real Number of Population: 1.2% of the Canadian population (\approx 468,000 people).
- Household Income (HHI): \$160,000+.
- Car Ownership: High – They often own multiple cars, including luxury brands (e.g., Mercedes, Audi, BMW).
- Education: Highly educated, with university degrees.
- Occupation: Professionals in business, education, and white-collar sectors, with some retirees.

Travel Characteristics:

- Vacation Activity: They enjoy cultural activities such as attending art galleries, music festivals, and theatre. They also appreciate nature-focused and sustainable travel experiences.
- Travel Timing: Frequent travelers, often traveling during holidays and retirement periods.
- Propensity to Travel: High – They frequently travel for leisure, with an emphasis on cultural enrichment and sustainable destinations.
- Types of Experiences Sought: Luxury travel experiences that combine culture, sustainability, and relaxation. Popular activities include art tours, fine dining, and nature retreats.
- Visit Friends and Relatives (VFR): Low – Most travel is for leisure, not family visits.
- Outside-the-House Spending: Very high – Known for spending on high-end cultural experiences, dining, and shopping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by cultural, travel, and luxury lifestyle influencers.
- Internet Usage: High – They use the internet for researching and booking sustainable, luxury travel experiences.
- Above Average use of Traditional Media: High – They engage with traditional media like newspapers, magazines, and television focused on travel, lifestyle, and culture.
- Preferred Social Media: Facebook, Instagram, and LinkedIn.

Marketing Focus:

- **Messaging Approach:** Focus on upscale cultural and sustainable travel experiences that emphasize luxury, sustainability, and relaxation. Highlight destinations that offer a blend of culture, nature, and comfort.
- **Marketing Channels:**
 - Primary: Facebook and Instagram ads targeting affluent, culture-loving travelers.
 - Secondary: High-end travel magazines, cultural blogs, and lifestyle television.
- **Content Ideas:** Showcase luxury eco-hotels, cultural tours, and nature retreats designed for affluent, culturally engaged travelers.

Potential Engagement Strategies:

- **Influencer Collaborations:** Partner with luxury and cultural influencers to promote sustainable, cultural travel experiences.
- **Cultural and Sustainable Focus:** Emphasize destinations that combine cultural enrichment, sustainability, and relaxation for high-income, older families and couples.

PRIZM Segment 12: Eat, Play, Love:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of younger, high-income urban families with a focus on work-life balance, cultural engagement, and family-friendly experiences. They value sustainable travel options and are an ideal target for destinations that cater to young families seeking relaxation, culture, and sustainability.

Demographics & Travel Behavior:

- **Life Stage:** Young and middle-aged families with children under 15.
- **Social Group:** Affluent urban families.
- **Where they Live:** High-density urban neighborhoods in cities like Toronto, Vancouver, and Montreal.
- **Estimated Households:** 1.0% of Canadian households (\approx 150,000 households).
- **Real Number of Population:** 1.5% of the Canadian population (\approx 585,000 people).
- **Household Income (HHI):** \$133,000+.
- **Car Ownership:** Moderate – Own family-friendly vehicles, such as SUVs and hybrid cars.
- **Education:** University-educated professionals.
- **Occupation:** White-collar professionals in industries such as technology, education, and healthcare.

Travel Characteristics:

- **Vacation Activity:** They enjoy family-friendly activities like amusement parks, cultural festivals, and outdoor adventures. They are also interested in sustainable accommodations and travel experiences that combine fun and sustainability.
- **Travel Timing:** Frequent travelers during school holidays and long weekends.
- **Propensity to Travel:** High – They travel often, seeking family-oriented and sustainable vacation options.
- **Types of Experiences Sought:** Family-friendly experiences that combine cultural enrichment, sustainability, and relaxation, such as nature resorts, theme parks, and educational tours.
- **Visit Friends and Relatives (VFR):** Moderate – They combine leisure travel with visiting family and friends.
- **Outside-the-House Spending:** High – They spend generously on family activities, dining, and cultural experiences.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Yes – They follow family-oriented and sustainable influencers for travel recommendations.
- **Internet Usage:** High – They rely heavily on the internet to research family-friendly and sustainable travel options.
- **Above Average use of Traditional Media:** Moderate – Engage with family and lifestyle-focused media, both digital and print.
- **Preferred Social Media:** Instagram, Facebook, YouTube, and Pinterest.

Marketing Focus:

- **Messaging Approach:** Highlight family-friendly sustainable travel experiences that focus on sustainability, fun, and cultural immersion. Emphasize convenience, safety, and educational value for children.
- **Marketing Channels:**
 - **Primary:** Instagram and Facebook ads targeting young, affluent families interested in family-friendly, sustainable travel.
 - **Secondary:** Family travel blogs, YouTube channels, and lifestyle magazines.
- **Content Ideas:** Showcase eco-lodges, nature parks, and cultural attractions that cater to both children and adults, emphasizing sustainability and family engagement.

Potential Engagement Strategies:

- **Influencer Collaborations:** Partner with family travel influencers to promote sustainable destinations and attractions that appeal to young families.
- **Family and Sustainable Focus:** Emphasize destinations that offer a mix of fun, relaxation, and cultural experiences while maintaining a strong focus on sustainability.

PRIZM Segment 13: Vie de Rêve:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of affluent, middle-aged families primarily in Quebec, living in suburban neighborhoods. They value a comfortable lifestyle, with a focus on family and social engagement, making them a prime audience for upscale, sustainable travel experiences that blend sustainability with convenience.

Demographics & Travel Behavior:

- **Life Stage:** Middle-aged families with children aged 5-24.
- **Social Group:** Affluent, suburban families, primarily francophone.
- **Where they Live:** Suburban neighborhoods around Montreal, Quebec City, and Gatineau.
- **Estimated Households:** 1.1% of Canadian households (\approx 165,000 households).
- **Real Number of Population:** 1.3% of the Canadian population (\approx 507,000 people).
- **Household Income (HHI):** \$167,000+.
- **Car Ownership:** High – They own multiple vehicles, often luxury or family-oriented brands (e.g., BMW, Subaru).
- **Education:** University and college-educated.
- **Occupation:** Professionals and managers in white-collar and service-sector jobs.

Travel Characteristics:

- **Vacation Activity:** They enjoy high-energy outdoor sports like skiing, attending cultural events, and family-friendly vacations. They appreciate sustainable options when traveling.
- **Travel Timing:** Family vacations are frequent during school holidays, especially in the winter for skiing trips.
- **Propensity to Travel:** High – Regular travelers who seek family-oriented activities and outdoor adventures.
- **Types of Experiences Sought:** Luxury, family-friendly experiences that blend sustainability and relaxation, such as ski resorts, cultural destinations, and nature retreats.
- **Visit Friends and Relatives (VFR):** Moderate – Travel often includes visiting family and combining leisure activities.
- **Outside-the-House Spending:** High – Known for spending on family activities, dining, and cultural experiences.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Yes – Influenced by family and lifestyle influencers, particularly those who promote sustainable living and travel.
- **Internet Usage:** High – They rely on the internet for researching family vacations and sustainable travel options.

- Above Average use of Traditional Media: Moderate – Engage with family-oriented and cultural media both digital and print.
- Preferred Social Media: Facebook, Instagram, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, sustainable travel experiences that emphasize luxury, cultural immersion, and sustainability. Focus on family values, comfort, and environmental responsibility.
- Marketing Channels:
 - Primary: Facebook and Instagram ads targeting affluent, francophone families.
 - Secondary: Family travel blogs, YouTube channels, and lifestyle magazines.
- Content Ideas: Showcase family-oriented eco-resorts, ski destinations, and cultural events that promote sustainability and comfort.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with francophone family travel influencers to promote sustainable destinations that cater to families.
- Cultural and Family Focus: Emphasize destinations that offer a blend of cultural enrichment and sustainable activities for families.

PRIZM Segment 14: Kick-Back Country:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of middle-aged, upper-middle-income families and couples living in rural areas near large and medium-sized cities. They value the quiet, outdoor lifestyle while maintaining access to urban amenities. They are ideal for sustainable and outdoor-focused travel experiences that provide both relaxation and adventure.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families and older couples with children aged 15+.
- Social Group: Upper-middle-income rural families and couples.
- Where they Live: Rural areas near large cities.
- Estimated Households: 1.3% of Canadian households ($\approx 195,000$ households).
- Real Number of Population: 1.5% of the Canadian population ($\approx 585,000$ people).
- Household Income (HHI): \$148,000+.
- Car Ownership: High – They own multiple vehicles, including compact SUVs and large pickups.
- Education: A mix of university, college, and trade school.
- Occupation: Primarily blue-collar jobs in industries like mining, construction, trades, and transportation.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as camping, ATVing, snowmobiling, and boating. They also travel to cities for shopping and entertainment.
- Travel Timing: Frequent travelers, especially for weekend getaways and family vacations.
- Propensity to Travel: High – Travel is centered around outdoor recreation and family activities.
- Types of Experiences Sought: Outdoor, nature-based vacations with sustainable lodging, such as campgrounds, resorts, and adventure parks.
- Visit Friends and Relatives (VFR): Moderate – They travel for both leisure and family visits.
- Outside-the-House Spending: High – Significant spending on outdoor gear, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by outdoor, lifestyle, and adventure influencers.
- Internet Usage: Moderate – They use the internet to plan trips, purchase outdoor gear, and follow travel recommendations.
- Above Average use of Traditional Media: High – They engage with traditional media such as TV, radio, and print, especially related to outdoor and sports content.

- Preferred Social Media: Facebook, YouTube, and Pinterest.

Marketing Focus:

- Messaging Approach: Highlight outdoor travel experiences that combine sustainability with adventure and relaxation. Emphasize family-friendly outdoor activities, such as camping, boating, and hiking.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting rural, adventure-seeking families.
 - Secondary: Outdoor and lifestyle blogs, TV, and radio.
- Content Ideas: Showcase sustainable campgrounds, outdoor adventure parks, and rustic cabins that provide a balance of comfort and sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with outdoor and adventure influencers to promote rural, sustainable travel experiences.
- Outdoor Focus: Emphasize the thrill of outdoor activities such as camping, boating, and snowmobiling, while promoting sustainable practices.

PRIZM Segment 15: South Asian Enterprise:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of urban, upper-middle-income families, predominantly of South Asian descent. They are highly educated and financially secure, making them ideal candidates for family-friendly, cultural, and sustainable travel experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families, often with children aged 5-24.
- Social Group: Affluent, suburban families.
- Where they Live: Predominantly in the Greater Toronto Area (GTA) and Calgary.
- Estimated Households: 1.6% of Canadian households (\approx 240,000 households).
- Real Number of Population: 2.6% of the Canadian population (\approx 1 million people).
- Household Income (HHI): \$151,000+.
- Car Ownership: High – They own multiple vehicles, often luxury and family-friendly brands (e.g., Honda, Lexus, Tesla).
- Education: University and college-educated professionals.
- Occupation: Blue-collar, service-sector, and white-collar jobs, particularly in technology, healthcare, and business services.

Travel Characteristics:

- Vacation Activity: They enjoy family-friendly destinations, cultural experiences, and sporting activities such as cricket. They value sustainable and sustainable travel options.
- Travel Timing: Frequent travelers, especially during school holidays and summer breaks.
- Propensity to Travel: High – They seek family-oriented, culturally immersive experiences with upscale accommodations.
- Types of Experiences Sought: Multigenerational family trips, cultural tourism, and sustainable luxury accommodations. They favor destinations that offer modern amenities and cater to large family groups.
- Visit Friends and Relatives (VFR): Moderate – Family visits are common, but leisure travel is also important.
- Outside-the-House Spending: High – Known for spending on dining, entertainment, and shopping, particularly within their cultural communities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by family-oriented and cultural influencers, especially in the South Asian community.
- Internet Usage: High – They rely heavily on the internet for researching and booking travel, as well as for social media engagement.

- Above Average use of Traditional Media: Moderate – Engage with multicultural and family-oriented media.
- Preferred Social Media: WhatsApp, Facebook, Instagram, and YouTube.

Marketing Focus:

- Messaging Approach: Focus on family-friendly, sustainable travel experiences that highlight cultural immersion, convenience, and luxury. Emphasize the sustainability of destinations and services that cater to large families and multigenerational travelers.
- Marketing Channels:
 - Primary: Facebook, Instagram, and YouTube ads targeting affluent, South Asian families.
 - Secondary: Multicultural travel blogs, family lifestyle magazines, and YouTube.
- Content Ideas: Showcase luxury resorts, cultural festivals, and sustainable family experiences that emphasize sustainability and family engagement.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with South Asian family and cultural influencers to promote sustainable, family-friendly travel destinations.
- Cultural and Family Focus: Emphasize destinations that offer a mix of cultural enrichment, sustainability, and family-friendly amenities, appealing to the values of South Asian families.

PRIZM Segment 16: Savvy Seniors:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of older, middle-income singles and couples who live in urban apartments. They are generally financially comfortable, have a lot of free time, and are active in cultural and social activities, making them ideal candidates for leisure travel, especially sustainable and culturally enriching experiences.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, often over 65 years old, with some empty nesters.
- Social Group: Middle-income seniors living in urban apartments.
- Where they Live: Cities across Ontario, British Columbia, and Alberta.
- Estimated Households: 2.2% of Canadian households (\approx 330,000 households).
- Real Number of Population: 2.0% of the Canadian population (\approx 780,000 people).
- Household Income (HHI): \$121,000+.
- Car Ownership: Moderate – They tend to own one car, typically a practical vehicle.
- Education: A mix of university, college, and high school education.
- Occupation: White-collar and service-sector jobs, with a significant portion retired.

Travel Characteristics:

- Vacation Activity: They enjoy cultural activities such as attending art galleries, the opera, and theatre, as well as participating in community events. They are also interested in leisure travel, particularly sustainable and luxurious experiences that emphasize relaxation.
- Travel Timing: Frequent travelers, often taking advantage of off-peak seasons for quieter and more affordable experiences.
- Propensity to Travel: High – Travel is an important part of their lifestyle, particularly for cultural enrichment and relaxation.
- Types of Experiences Sought: Sustainable, culturally enriching vacations that offer a balance of relaxation and active experiences such as city tours, nature walks, and luxury accommodation.
- Visit Friends and Relatives (VFR): Low – Travel is primarily for leisure and cultural experiences, not family visits.
- Outside-the-House Spending: High – They spend significantly on cultural events, dining, and high-end shopping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by cultural and luxury travel influencers, particularly those targeting older adults.

- Internet Usage: Moderate – They use the internet to research cultural events, travel, and luxury goods. 98
- Above Average use of Traditional Media: High – They consume traditional media such as newspapers, radio, and television, particularly focused on culture, news, and travel.
- Preferred Social Media: Facebook and LinkedIn, with limited use of Instagram.

Marketing Focus:

- Messaging Approach: Highlight sustainable, culturally enriching travel experiences that emphasize luxury, comfort, and sustainability. Focus on activities that offer relaxation and cultural immersion.
- Marketing Channels:
 - Primary: Facebook and traditional media such as newspapers and radio, targeting seniors interested in luxury travel and cultural experiences.
 - Secondary: Cultural travel blogs and online publications for retirees.
- Content Ideas: Showcase luxury eco-hotels, cultural tours, and slow-travel experiences that cater to seniors, emphasizing relaxation and sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with influencers focusing on retirement, travel, and culture to promote sustainable, leisurely vacations.
- Cultural and Relaxation Focus: Emphasize destinations that offer cultural enrichment, relaxation, and sustainable practices, appealing to the values of older, financially secure individuals.

PRIZM Segment 17: Asian Avenues:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income, urban families and singles primarily of Asian descent, often from China, Hong Kong, and the Philippines. They reside in urban environments, preferring family-friendly and culturally enriching experiences, with a growing interest in sustainable travel.

Demographics & Travel Behavior:

- Life Stage: Families with teenage and older children, as well as singles.
- Social Group: Middle-income, urban families and singles.
- Where they Live: Urban centers like Vancouver and Burnaby, typically in single-detached homes, duplexes, and low-rise apartments.
- Estimated Households: 0.6% of Canadian households ($\approx 90,000$ households).
- Real Number of Population: 0.7% of the Canadian population ($\approx 273,000$ people).
- Household Income (HHI): \$121,000+.
- Car Ownership: Moderate – Many use public transit but own cars, typically family-oriented or practical vehicles.
- Education: A mix of high school, university, and college education.
- Occupation: White-collar, grey-collar, and service-sector jobs, reflecting a range of professional backgrounds.

Travel Characteristics:

- Vacation Activity: They enjoy attending cultural events, exhibitions, and fairs, and engaging in outdoor activities like martial arts. There is also an interest in visiting family-friendly destinations and sustainable tourism options.
- Travel Timing: They travel frequently throughout the year, especially during school breaks and holidays.
- Propensity to Travel: High – Travel is an important part of their lifestyle, often centered around cultural experiences and family vacations.
- Types of Experiences Sought: Family-friendly vacations, sustainable lodgings, and cultural activities, including visits to festivals, museums, and natural attractions.
- Visit Friends and Relatives (VFR): Moderate – Travel often includes visiting family, but leisure travel is also important.
- Outside-the-House Spending: High – Significant spending on dining, entertainment, and cultural events.

- Above Average use of Influencer Impact: Yes – Influenced by family-oriented and cultural influencers, particularly within Asian communities.
- Internet Usage: High – They rely on the internet for researching and booking travel, as well as for social media engagement.
- Above Average use of Traditional Media: Moderate – Engage with multicultural and family-oriented media, especially digital platforms.
- Preferred Social Media: WhatsApp, Twitch, YouTube, and WeChat.

Marketing Focus:

- Messaging Approach: Highlight sustainable, culturally enriching travel experiences that offer convenience and modern amenities for families. Focus on sustainable tourism options that appeal to large family groups and culturally diverse communities.
- Marketing Channels:
 - Primary: WhatsApp, YouTube, and Facebook ads targeting urban Asian families and singles.
 - Secondary: Cultural travel blogs, family lifestyle magazines, and YouTube channels.
- Content Ideas: Showcase family-friendly resorts, sustainable travel packages, and cultural festivals that cater to large families and emphasize sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family and cultural influencers to promote sustainable travel destinations for Asian families.
- Cultural and Family Focus: Emphasize destinations that offer a blend of cultural immersion, sustainability, and modern convenience, appealing to the values of Asian families and singles.

PRIZM Segment 18: Multicultural Corners:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of culturally diverse, upper-middle-income families living in urban fringe areas. They are often first- and second-generation Canadians, with a significant portion of the population being immigrants. These families seek culturally immersive and sustainable travel experiences, making them an ideal target for sustainable tourism initiatives.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families with children, often multigenerational.
- Social Group: Upper-middle-income, culturally diverse families.
- Where they Live: Urban fringe areas around large cities like Toronto and Edmonton.
- Estimated Households: 1.8% of Canadian households (\approx 270,000 households).
- Real Number of Population: 2.2% of the Canadian population (\approx 858,000 people).
- Household Income (HHI): \$147,000+.
- Car Ownership: High – They own multiple vehicles, including family-friendly and luxury brands.
- Education: University and college-educated.
- Occupation: White-collar and service-sector jobs, with a high number of professionals.

Travel Characteristics:

- Vacation Activity: They enjoy family-friendly destinations, cultural events, and sporting activities such as baseball and skateboarding. They are increasingly drawn to sustainable travel options that provide cultural and leisure experiences.
- Travel Timing: Travel frequently during school holidays and long weekends.
- Propensity to Travel: High – They seek family-oriented, culturally immersive experiences.
- Types of Experiences Sought: Family-friendly vacations, cultural tourism, and sustainable lodging. They are interested in destinations offering modern amenities and catering to diverse cultural interests.
- Visit Friends and Relatives (VFR): Moderate – Family visits are important, but leisure travel is also common.

- Outside-the-House Spending: High – Significant spending on family activities, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by cultural, family, and lifestyle influencers, particularly those within diverse communities.
- Internet Usage: High – They rely heavily on the internet for researching travel options and engaging with cultural content.
- Above Average use of Traditional Media: Moderate – Engage with multicultural media, both digital and print.
- Preferred Social Media: Facebook, Instagram, WhatsApp, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, sustainable travel experiences that promote cultural immersion and sustainability. Emphasize convenience and inclusivity for large, culturally diverse families.
- Marketing Channels:
 - Primary: Facebook and Instagram ads targeting culturally diverse, urban families.
 - Secondary: Multicultural travel blogs, family lifestyle magazines, and YouTube.
- Content Ideas: Showcase family-oriented resorts, cultural festivals, and sustainable accommodations that emphasize sustainability and cultural enrichment.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with multicultural family and cultural influencers to promote sustainable, family-friendly travel destinations.
- Cultural and Family Focus: Emphasize destinations that offer cultural enrichment, sustainability, and family-friendly amenities, appealing to diverse families seeking cultural experiences.

PRIZM Segment 19: Family Mode:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of large, financially comfortable suburban families. They enjoy family-oriented activities and prefer convenient, modern travel experiences that cater to their family's needs. Sustainability is becoming more relevant, especially in terms of sustainable family accommodations and responsible travel choices.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families with children, often between 5 and 24 years old.
- Social Group: Affluent suburban families.
- Where they Live: Suburban areas in mid-sized cities surrounding large metro areas.
- Estimated Households: 2.2% of Canadian households (\approx 330,000 households).
- Real Number of Population: 2.7% of the Canadian population (\approx 1.05 million people).
- Household Income (HHI): \$150,000+.
- Car Ownership: High – They own multiple vehicles, typically family-friendly and practical cars (e.g., SUVs).
- Education: A mix of college and high school graduates.
- Occupation: Grey-collar and white-collar jobs in trades, sales, and administration.

Travel Characteristics:

- Vacation Activity: They enjoy family-friendly destinations such as theme parks, arcades, and amusement centers, with a growing interest in sustainable options.
- Travel Timing: Family vacations are frequent, especially during school holidays and summer breaks.
- Propensity to Travel: High – They seek family-oriented, fun, and convenient travel experiences.
- Types of Experiences Sought: Family-friendly, sustainable vacations that balance affordability and modern conveniences, such as family resorts, cultural trips, and outdoor adventures.
- Visit Friends and Relatives (VFR): Moderate – Family travel often includes visits to relatives.

- Outside-the-House Spending: High – Significant spending on family activities, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by family, lifestyle, and sustainable travel influencers.
- Internet Usage: High – They actively research family travel options online and share vacation experiences on social media.
- Above Average use of Traditional Media: Moderate – Engage with both digital and traditional media, especially those focused on family and lifestyle.
- Preferred Social Media: Facebook, Instagram, and Pinterest.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, sustainable travel experiences that emphasize sustainability, convenience, and fun. Focus on activities and accommodations that cater to the entire family.
- Marketing Channels:
 - Primary: Facebook and Instagram ads targeting suburban families seeking family-friendly travel experiences.
 - Secondary: Family lifestyle blogs, YouTube channels, and magazines.
- Content Ideas: Showcase sustainable resorts, amusement parks, and outdoor adventure spots that are ideal for large families, emphasizing the ease of access and family-oriented amenities.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family travel influencers to promote sustainable, family-friendly destinations.
- Family and Convenience Focus: Emphasize destinations that offer both fun and sustainable practices, appealing to suburban families looking for convenient and sustainable vacation options.

PRIZM Segment 20: New Asian Heights:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of younger, educated singles and couples of Asian descent living in urban fringe areas. They are early in their careers but have disposable income, making them ideal for sustainable, adventure, and culturally immersive travel experiences. They are technology-savvy and value sustainability in their choices.

Demographics & Travel Behavior:

- Life Stage: Young singles and couples, primarily aged 25-34, with no children or very young children.
- Social Group: Educated, middle-income urban professionals.
- Where they Live: Urban fringe neighborhoods in cities like Montreal and Vancouver.
- Estimated Households: 1.4% of Canadian households (\approx 210,000 households).
- Real Number of Population: 1.1% of the Canadian population (\approx 429,000 people).
- Household Income (HHI): \$92,000+.
- Car Ownership: Moderate – Many use public transit but own practical vehicles.
- Education: University-educated, with many pursuing higher education.
- Occupation: White-collar professionals in early career stages, often in technology, finance, or service sectors.

Travel Characteristics:

- Vacation Activity: They enjoy adventure sports, jogging, and participating in cultural events. There is a growing interest in sustainable tourism, especially when it aligns with active and urban lifestyles.
- Travel Timing: Frequent travelers, especially for weekend getaways and adventure trips.
- Propensity to Travel: High – Travel is an important part of their lifestyle, particularly focused on exploration and adventure.
- Types of Experiences Sought: Adventure and cultural trips, sustainable accommodations, and city-based experiences that blend fun and sustainability.

- Visit Friends and Relatives (VFR): Low – Most travel is for leisure and exploration.
- Outside-the-House Spending: High – They spend significantly on dining, entertainment, and adventure-related activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by social media, especially in areas like fashion, technology, and travel.
- Internet Usage: High – They are digital natives, frequently using social media to share experiences and engage with influencers.
- Above Average use of Traditional Media: Low – They rely mostly on digital platforms for news and information.
- Preferred Social Media: Instagram, WeChat, WhatsApp, and Twitch.

Marketing Focus:

- Messaging Approach: Highlight adventure-focused, sustainable travel experiences that emphasize sustainability, cultural immersion, and modern amenities. Appeal to their desire for exploration and unique urban experiences.
- Marketing Channels:
 - Primary: Instagram, YouTube, and WeChat ads targeting young, urban professionals.
 - Secondary: Adventure and travel blogs, social media influencers, and digital platforms.
- Content Ideas: Showcase sustainable adventure trips, urban cultural festivals, and sustainable accommodations that cater to active young professionals.

Potential Engagement Strategies:

- Influencer Collaborations: Work with travel and adventure influencers who focus on sustainable and urban experiences.
- Adventure and Urban Focus: Emphasize destinations that offer adventure, sustainability, and cultural experiences, appealing to young professionals looking for excitement and purpose-driven travel.

PRIZM Segment 21: Scenic Retirement:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of older, middle-income suburbanites, many of whom are transitioning into retirement. They are financially comfortable and enjoy spending their leisure time on outdoor activities like golfing, walking in parks, and attending exhibitions. They are health-conscious and interested in leisure travel that is relaxing and sustainable.

Demographics & Travel Behavior:

- Life Stage: Older singles and married couples, primarily aged 65+.
- Social Group: Middle-income, suburban retirees and near-retirees.
- Where they Live: Suburban neighborhoods in smaller cities across Canada.
- Estimated Households: 1.5% of Canadian households (\approx 225,000 households).
- Real Number of Population: 1.3% of the Canadian population (\approx 507,000 people).
- Household Income (HHI): \$112,000+.
- Car Ownership: High – Most own a single vehicle, often a mid-range or practical car.
- Education: A mix of high school, college, and some university education.
- Occupation: Primarily retired, with some still working in white-collar and service-sector jobs.

Travel Characteristics:

- Vacation Activity: They enjoy relaxing activities such as golfing, visiting parks and gardens, and attending cultural exhibitions. Their travel is focused on relaxation and sustainable destinations.
- Travel Timing: Frequent travelers, often choosing to travel during off-peak seasons to avoid crowds.
- Propensity to Travel: High – Leisure travel is a key part of their lifestyle, especially trips that offer a peaceful environment and opportunities for light physical activity.
- Types of Experiences Sought: Sustainable vacations, nature retreats, and cultural experiences. They look for accommodations that are comfortable and offer modern amenities, but also emphasize sustainability.

- Visit Friends and Relatives (VFR): Moderate – They travel for both leisure and to visit family. 103
- Outside-the-House Spending: High – They are willing to spend on dining, cultural events, and leisure activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Influenced by retirement and health-related influencers, particularly those who focus on leisure and travel.
- Internet Usage: Moderate – They use the internet for researching travel and health information but still rely heavily on traditional media.
- Above Average use of Traditional Media: High – They engage with newspapers, television, and magazines, particularly those focused on retirement, health, and leisure.
- Preferred Social Media: Facebook, LinkedIn, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight sustainable, culturally enriching travel experiences that emphasize relaxation, health, and sustainability. Focus on the convenience and comfort of destinations that cater to older adults.
- Marketing Channels:
 - Primary: Facebook and traditional media ads targeting older, suburban retirees interested in leisurely, sustainable vacations.
 - Secondary: Retirement travel blogs, lifestyle magazines, and YouTube.
- Content Ideas: Showcase sustainable resorts, cultural tours, and nature retreats tailored to retirees, emphasizing sustainability, relaxation, and physical wellness.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with influencers focusing on retirement and sustainable travel to promote relaxing, sustainable vacation options.
- Relaxation and Health Focus: Emphasize destinations that offer a peaceful environment, physical wellness activities, and sustainable practices, appealing to older, financially comfortable suburbanites.

PRIZM Segment 22: Indieville:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate to High

This group consists of younger and middle-aged singles and couples living in urban neighborhoods. They are culturally active and tech-savvy, making them ideal for urban and sustainable travel experiences that combine adventure with modern comforts.

Demographics & Travel Behavior:

- Life Stage: Young and middle-aged singles and couples, often between 25 and 44 years old.
- Social Group: Urban singles and couples, including many first- and second-generation Canadians.
- Where they Live: Urban cores, particularly in cities like Toronto and Vancouver, in low-rise apartments, duplexes, and semi-detached homes.
- Estimated Households: 1.1% of Canadian households ($\approx 165,000$ households).
- Real Number of Population: 1.2% of the Canadian population ($\approx 468,000$ people).
- Household Income (HHI): \$127,000+.
- Car Ownership: Low – Many rely on public transit and tend to own fewer cars.
- Education: University-educated professionals.
- Occupation: White-collar and service-sector jobs in fields like tech, education, and arts.

Travel Characteristics:

- Vacation Activity: They enjoy nightlife, cultural events, and adventure sports. They value sustainable travel and frequently seek out modern urban experiences such as attending festivals, concerts, and art exhibitions.
- Travel Timing: Frequent weekend getaways and travel during off-peak seasons.
- Propensity to Travel: High – Travel is central to their lifestyle, especially for cultural immersion and social experiences.

- Types of Experiences Sought: Adventure tourism, sustainable urban travel, and immersive cultural experiences. They are interested in accommodations that blend sustainability and modern design.
- Visit Friends and Relatives (VFR): Low – Most travel is for leisure rather than family visits.
- Outside-the-House Spending: High – They spend generously on cultural experiences, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by social media and cultural influencers, particularly in the areas of fashion, tech, and travel.
- Internet Usage: High – They are active on social media and use the internet to plan and share travel experiences.
- Above Average use of Traditional Media: Low – They primarily engage with digital media and streaming platforms.
- Preferred Social Media: Instagram, Facebook, YouTube, and Reddit.

Marketing Focus:

- Messaging Approach: Highlight adventure-driven, sustainable travel experiences that emphasize urban culture, modern amenities, and sustainability. Appeal to their interest in tech-savvy, cutting-edge destinations.
- Marketing Channels:
 - Primary: Instagram, YouTube, and Facebook ads targeting young, urban professionals and couples.
 - Secondary: Travel and lifestyle blogs, cultural event listings, and digital streaming services.
- Content Ideas: Showcase modern, sustainable city accommodations, cultural festivals, and urban adventure sports with a focus on sustainability and tech integration.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with travel and cultural influencers who focus on modern urban experiences and sustainable travel.
- Urban and Adventure Focus: Emphasize destinations that offer a blend of adventure, cultural events, and modern, sustainable practices appealing to young, tech-savvy urbanites.

PRIZM Segment 23: Mid-City Mellow:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of older, upper-middle-income suburban homeowners. They live comfortable lifestyles in well-established city neighborhoods, typically in single-detached homes. With a focus on convenience and familiarity, they are more inclined to engage in local, sustainable travel experiences, but sustainability is not always top of mind.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples, often empty nesters, or families with older children (5-24 years).
- Social Group: Upper-middle-income suburban families.
- Where they Live: Well-established neighborhoods in mid-sized cities and suburbs.
- Estimated Households: 2.2% of Canadian households (\approx 330,000 households).
- Real Number of Population: 2.4% of the Canadian population (\approx 936,000 people).
- Household Income (HHI): \$131,000+.
- Car Ownership: High – They own multiple vehicles, including practical cars for families (e.g., sedans, SUVs).
- Education: College or high school education.
- Occupation: White-collar and service-sector jobs, with some retirees.

Travel Characteristics:

- Vacation Activity: They enjoy leisure activities such as attending sporting events, theater performances, and spending time outdoors in parks. Travel tends to focus on convenience, comfort, and familiarity, but sustainable accommodations are of increasing interest.
- Travel Timing: Frequent travelers during off-peak times, especially retirees.
- Propensity to Travel: Moderate – Travel is important but centered around relaxation and social activities.
- Types of Experiences Sought: Relaxation-oriented, sustainable travel experiences that cater to their needs for comfort and convenience. They prefer familiar destinations like family resorts, parks, and nature-based retreats.
- Visit Friends and Relatives (VFR): Moderate – Family visits are a common travel motivator.
- Outside-the-House Spending: High – Known for spending on cultural activities, dining, and shopping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They are influenced by traditional and digital media, particularly related to lifestyle and family travel.
- Internet Usage: Moderate – They use the internet to plan trips and find deals, but traditional media still plays a strong role.
- Above Average use of Traditional Media: High – They engage with TV, newspapers, and direct mail, particularly focused on travel, lifestyle, and cultural content.
- Preferred Social Media: Facebook, YouTube, and Pinterest.

Marketing Focus:

- Messaging Approach: Highlight comfort, convenience, and relaxation-focused travel experiences, with an emphasis on familiar and sustainable destinations. Focus on offering value and comfort for families and retirees.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting suburban families and retirees.
 - Secondary: Travel blogs, lifestyle magazines, and traditional TV/radio.
- Content Ideas: Showcase sustainable family resorts, cultural events, and nature retreats that emphasize convenience, comfort, and relaxation.

Potential Engagement Strategies:

- Influencer Collaborations: Work with lifestyle and family travel influencers to promote sustainable, comfort-driven travel experiences.
- Comfort and Relaxation Focus: Emphasize destinations that cater to convenience, comfort, and familiarity, appealing to upper-middle-income suburbanites.

PRIZM Segment 24: All-Terrain Families:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of younger and middle-aged families living in suburban areas, particularly in regions with strong employment in the oil, gas, and mining industries. These families have higher mobility due to work, with many having moved recently. They are outdoor enthusiasts, making them an ideal target for adventure tourism and sustainable outdoor travel.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged suburban families, with children often under the age of 14.
- Social Group: Upper-middle-income families.
- Where they Live: Suburban neighborhoods, especially in Alberta, in detached or semi-detached homes.
- Estimated Households: 1.0% of Canadian households (\approx 150,000 households).
- Real Number of Population: 1.1% of the Canadian population (\approx 429,000 people).
- Household Income (HHI): \$141,000+.
- Car Ownership: High – They own multiple vehicles, often including SUVs, trucks, and recreational vehicles.
- Education: A mix of high school, college, and some university education.

- Occupation: Primarily in blue-collar and service-sector jobs, with many working in resource-based industries like oil, gas, and mining. 106

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities like fishing, camping, hiking, and team sports. They frequently visit amusement parks, zoos, and other family-friendly attractions.
- Travel Timing: Travel frequently on weekends and during school holidays, often for outdoor recreation.
- Propensity to Travel: High – Adventure and outdoor recreation are central to their travel preferences.
- Types of Experiences Sought: Outdoor adventure tourism, sustainable camping, and family-friendly experiences such as visiting amusement parks and wildlife reserves.
- Visit Friends and Relatives (VFR): Moderate – Family visits are common but so is leisure travel for outdoor activities.
- Outside-the-House Spending: High – They spend significantly on outdoor gear, sports, dining, and family entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They follow influencers focused on adventure sports, outdoor living, and family travel.
- Internet Usage: Moderate – They use the internet to research family vacations and outdoor gear, but still engage with traditional media.
- Above Average use of Traditional Media: High – They engage with television, radio, and magazines related to outdoor activities and family travel.
- Preferred Social Media: Facebook, YouTube, and Pinterest.

Marketing Focus:

- Messaging Approach: Highlight sustainable, adventure-driven travel experiences that cater to family-friendly outdoor activities. Focus on affordability, convenience, and outdoor adventure.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting young families interested in outdoor and adventure travel.
 - Secondary: Outdoor adventure blogs, family travel websites, and traditional TV/radio.
- Content Ideas: Showcase sustainable camping, outdoor adventure parks, and family-friendly resorts, emphasizing the convenience and affordability of the experience.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with outdoor and adventure influencers to promote family-friendly, sustainable outdoor destinations.
- Outdoor and Family Focus: Emphasize destinations that offer a mix of adventure, outdoor recreation, and sustainable practices, appealing to families with young children.

PRIZM Segment 25: Suburban Sports:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of younger and middle-aged families living in suburban neighborhoods. They lead active lifestyles, with a focus on sports and recreational activities, making them ideal for travel experiences that combine family-friendly activities, sports, and sustainable elements.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged families with children of all ages.
- Social Group: Upper-middle-income suburban families.
- Where they Live: Suburban neighborhoods across Canada, with detached homes or duplexes.
- Estimated Households: 2.3% of Canadian households (\approx 345,000 households).
- Real Number of Population: 2.5% of the Canadian population (\approx 975,000 people).
- Household Income (HHI): \$129,000+.
- Car Ownership: High – They typically own multiple vehicles, often family-friendly or practical cars like SUVs.

- Education: A mix of high school and college education.
- Occupation: Service sector and blue-collar jobs that provide solid, upper-middle incomes.

Travel Characteristics:

- Vacation Activity: They enjoy family-oriented activities like camping, hiking, sports events, and trips to amusement parks. Outdoor and sports-related experiences are popular.
- Travel Timing: Frequent family vacations during school holidays, particularly for sports-related or outdoor activities.
- Propensity to Travel: High – They are enthusiastic travelers who prioritize family-friendly, active vacations.
- Types of Experiences Sought: Sports-related travel, outdoor adventures, family-friendly destinations, and sustainable camping or lodging options.
- Visit Friends and Relatives (VFR): Moderate – Travel is split between leisure and visiting family.
- Outside-the-House Spending: High – They spend on outdoor gear, sports equipment, and family activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They follow influencers focused on family travel, sports, and outdoor activities.
- Internet Usage: High – They use the internet to plan vacations and research family-oriented activities.
- Above Average use of Traditional Media: Moderate – Engage with TV, radio, and sports-related magazines.
- Preferred Social Media: Facebook, YouTube, and Pinterest.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, active travel experiences that offer outdoor sports, convenience, and sustainable options. Emphasize family bonding, fun, and adventure.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting suburban families interested in sports and outdoor travel.
 - Secondary: Sports blogs, family lifestyle magazines, and traditional TV/radio.
- Content Ideas: Showcase family-friendly sports events, sustainable camping trips, and outdoor adventure parks that offer convenience, fun, and sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family sports and travel influencers to promote sustainable outdoor destinations and family-friendly activities.
- Family and Sports Focus: Emphasize destinations that combine sports, family bonding, and sustainable practices, appealing to active suburban families.

PRIZM Segment 26: Country Traditions:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of rural, upper-middle-income families and couples living in small communities scattered across the eastern half of Canada. They have a strong appreciation for nature and traditional values, making them an ideal audience for sustainable and outdoor-oriented travel experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older families and couples, often with children aged 15+.
- Social Group: Upper-middle-income rural families.
- Where they Live: Small towns and rural communities, particularly in eastern Canada.
- Estimated Households: 2.3% of Canadian households (\approx 345,000 households).
- Real Number of Population: 2.5% of the Canadian population (\approx 975,000 people).
- Household Income (HHI): \$130,000+.
- Car Ownership: High – They typically own large vehicles such as pickups and SUVs, often for practical use in rural areas.

- Education: A mix of high school, college, and some university education.
- Occupation: Service sector and blue-collar jobs, with many working in trades, construction, and other hands-on industries.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as boating, fishing, camping, and gardening. A significant portion of their travel is centered around outdoor leisure, with many preferring vacations that involve cottage stays or visits to national parks.
- Travel Timing: Frequent travelers, often for long weekend trips and family vacations during the summer.
- Propensity to Travel: High – Their travel is centered around outdoor and nature-based experiences, often in rural or natural settings.
- Types of Experiences Sought: Outdoor adventures, sustainable lodgings, and traditional family vacations that emphasize simplicity and relaxation.
- Visit Friends and Relatives (VFR): Moderate – Travel often involves visiting family but also includes leisure activities.
- Outside-the-House Spending: High – They spend on outdoor gear, sports equipment, and family-friendly activities like sporting events.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – They follow influencers focused on outdoor living and family-oriented activities.
- Internet Usage: Moderate – They use the internet to plan vacations and research outdoor equipment, but still engage with traditional media.
- Above Average use of Traditional Media: High – They frequently engage with TV, radio, and print media, especially related to sports, outdoors, and lifestyle.
- Preferred Social Media: Facebook and YouTube.

Marketing Focus:

- Messaging Approach: Highlight outdoor, sustainable travel experiences that emphasize relaxation, nature, and traditional values. Focus on family bonding and adventure in natural settings.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting rural families interested in outdoor recreation.
 - Secondary: Outdoor lifestyle blogs, family travel magazines, and traditional TV/radio.
- Content Ideas: Showcase sustainable camping, boating trips, and nature retreats, emphasizing sustainability, simplicity, and connection with nature.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with outdoor adventure and family travel influencers to promote sustainable, nature-based travel experiences.
- Outdoor and Family Focus: Emphasize destinations that offer a balance of outdoor adventure and relaxation, catering to upper-middle-income rural families.

PRIZM Segment 27: Diversité Nouvelle:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of culturally diverse, middle-income families and singles who live in urban neighborhoods, primarily in Quebec. They enjoy active, urban lifestyles with an emphasis on culture and family. Their preferences lean toward sustainable travel options that cater to family-oriented, cultural experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families, couples, and singles, with children ranging from infants to teens.
- Social Group: Middle-income, culturally diverse urbanites.
- Where they Live: Urban centers in Quebec, primarily Montreal, in a mix of single-detached homes, semi-detached homes, and low-rise apartments.
- Estimated Households: 1.6% of Canadian households (\approx 240,000 households).

- Real Number of Population: 1.7% of the Canadian population (\approx 663,000 people).
- Household Income (HHI): \$123,000+.
- Car Ownership: Moderate – Many own vehicles but also rely on public transit for commuting.
- Education: University and trade school-educated professionals.
- Occupation: A mix of service-sector and white-collar jobs in education, healthcare, and business services.

Travel Characteristics:

- Vacation Activity: They enjoy attending cultural festivals, music concerts, and visiting historical sites. Outdoor activities, spas, and family-friendly events are popular travel interests. They are increasingly drawn to sustainable accommodations and cultural experiences.
- Travel Timing: Travel frequently during holidays and school vacations.
- Propensity to Travel: High – Travel is focused on family, culture, and leisure, with a growing emphasis on sustainable options.
- Types of Experiences Sought: Cultural tourism, sustainable lodging, family-oriented destinations, and leisure activities that offer a mix of relaxation and cultural immersion.
- Visit Friends and Relatives (VFR): Moderate – Family visits are common, but leisure travel is equally important.
- Outside-the-House Spending: High – They spend on cultural events, dining, and entertainment, particularly with their families.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They are influenced by cultural and family-oriented influencers, especially within the Quebecois community.
- Internet Usage: High – They use the internet to research family vacations, book travel, and engage with social media.
- Above Average use of Traditional Media: Moderate – Engage with cultural media, both print and digital.
- Preferred Social Media: Facebook, WhatsApp, Instagram, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight sustainable, culturally enriching travel experiences that promote family bonding, relaxation, and sustainability. Focus on urban and cultural destinations that cater to diverse, middle-income families.
- Marketing Channels:
 - Primary: Facebook, Instagram, and YouTube ads targeting culturally diverse, urban families in Quebec.
 - Secondary: Cultural travel blogs, family lifestyle magazines, and YouTube channels.
- Content Ideas: Showcase sustainable resorts, cultural festivals, and family-friendly activities that emphasize sustainability and cultural immersion.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with multicultural family and cultural influencers to promote sustainable, family-friendly travel destinations.
- Cultural and Family Focus: Emphasize destinations that offer a blend of cultural experiences, sustainability, and family-oriented activities.

PRIZM Segment 28: Latte Life:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: High

This group consists of younger, single urban renters living in trendy, culturally diverse neighborhoods. They lead highly active lifestyles, with a strong preference for convenience, social engagement, and sustainable practices. They are prime targets for urban, sustainable travel experiences that focus on social interaction and adventure.

Demographics & Travel Behavior:

- Life Stage: Young singles, aged 25-44, with a high percentage of renters.
- Social Group: Middle-income, urban professionals.
- Where they Live: Trendy, culturally diverse urban neighborhoods in cities like Vancouver, Calgary, and Ottawa.
- Estimated Households: 0.7% of Canadian households ($\approx 105,000$ households).
- Real Number of Population: 0.5% of the Canadian population ($\approx 195,000$ people).
- Household Income (HHI): \$106,000+.
- Car Ownership: Low – They tend to rely on public transit or walk, living in close proximity to work and amenities.
- Education: University-educated professionals, early in their careers.
- Occupation: Primarily white-collar and service-sector jobs, especially in education, healthcare, and technology.

Travel Characteristics:

- Vacation Activity: They enjoy nightlife, attending music festivals, art galleries, and outdoor adventures such as hiking and kayaking. They are highly social and prefer sustainable and sustainable travel options.
- Travel Timing: Frequent travelers, often taking weekend getaways and short trips.
- Propensity to Travel: High – Travel is a regular part of their lifestyle, particularly for social and cultural experiences.
- Types of Experiences Sought: Urban exploration, sustainable city breaks, and adventure tourism. They favor accommodations that are both modern and sustainable.
- Visit Friends and Relatives (VFR): Low – Travel is primarily for leisure, not family visits.
- Outside-the-House Spending: High – They spend on dining, nightlife, and cultural events, with a focus on sustainable choices.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – Strongly influenced by digital influencers in areas like fashion, lifestyle, and travel.
- Internet Usage: High – They rely heavily on social media and digital platforms to share experiences and find recommendations.
- Above Average use of Traditional Media: Low – Most of their media consumption is digital.
- Preferred Social Media: Instagram, TikTok, Reddit, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight sustainable, adventure-focused urban travel experiences that emphasize modern amenities, cultural events, and sustainability. Appeal to their interest in social engagement and adventure.
- Marketing Channels:
 - Primary: Instagram, TikTok, and YouTube ads targeting young, urban singles and professionals.
 - Secondary: Travel and adventure blogs, social media influencers, and digital platforms.
- Content Ideas: Showcase sustainable city breaks, sustainable travel packages, and urban adventure experiences designed for young, tech-savvy professionals.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with travel and lifestyle influencers to promote sustainable city destinations and adventure tourism.
- Urban and Adventure Focus: Emphasize destinations that offer urban exploration, sustainable practices, and adventure experiences, appealing to young, socially active urbanites.

PRIZM Segment 29: C'est Tiguidou:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income francophone families and couples residing in suburban Quebec. They are

active, family-oriented, and enjoy outdoor sports and cultural activities. With a growing interest in sustainable travel, they are ideal candidates for family-friendly and nature-based tourism experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older families and couples, with children aged 15+ or empty nesters.
- Social Group: Middle-income Quebec suburbanites.
- Where they Live: Suburban areas of large and small cities in Quebec.
- Estimated Households: 2.6% of Canadian households (\approx 390,000 households).
- Real Number of Population: 2.7% of the Canadian population (\approx 1.05 million people).
- Household Income (HHI): \$121,000+.
- Car Ownership: High – They own multiple vehicles, often SUVs or practical cars.
- Education: Trade school and college-educated professionals.
- Occupation: White-collar and service-sector jobs, often in management and administration.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor sports like cycling, cross-country skiing, and hockey, as well as attending cultural events such as book shows, theme parks, and sci-fi movies. They are increasingly interested in sustainable travel experiences.
- Travel Timing: Frequent travelers, particularly during school holidays and long weekends.
- Propensity to Travel: High – Travel is centered on family activities and outdoor adventures.
- Types of Experiences Sought: Family-friendly, sustainable vacations that combine outdoor sports, cultural immersion, and nature-based retreats.
- Visit Friends and Relatives (VFR): Moderate – Travel includes both family visits and leisure.
- Outside-the-House Spending: High – They spend on outdoor gear, cultural events, and dining.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Influenced by outdoor and family-oriented influencers.
- Internet Usage: Moderate – They use the internet to plan vacations, but traditional media still plays a key role in their lives.
- Above Average use of Traditional Media: High – They engage with television, radio, and print media, particularly related to sports and culture.
- Preferred Social Media: Facebook and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, sustainable travel experiences that emphasize outdoor sports, cultural activities, and nature-based tourism. Appeal to their sense of tradition and community.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting Quebec families interested in outdoor and family activities.
 - Secondary: Outdoor and lifestyle blogs, sports-related magazines, and traditional TV/radio.
- Content Ideas: Showcase sustainable outdoor sports activities, family-oriented resorts, and cultural festivals that focus on sustainability and community engagement.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with outdoor sports and family travel influencers to promote sustainable outdoor destinations.
- Outdoor and Cultural Focus: Emphasize destinations that offer a balance of outdoor adventure, cultural experiences, and sustainable practices, appealing to middle-income Quebec suburban families.

PRIZM Segment 30: South Asian Society:

Category: Moderate Yield Target

Sustainable Tourism Mindset: Moderate

This group consists of middle-aged, middle-income South Asian families, often living in urban fringe neighborhoods. They are community-focused and value family-centered travel experiences. With a growing interest in sustainability, they are increasingly seeking out sustainable and family-oriented vacation options.

- Life Stage: Middle-aged families, typically with children aged 5 to 24 years.
- Social Group: Middle-income South Asian families.
- Where they Live: Urban fringe neighborhoods, particularly in major cities like Toronto and Vancouver.
- Estimated Households: 0.6% of Canadian households ($\approx 90,000$ households).
- Real Number of Population: 0.9% of the Canadian population ($\approx 351,000$ people).
- Household Income (HHI): \$128,000+.
- Car Ownership: High – They typically own practical, family-oriented vehicles.
- Education: A mix of high school and some post-secondary education.
- Occupation: Blue-collar and service-sector jobs.

Travel Characteristics:

- Vacation Activity: They enjoy family-friendly activities like visiting zoos, carnivals, and outdoor stages. Cultural and sports events are also popular within this segment.
- Travel Timing: Frequent travelers, particularly during school holidays and summer breaks.
- Propensity to Travel: High – Family-oriented and culturally focused trips are important to this group.
- Types of Experiences Sought: Family-friendly vacations, cultural festivals, and sustainable travel options.
- Visit Friends and Relatives (VFR): Moderate – Travel often involves visiting extended family, but leisure travel is important.
- Outside-the-House Spending: High – They spend significantly on family-oriented activities, dining, and cultural events.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They follow influencers who promote family, culture, and community-focused content.
- Internet Usage: High – They use the internet to research family-friendly travel options and cultural events.
- Above Average use of Traditional Media: Moderate – Engage with multicultural media, both digital and print.
- Preferred Social Media: WhatsApp, Facebook, Instagram, and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, culturally enriching, and sustainable travel experiences that promote sustainability, family bonding, and convenience.
- Marketing Channels:
 - Primary: WhatsApp, Facebook, and YouTube ads targeting South Asian families in urban and suburban settings.
 - Secondary: Family lifestyle blogs, cultural travel websites, and digital publications.
- Content Ideas: Showcase sustainable family resorts, cultural festivals, and educational travel experiences that cater to large families.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family travel influencers from the South Asian community to promote sustainable, family-friendly destinations.
- Family and Cultural Focus: Emphasize destinations that combine family-friendly activities, cultural immersion, and sustainable practices.

PRIZM Segment 31: Metro Melting Pot:

Category: Primary Target (High Yield)

Sustainable Tourism Mindset: Moderate

This group consists of culturally diverse, middle-income families and lone parents living in long-established immigrant neighborhoods. They are upwardly mobile and live primarily in urban areas, with a significant immigrant population. They value family activities and cultural engagement, making them ideal for family-friendly and sustainable travel experiences.

- Life Stage: Middle-aged families and lone parents, with children ranging from 5-24 years.
- Social Group: Middle-income, culturally diverse city dwellers.
- Where they Live: Urban neighborhoods in cities like Toronto and Mississauga, often in older single, semi-detached, or row houses.
- Estimated Households: 1.8% of Canadian households ($\approx 270,000$ households).
- Real Number of Population: 2.1% of the Canadian population ($\approx 819,000$ people).
- Household Income (HHI): \$115,000+.
- Car Ownership: Moderate – Many use public transit but also own practical vehicles.
- Education: A broad range of education levels, from high school to university graduates.
- Occupation: Service-sector and white-collar jobs, including business, manufacturing, and healthcare.

Travel Characteristics:

- Vacation Activity: They enjoy attending theme parks, professional sports games, and cultural festivals. Many take family vacations to all-inclusive resorts and are becoming more interested in sustainable travel.
- Travel Timing: Frequent family travelers, especially during school breaks and holidays.
- Propensity to Travel: High – Travel is centered around family and cultural engagement, with an increasing interest in sustainability.
- Types of Experiences Sought: Family-friendly vacations, sustainable accommodations, and cultural events. They prefer destinations that offer modern amenities and cater to diverse cultural interests.
- Visit Friends and Relatives (VFR): Moderate – Family visits are common, but leisure travel is also a priority.
- Outside-the-House Spending: High – They spend significantly on family activities, cultural events, and personal electronics.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Yes – They are influenced by family-oriented and cultural influencers, particularly within immigrant communities.
- Internet Usage: High – They use the internet extensively for researching family vacations and purchasing personal electronics.
- Above Average use of Traditional Media: Moderate – Engage with multicultural media, both digital and print.
- Preferred Social Media: WhatsApp, Facebook, YouTube, and Instagram.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, culturally enriching, and sustainable travel experiences that promote family bonding and convenience. Emphasize sustainability and inclusivity in travel options for diverse families.
- Marketing Channels:
 - Primary: WhatsApp, Facebook, and YouTube ads targeting culturally diverse urban families.
 - Secondary: Multicultural travel blogs, family lifestyle magazines, and YouTube channels.
- Content Ideas: Showcase sustainable family resorts, cultural festivals, and inclusive travel experiences that emphasize sustainability and family engagement.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with family travel influencers from diverse communities to promote sustainable, family-friendly destinations.
- Family and Cultural Focus: Emphasize destinations that combine family-friendly activities, cultural immersion, and sustainable practices.

PRIZM Segment 32: Diverse & Determined:

Category: Moderate Yield Target

Sustainable Tourism Mindset: Moderate

This group consists of middle-income, younger and middle-aged city dwellers, often a mix of singles and

families, including many lone-parent households. They are culturally diverse, and many residents are immigrants. They value convenience and cultural engagement, making them suitable for travel options that emphasize sustainable, family-friendly, and affordable experiences. 114

Demographics & Travel Behavior:

- Life Stage: Younger singles and middle-aged families, including lone-parent households, with children ranging from 5 to 24 years old.
- Social Group: Middle-income, culturally diverse city dwellers.
- Where they Live: Urban fringe areas in large cities, particularly in low-rise apartments, row houses, and condominiums.
- Estimated Households: 1.7% of Canadian households (\approx 255,000 households).
- Real Number of Population: 1.5% of the Canadian population (\approx 585,000 people).
- Household Income (HHI): \$104,000+.
- Car Ownership: Moderate – Many rely on public transit but may own practical vehicles.
- Education: A mix of high school, college, and university education.
- Occupation: White-collar and service-sector jobs.

Travel Characteristics:

- Vacation Activity: They enjoy attending sporting events, cultural festivals, and family-friendly attractions. They are open to sustainable and budget-friendly travel options that offer both convenience and value.
- Travel Timing: Frequent travelers during school breaks and summer holidays, often for family-oriented activities.
- Propensity to Travel: Moderate – Family and cultural engagement drive their travel behavior.
- Types of Experiences Sought: Family-oriented, culturally immersive vacations, and sustainable travel that provides modern amenities and is budget-friendly.
- Visit Friends and Relatives (VFR): Moderate – Travel includes visiting family and friends, along with leisure travel.
- Outside-the-House Spending: Moderate – They spend on family activities, dining, and cultural events, but prioritize affordability.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – They follow influencers who focus on budget-friendly, family-oriented, and multicultural content.
- Internet Usage: High – They actively use social media and the internet for researching travel options and engaging with cultural content.
- Above Average use of Traditional Media: Moderate – Engage with both digital and traditional media, especially those focused on family and lifestyle.
- Preferred Social Media: Facebook, YouTube, and WhatsApp.

Marketing Focus:

- Messaging Approach: Highlight budget-friendly, family-oriented, and culturally immersive travel experiences that promote sustainability and convenience. Focus on modern, affordable accommodations that cater to families and multicultural groups.
- Marketing Channels:
 - Primary: Facebook, YouTube, and WhatsApp ads targeting multicultural, urban families and singles.
 - Secondary: Family and multicultural travel blogs, social media influencers, and digital platforms.
- Content Ideas: Showcase affordable sustainable resorts, cultural festivals, and family-friendly activities that focus on sustainability, convenience, and cultural immersion.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with multicultural family and cultural influencers to promote budget-friendly, sustainable travel destinations.
- Family and Cultural Focus: Emphasize destinations that combine family-friendly activities, cultural immersion, and sustainable practices, appealing to middle-income, culturally diverse urban families.

PRIZM Segment 33: New Country:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of middle-aged, middle-income rural couples and families. Many members of this group work in well-paying agricultural and blue-collar occupations, leading comfortable, traditional lifestyles. Their interests in nature and outdoor activities make them ideal for sustainable and nature-based travel experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families and couples, with a significant portion of households having children of all ages.
- Social Group: Middle-income, rural families.
- Where they Live: Predominantly in rural areas in Alberta and Ontario.
- Estimated Households: 1.4% of Canadian households (\approx 210,000 households).
- Real Number of Population: 1.6% of the Canadian population (\approx 624,000 people).
- Household Income (HHI): \$112,000+.
- Car Ownership: High – Most families own multiple vehicles, often including powerboats, ATVs, and snowmobiles.
- Education: A mix of high school, college, and some university education.
- Occupation: Primarily agricultural and blue-collar jobs, with many working in hands-on, labor-intensive fields.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as hunting, fishing, and camping, often preferring vacations that involve nature and traditional outdoor pursuits.
- Travel Timing: Frequent travelers, especially for weekend getaways and family vacations during the summer.
- Propensity to Travel: High – They prioritize outdoor recreation and family-oriented travel experiences.
- Types of Experiences Sought: Nature-based travel, sustainable lodging, and outdoor adventure trips, such as camping and fishing.
- Visit Friends and Relatives (VFR): Moderate – Travel often involves visiting family but is also focused on leisure.
- Outside-the-House Spending: High – Significant spending on outdoor gear, family entertainment, and dining.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – They follow outdoor and nature-related influencers.
- Internet Usage: Moderate – They use the internet to research outdoor activities, travel options, and equipment.
- Above Average use of Traditional Media: High – Engage with traditional media, including television, radio, and print, with a focus on outdoor content.
- Preferred Social Media: Facebook and YouTube.

Marketing Focus:

- Messaging Approach: Highlight outdoor, sustainable travel experiences that emphasize traditional outdoor activities, nature, and sustainability. Focus on family bonding, relaxation, and adventure.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting rural families interested in outdoor and adventure travel.
 - Secondary: Outdoor lifestyle blogs, family travel magazines, and traditional TV/radio.
- Content Ideas: Showcase sustainable camping trips, outdoor adventure parks, and nature retreats that provide family-oriented experiences with a focus on sustainability.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with outdoor adventure influencers to promote sustainable, nature-based travel experiences.
- Outdoor and Family Focus: Emphasize destinations that offer traditional outdoor activities, nature exploration, and sustainable practices, catering to rural families.

PRIZM Segment 34: Familles Typiques:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of younger and middle-aged suburban families in Quebec, often with children under the age of 15. They have a mixed educational background and work in a variety of fields, including health, business, and trades. Their middle incomes go far in their suburban communities, making them interested in affordable yet meaningful travel experiences, including sustainable options.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged suburban families, with children under 15 years old.
- Social Group: Middle-income Quebec suburbanites.
- Where they Live: Suburban areas in Quebec, particularly around major cities.
- Estimated Households: 1.6% of Canadian households (\approx 240,000 households).
- Real Number of Population: 1.7% of the Canadian population (\approx 663,000 people).
- Household Income (HHI): \$115,000+.
- Car Ownership: High – They typically own family-friendly vehicles.
- Education: A mix of trade school and college education.
- Occupation: A variety of jobs in health, business, and trades.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as cycling, skating, skiing, and racquet sports. They are drawn to family-friendly, nature-based, and active vacations, particularly in Quebec's natural landscapes.
- Travel Timing: Travel frequently during school holidays and weekends, especially for outdoor activities.
- Propensity to Travel: High – They prioritize family-oriented, active travel experiences that are affordable and convenient.
- Types of Experiences Sought: Sustainable, family-friendly vacations, particularly focused on outdoor sports and activities.
- Visit Friends and Relatives (VFR): Moderate – Travel often involves family visits but also includes leisure activities.
- Outside-the-House Spending: High – They spend on outdoor gear, dining, and family entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – They follow influencers focused on family travel and outdoor sports.
- Internet Usage: Moderate – They use the internet to plan family vacations and purchase outdoor gear.
- Above Average use of Traditional Media: High – Engage with traditional media such as TV and radio, particularly focused on sports and family programming.
- Preferred Social Media: Facebook and YouTube.

Marketing Focus:

- Messaging Approach: Highlight family-friendly, sustainable travel experiences that emphasize outdoor sports, nature, and affordability. Focus on convenience and family bonding.
- Marketing Channels:
 - Primary: Facebook and YouTube ads targeting Quebec families interested in outdoor sports and family activities.
 - Secondary: Outdoor and family travel blogs, family lifestyle magazines, and traditional TV/radio.
- Content Ideas: Showcase sustainable outdoor sports destinations, family-oriented resorts, and nature retreats that emphasize sustainability, family engagement, and fun.

- **Influencer Collaborations:** Partner with family travel influencers and outdoor sports influencers to promote sustainable, family-friendly travel experiences.
- **Outdoor and Family Focus:** Emphasize destinations that offer a blend of outdoor adventure, sustainable practices, and family bonding, appealing to middle-income Quebec suburban families.

PRIZM Segment 35: Vie Dynamique:

Category: Primary Target (Moderate Yield)

Sustainable Tourism Mindset: Moderate

This group consists of older, middle-income suburbanites living in Quebec. They lead traditional lifestyles and enjoy a middle-of-the-road standard of living. With their focus on affordability and relaxation, they are ideal for simple, sustainable travel experiences centered around comfort, cultural engagement, and leisurely activities.

Demographics & Travel Behavior:

- **Life Stage:** Older singles and couples, typically aged 55+.
- **Social Group:** Middle-income Quebec suburbanites.
- **Where they Live:** Suburban neighborhoods in Quebec, often in single-detached or semi-detached homes.
- **Estimated Households:** 1.3% of Canadian households (\approx 195,000 households).
- **Real Number of Population:** 1.2% of the Canadian population (\approx 468,000 people).
- **Household Income (HHI):** \$98,000+.
- **Car Ownership:** High – They typically own practical vehicles.
- **Education:** A mix of white-collar, blue-collar, and service-sector jobs with mixed educational backgrounds.
- **Occupation:** Many have retired, while others work in various industries, from service to white-collar sectors.

Travel Characteristics:

- **Vacation Activity:** They enjoy relaxing activities such as attending comedy clubs, outdoor events, and cultural shows. They also take part in simple outdoor pursuits like walking and light recreation.
- **Travel Timing:** Travel frequently during weekends and holidays, often for leisurely, low-stress getaways.
- **Propensity to Travel:** Moderate – Travel is focused on relaxation and cultural experiences, often with a focus on affordability and simplicity.
- **Types of Experiences Sought:** Sustainable vacations, cultural trips, and leisurely retreats. They seek comfortable accommodations and appreciate simple, relaxing travel options.
- **Visit Friends and Relatives (VFR):** Moderate – They often combine leisure travel with family visits.
- **Outside-the-House Spending:** Moderate – They spend on cultural events, dining, and simple leisure activities.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Moderate – They follow traditional media more but are becoming influenced by digital platforms.
- **Internet Usage:** Moderate – They use the internet to plan trips and engage with digital content but rely heavily on traditional media for entertainment.
- **Above Average use of Traditional Media:** High – Engage with television, radio, and print media, particularly around cultural and lifestyle content.
- **Preferred Social Media:** Facebook and YouTube.

Marketing Focus:

- **Messaging Approach:** Highlight sustainable, culturally enriching, and relaxation-focused travel experiences. Focus on comfort, simplicity, and affordability for older travelers.
- **Marketing Channels:**
 - **Primary:** Facebook and YouTube ads targeting older Quebec suburbanites interested in leisure and cultural travel.
 - **Secondary:** Traditional media, lifestyle magazines, and cultural event listings.

- Content Ideas: Showcase sustainable cultural tours, leisure resorts, and nature retreats that focus on sustainability, comfort, and relaxation. 118

Potential Engagement Strategies:

- Influencer Collaborations: Partner with cultural and lifestyle influencers to promote sustainable and culturally enriching travel experiences tailored to older adults.
- Relaxation and Comfort Focus: Emphasize destinations that offer leisure, comfort, and sustainable practices, appealing to older, middle-income suburbanites looking for simplicity and relaxation.

PRIZM Segment 36: Middle-Income Mosaic

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income, urban homeowners. They are pragmatic consumers who prioritize value for money. They engage in sustainable behaviors but may not always prioritize sustainability in their travel decisions, making them potential candidates for marketing mid-range, value-oriented sustainable tourism experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged families, with children often aged between 5 and 14 years.
- Social Group: Middle-income suburbanites.
- Where they Live: Typically located in the suburbs of large cities across Canada.
- Estimated Households: 1.4% of Canadian households (\approx 200,000 households).
- Real Number of Population: 1.6% of the Canadian population (\approx 600,000 people).
- Household Income (HHI): \$110,000.
- Car Ownership: High, primarily economy brands like Toyota and Ford.
- Education: High school and some college education.
- Occupation: Primarily blue-collar workers and service sector employees.

Travel Characteristics:

- Vacation Activity: Primarily interested in affordable family-friendly activities such as visiting national parks, theme parks, and camping.
- Travel Timing: Prefer family vacations during school holidays, especially in summer.
- Propensity to Travel: Moderate; they engage in domestic travel within Canada, particularly driving trips to rural and suburban destinations.
- Types of Experiences Sought: Family-oriented, budget-friendly experiences, camping, hiking, and visiting attractions that offer value for money.
- Visit Friends and Relatives (VFR): High; they often travel to visit family, combining this with leisure travel.
- Outside-the-House Spending: Moderate, typically spending on activities like dining at casual restaurants and attending events like local festivals.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Influenced by family-oriented and budget-conscious social media content.
- Internet Usage: Moderate – Use the internet for researching travel deals, booking accommodations, and finding family-friendly destinations.
- Above Average use of Traditional Media: High – They rely on TV, radio, and local newspapers for travel inspiration.
- Preferred Social Media: Facebook and Instagram, primarily for following family and travel-related content.

Marketing Focus:

- Messaging Approach: Emphasize affordable, value-driven travel experiences that are family-friendly and environmentally responsible.

Marketing Channels:

- Primary: Facebook and Instagram ads targeting families looking for budget-friendly vacations.

- Secondary: Local TV and radio advertisements promoting family-friendly travel packages.

Content Ideas:

- Showcase budget-friendly accommodations and family-oriented eco-tourism activities.

Potential Engagement Strategies:

- Promote Family Deals: Highlight packages and discounts for families that combine value with sustainable travel options.
- Community Involvement: Engage with local influencers and family-focused bloggers to promote these travel experiences.

PRIZM Segment 37: Keep on Trucking

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income homeowners in remote towns, primarily working in blue-collar jobs related to mining, oil, and gas industries. They are pragmatic, with some sustainable behaviors, but may not prioritize sustainability in their travel decisions. This makes them suitable for promoting affordable, outdoorsy, sustainable tourism experiences.

Demographics & Travel Behavior:

- Life Stage: Middle-aged couples and families.
- Social Group: Middle-income town homeowners, many of Indigenous origin.
- Where they Live: Remote communities across Canada, with a concentration in resource-rich areas.
- Estimated Households: 0.4% of Canadian households ($\approx 60,000$ households).
- Real Number of Population: 0.4% of the Canadian population ($\approx 150,000$ people).
- Household Income (HHI): \$110,000.
- Car Ownership: High, with a preference for trucks and SUVs.
- Education: High school or less.
- Occupation: Primarily blue-collar workers in mining, oil, gas, and other resource industries.

Travel Characteristics:

- Vacation Activity: Outdoor activities such as boating, camping, fishing, and snowmobiling are popular.
- Travel Timing: Prefer outdoor vacations during summer and winter seasons.
- Propensity to Travel: Moderate – Enjoy outdoor, nature-oriented travel, often to rural and wilderness destinations.
- Types of Experiences Sought: Affordable, nature-based experiences, such as camping, hiking, and fishing.
- Visit Friends and Relatives (VFR): Moderate; they often combine leisure travel with visits to friends and family.
- Outside-the-House Spending: Moderate – Known to spend on outdoor equipment and activities like fishing, boating, and camping.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Not heavily influenced by online content or influencers.
- Internet Usage: Moderate – For basic information and entertainment.
- Above Average use of Traditional Media: High – They rely on TV, radio, and print media for news and entertainment.
- Preferred Social Media: Facebook and local community forums.

Marketing Focus:

- Messaging Approach: Emphasize affordable, family-friendly outdoor activities and sustainable travel options.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting middle-income, rural homeowners.
- Secondary: Local newspapers and community events.

Content Ideas:

- Showcase nature-based accommodations, fishing lodges, and affordable sustainable tourism packages.

Potential Engagement Strategies:

- Promote Outdoor Experiences: Highlight fishing, camping, and other wilderness activities that align with their hobbies.
- Local Partnerships: Work with local businesses in remote communities to promote sustainable travel initiatives.

PRIZM Segment 38: Stressed in Suburbia

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income, suburban families who juggle busy schedules and family responsibilities. Although they care about sustainability, it may not always be their top priority, making them suitable for promoting family-friendly, affordable eco-tourism options.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged suburban families with children, including toddlers and teenagers.
- Social Group: Middle-income suburbanites.
- Where they Live: Located in older suburban neighborhoods of midsize cities.
- Estimated Households: 1.6% of Canadian households (\approx 230,000 households).
- Real Number of Population: 1.7% of the Canadian population (\approx 630,000 people).
- Household Income (HHI): \$113,000.
- Car Ownership: High, often owning domestic pickups and economy cars.
- Education: High school and some college education.
- Occupation: Primarily service sector workers and blue-collar jobs.

Travel Characteristics:

- Vacation Activity: Enjoy budget-conscious family vacations like camping, visiting national parks, and outdoor activities.
- Travel Timing: Travel during school holidays, especially in summer.
- Propensity to Travel: Moderate – Engage in local and domestic travel, often driving to destinations.
- Types of Experiences Sought: Family-oriented, budget-friendly experiences, such as camping, hiking, and visiting casual attractions.
- Visit Friends and Relatives (VFR): High – They often combine leisure travel with visits to family and friends.
- Outside-the-House Spending: Moderate, with spending on casual dining and family activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Less likely to be influenced by social media personalities.
- Internet Usage: Moderate – Use the internet for finding deals and family-friendly travel options.
- Above Average use of Traditional Media: High – TV and radio are important sources of information.
- Preferred Social Media: Facebook and Instagram for family-related content.

Marketing Focus:

- Messaging Approach: Focus on family-friendly, affordable travel options that offer relaxation and simplicity.

Marketing Channels:

- Primary: Facebook and local TV ads targeting middle-income families.
- Secondary: Local radio and community newspapers.

Content Ideas:

- Showcase family-friendly, value-driven accommodations and outdoor activities.

Potential Engagement Strategies:

- Promote Family Packages: Emphasize deals that combine affordability with nature-based and family-oriented experiences.

- Community Collaborations: Partner with local tourism operators to offer special discounts or events tailored for families. 121

PRIZM Segment 39: Évolution Urbaine:

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income singles and families residing in older urban neighborhoods. They enjoy cultural and outdoor activities, making them an appealing target for promoting affordable, sustainable travel options.

Demographics & Travel Behavior:

- Life Stage: Singles and single-parent families.
- Social Group: Middle-income, urban Quebecois with a high presence of visible minorities.
- Where they Live: Concentrated in urban areas around Montreal.
- Estimated Households: 1.1% of Canadian households (\approx 150,000 households).
- Real Number of Population: 0.9% of the Canadian population (\approx 330,000 people).
- Household Income (HHI): \$94,000.
- Car Ownership: Low – Many rely on public transportation.
- Education: University and trade school graduates.
- Occupation: A mix of white-collar professionals and service sector workers.

Travel Characteristics:

- Vacation Activity: Enjoy hiking, cross-country skiing, and cycling, along with attending entertainment venues like comedy clubs and outdoor shows.
- Travel Timing: Travel primarily during school holidays and weekends.
- Propensity to Travel: Moderate – Often engage in domestic travel to cultural and nature-based destinations.
- Types of Experiences Sought: Cultural experiences, affordable outdoor activities, and community-based tourism.
- Visit Friends and Relatives (VFR): Moderate; they frequently visit friends and family.
- Outside-the-House Spending: Moderate – Spend on local events, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Less likely to follow social media influencers.
- Internet Usage: Moderate – Use the internet for entertainment and travel research.
- Above Average use of Traditional Media: High – Especially responsive to out-of-home advertising such as billboards and public transport ads.
- Preferred Social Media: Facebook, local digital forums.

Marketing Focus:

- Messaging Approach: Emphasize accessible, affordable sustainable travel experiences that resonate with their urban lifestyle and cultural interests.

Marketing Channels:

- Primary: Billboards, public transport ads, and Facebook targeting urban residents.
- Secondary: Local radio and community digital platforms.

Content Ideas:

- Showcase local cultural festivals, sustainable accommodations, and public transportation-friendly travel itineraries.

Potential Engagement Strategies:

- Promote Public Transit Deals: Highlight travel packages that include public transportation and promote sustainable activities.
- Partner with Local Cultural Institutions: Work with theaters and comedy clubs to offer package deals that include cultural experiences.

PRIZM Segment 40: Les Énerjeunes

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group includes young, lower-middle-income urban singles. While they have some awareness of sustainability, it's not their main focus. However, they are active and social, making them good candidates for affordable, sustainable travel options with a focus on cultural and social experiences.

Demographics & Travel Behavior:

- Life Stage: Young singles, often under 35.
- Social Group: Lower-middle-income urbanites, mostly renters.
- Where they Live: Primarily in older neighborhoods in Quebec cities like Montreal and Quebec City.
- Estimated Households: 1.1% of Canadian households (\approx 150,000 households).
- Real Number of Population: 1.6% of the Canadian population (\approx 600,000 people).
- Household Income (HHI): \$86,000.
- Car Ownership: Low, rely more on public transit.
- Education: University and college-educated.
- Occupation: Service sector and white-collar professionals.

Travel Characteristics:

- Vacation Activity: Enjoy cultural and social activities such as comedy shows, concerts, and outdoor sports like cycling and skiing.
- Travel Timing: Primarily during weekends and short holidays.
- Propensity to Travel: Moderate – Engage in both domestic and occasional international travel.
- Types of Experiences Sought: Affordable cultural and outdoor experiences, particularly those that offer social engagement.
- Visit Friends and Relatives (VFR): Moderate; they combine visits with social activities.
- Outside-the-House Spending: Moderate, especially on social events, dining, and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Active on social media platforms and dating apps.
- Internet Usage: High – Use social media for staying connected and finding entertainment options.
- Above Average use of Traditional Media: Low – More likely to consume digital content than traditional media.
- Preferred Social Media: Facebook, Instagram, and dating platforms.

Marketing Focus:

- Messaging Approach: Focus on affordable, social, and cultural travel options that highlight sustainable aspects without overwhelming their budget.

Marketing Channels:

- Primary: Social media platforms like Facebook and Instagram, particularly targeting young professionals.
- Secondary: Digital advertisements on popular Quebec-based apps and entertainment websites.

Content Ideas:

- Showcase social and cultural travel experiences such as music festivals, local food, and city tours.

Potential Engagement Strategies:

- Influencer Collaborations: Work with local influencers and bloggers to highlight fun, affordable eco-tourism opportunities.
- Social Media Campaigns: Use Instagram stories and Facebook ads to reach this tech-savvy group with engaging, short-term travel offers.

PRIZM Segment 41: Down to Earth

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of older, middle-income rural couples and families. They have a traditional, home-centered lifestyle and enjoy activities close to nature, making them good candidates for promoting sustainable, rural, and outdoor tourism options.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples, often with children.
- Social Group: Middle-income rural families.
- Where they Live: Found in rural communities across Canada.
- Estimated Households: 2.8% of Canadian households ($\approx 400,000$ households).
- Real Number of Population: 2.8% of the Canadian population ($\approx 1,000,000$ people).
- Household Income (HHI): \$102,000.
- Car Ownership: High – Typically own trucks, cars, boats, ATVs, and RVs.
- Education: Mixed education levels, often trade school graduates or high school.
- Occupation: Primarily service sector and blue-collar jobs.

Travel Characteristics:

- Vacation Activity: Enjoy rural and outdoor activities such as birdwatching, snowmobiling, and camping.
- Travel Timing: Primarily travel during weekends and holidays.
- Propensity to Travel: Moderate – Engage in domestic travel within rural areas.
- Types of Experiences Sought: Nature-based, outdoor experiences, especially those involving outdoor sports or activities.
- Visit Friends and Relatives (VFR): High – Often combine visiting relatives with outdoor activities.
- Outside-the-House Spending: Moderate – Spend on outdoor equipment and experiences.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Tend to rely more on traditional media.
- Internet Usage: Moderate – For information and entertainment.
- Above Average use of Traditional Media: High – Strong preference for TV, radio, and gardening or country music magazines.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, rural, and nature-oriented travel that emphasizes tradition and relaxation.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting middle-income, rural families.
- Secondary: Print media, including local newspapers and outdoor lifestyle magazines.

Content Ideas:

- Showcase local rural getaways, camping spots, and nature-based activities.

Potential Engagement Strategies:

- Promote Outdoor Recreation: Highlight activities like birdwatching, fishing, and snowmobiling that align with their interests.
- Local Partnerships: Collaborate with rural tourism operators to offer packages that emphasize nature and tradition.

PRIZM Segment 42: Banlieues Tranquilles

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group includes middle-aged and older Quebec suburbanites, many of whom enjoy activities that allow them to engage with nature and the outdoors. Although sustainability is not their primary focus, they appreciate sustainable options, particularly those that offer relaxation and a connection to the environment.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples and families.
- Social Group: Lower-middle-income suburbanites in Quebec.
- Where they Live: Primarily in the suburban fringes of large and small Quebec cities.
- Estimated Households: 0.8% of Canadian households ($\approx 110,000$ households).
- Real Number of Population: 0.8% of the Canadian population ($\approx 300,000$ people).
- Household Income (HHI): \$106,000.

- Car Ownership: High – Primarily economy and mid-range vehicles.
- Education: Trade school, some college education.
- Occupation: Blue-collar, agricultural, and service sector jobs.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities such as fishing, hunting, cross-country skiing, and trips to country homes.
- Travel Timing: Primarily travel during weekends and holidays, especially to rural areas or country homes.
- Propensity to Travel: Moderate – Often travel domestically for outdoor activities.
- Types of Experiences Sought: Affordable, outdoor and nature-based experiences, with a focus on relaxation and rural escapes.
- Visit Friends and Relatives (VFR): High – They often combine leisure travel with visiting relatives.
- Outside-the-House Spending: Moderate – Spending mainly on outdoor equipment and recreational activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Tend to rely more on traditional media than digital influencers.
- Internet Usage: Moderate – Use the internet for basic research and communication.
- Above Average use of Traditional Media: High – Prefer TV, radio, and print media.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, nature-based, and sustainable travel options that align with their appreciation for rural and outdoor relaxation.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting lower-middle-income Quebec families.
- Secondary: Print media, including local newspapers and outdoor lifestyle magazines.

Content Ideas:

- Showcase rural vacation packages, outdoor activities like fishing and hunting, and sustainable country home stays.

Potential Engagement Strategies:

- Promote Relaxing Rural Escapes: Highlight trips to rural areas that emphasize peace, quiet, and connection to nature.
- Local Collaborations: Partner with Quebec-based rural tourism operators to offer exclusive discounts for weekend getaways.

PRIZM Segment 43: Happy Medium

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group includes suburban, middle-income couples and families. They enjoy traditional lifestyles and prioritize value and practicality. While sustainability is not always a top priority, they are open to sustainable tourism options that align with their budget and outdoor interests.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older families, often with children aged 10-24.
- Social Group: Middle-income suburbanites.
- Where they Live: Outer suburbs of large and midsize Canadian cities.
- Estimated Households: 1.1% of Canadian households (\approx 160,000 households).
- Real Number of Population: 1.1% of the Canadian population (\approx 450,000 people).
- Household Income (HHI): \$114,000.
- Car Ownership: High – Primarily mid-range vehicles and trucks.
- Education: High school and college graduates.
- Occupation: Blue-collar, service sector, and tradespeople.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities like snowmobiling, canoeing, camping, and other nature-based pursuits.
- Travel Timing: Primarily during school holidays and long weekends.
- Propensity to Travel: Moderate – Engage in domestic travel, usually to rural or suburban destinations.
- Types of Experiences Sought: Affordable, family-oriented, outdoor activities that offer relaxation and simplicity.
- Visit Friends and Relatives (VFR): High – They often combine family visits with outdoor recreational travel.
- Outside-the-House Spending: Moderate – Known for spending on home and outdoor equipment, and family-friendly activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Less influenced by social media and digital personalities.
- Internet Usage: Moderate – Primarily used for research and entertainment.
- Above Average use of Traditional Media: High – Prefer TV, radio, and print media for information.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Emphasize affordable, family-friendly travel options that align with outdoor and nature-based activities.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting middle-income suburban families.
- Secondary: Print advertisements in local newspapers and family lifestyle magazines.

Content Ideas:

- Showcase camping trips, affordable vacation packages, and local festivals for families.

Potential Engagement Strategies:

- Promote Outdoor Family Activities: Highlight budget-friendly nature escapes that cater to their outdoor interests.
- Local Collaborations: Partner with outdoor equipment retailers and tourism operators to offer special family packages.

PRIZM Segment 44: Un Grand Cru

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of older, middle-income singles and couples living in Quebec's largest cities. While not heavily focused on sustainability, they appreciate sustainable options that align with their interests in culture and leisure activities.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, mostly over the age of 55.
- Social Group: Middle-income, urban Quebecois.
- Where they Live: Primarily in urban centers like Montreal and Quebec City.
- Estimated Households: 0.8% of Canadian households (\approx 110,000 households).
- Real Number of Population: 0.6% of the Canadian population (\approx 300,000 people).
- Household Income (HHI): \$95,000.
- Car Ownership: Moderate – They own mid-range vehicles.
- Education: College and trade school graduates.
- Occupation: Primarily white-collar and service sector jobs.

Travel Characteristics:

- Vacation Activity: Enjoy cultural activities such as attending jazz clubs, comedy shows, and outdoor festivals.
- Travel Timing: Primarily travel during holidays and weekends.

- Propensity to Travel: Moderate – They engage in domestic and occasional international travel, often seeking cultural experiences.
- Types of Experiences Sought: Cultural and leisure-based, including fine dining and local cultural activities.
- Visit Friends and Relatives (VFR): Moderate – Leisure travel often includes visiting friends and family.
- Outside-the-House Spending: Moderate, especially on dining, entertainment, and cultural events.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Tend to be influenced more by traditional media than by digital influencers.
- Internet Usage: Moderate – Use the internet for information and social connections.
- Above Average use of Traditional Media: High – TV, radio, and print are preferred for news and entertainment.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, cultural, and leisure travel options that highlight sustainable aspects without overwhelming their traditional preferences.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting older, urban Quebec residents.
- Secondary: Print media in local newspapers and cultural magazines.

Content Ideas:

- Showcase cultural events, leisure activities, and sustainable accommodations that offer a balance of comfort and tradition.

Potential Engagement Strategies:

- Promote Cultural Packages: Highlight cultural festivals, dining experiences, and local entertainment that cater to their interests.
- Local Partnerships: Collaborate with Quebec-based cultural institutions to offer exclusive travel packages for events like jazz festivals and art exhibitions.

PRIZM Segment 45 - Slow-Lane Suburbs:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Slow-Lane Suburbs consists of older, middle-income singles and couples living in suburban neighborhoods of mid-sized cities. Many are over 55 years old and either retired or working in service sector or white-collar jobs. With middle incomes, they tend to own affordable, single-detached homes and enjoy traditional leisure activities such as fishing, camping, and attending community events. While sustainability is not a key driver, they may be attracted to convenient and affordable local sustainable travel experiences.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, often nearing or in retirement.
- Social Group: Middle-income suburban households.
- Where they Live: Suburban neighborhoods of mid-sized cities.
- Estimated Households: 1.6% of Canadian households.
- Real Number of Population: 1.5% of the Canadian population.
- Household Income (HHI): \$95,000.
- Car Ownership: High – They rely heavily on personal vehicles for transportation.
- Education: Primarily high school and college graduates.
- Occupation: Service sector and white-collar jobs, with many retirees.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities such as fishing, hunting, and camping, along with attending local festivals and community events. They focus on convenience, affordability, and tradition rather than sustainability.
- Travel Timing: Likely to travel off-peak due to their age and employment status.

- Propensity to Travel: Low – Travel is centered on convenience and traditional pastimes.
- Types of Experiences Sought: Affordable, nature-based travel experiences that offer relaxation and familiarity.
- Visit Friends and Relatives (VFR): Moderate – They often travel to visit family or attend community gatherings.
- Outside-the-House Spending: Moderate – They are price-conscious but willing to spend on leisure activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not influenced by social media trends.
- Internet Usage: Low – They prefer traditional media such as TV and radio.
- Above Average use of Traditional Media: High – They rely heavily on TV, newspapers, and radio.
- Preferred Social Media: Limited, with occasional use of Facebook for community updates.

Marketing Focus:

- Messaging Approach: Emphasize affordability, convenience, and traditional outdoor experiences. Highlight travel options that focus on relaxation and nature, catering to their low-tech lifestyle.
- Marketing Channels:
 - Primary: TV, local radio, and print ads.
 - Secondary: Community newsletters and flyers.
- Content Ideas: Promote local, traditional festivals, nature parks, and outdoor activities that offer relaxation and simplicity.

Potential Engagement Strategies:

- Traditional Outdoor Activities: Focus on promoting outdoor travel experiences that align with their interests in fishing, camping, and community events.
- Affordable Travel Options: Highlight cost-effective travel experiences that provide convenience and comfort.
- Traditional Media Outreach: Use traditional media outlets like TV and radio to reach this audience with straightforward, affordable travel options.

PRIZM Segment 46: Patrimoine Rustique

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of older, rural francophone couples and singles living in Quebec, New Brunswick, and Ontario. Their interest in nature-based activities makes them suitable for sustainable, rural tourism offerings that align with their traditional and rustic lifestyle.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples and singles, with most maintainers being over 55 years old.
- Social Group: Rural, middle-income francophone households.
- Where they Live: Primarily rural areas in Quebec, New Brunswick, and Ontario.
- Estimated Households: 1.0% of Canadian households (\approx 140,000 households).
- Real Number of Population: 0.9% of the Canadian population (\approx 330,000 people).
- Household Income (HHI): \$99,000.
- Car Ownership: High – Typically drive older compact cars, subcompacts, and SUVs.
- Education: Mixed education levels, with many in blue-collar jobs.
- Occupation: Primarily manufacturing, construction, and trade workers.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities such as hiking, boating, fishing, and cross-country skiing.
- Travel Timing: Primarily take short trips during weekends and holidays.
- Propensity to Travel: Moderate – Engage in rural and nature-based travel within their region.
- Types of Experiences Sought: Outdoor and nature-focused experiences, often low-cost and in line with a simple, traditional lifestyle.
- Visit Friends and Relatives (VFR): Moderate – Often combine travel with visits to family and friends.

- Outside-the-House Spending: Moderate – Primarily spend on outdoor equipment and home-based leisure activities. 128

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Influenced more by traditional media than social media.
- Internet Usage: Moderate – Use the internet for basic research and communication.
- Above Average use of Traditional Media: High – Prefer TV dramas, radio (particularly country music), and community newspapers.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Highlight affordable, outdoor, and nature-based tourism offerings that align with their traditional lifestyle and interest in sustainable travel.

Marketing Channels:

- Primary: TV, radio, and community newspaper ads targeting rural, older francophone households.
- Secondary: Facebook ads focusing on local events and outdoor experiences.

Content Ideas:

- Showcase rural retreats, fishing lodges, and sustainable outdoor activities such as hiking and skiing.

Potential Engagement Strategies:

- Promote Local Tourism: Emphasize local, nature-based activities and travel options that connect with their interest in simplicity and tradition.
- Collaborate with Local Operators: Partner with local tourism operators to offer sustainable vacation packages that appeal to their rustic lifestyle.

PRIZM Segment 47: Social Networkers

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of young, culturally diverse singles living in city apartments. While they are environmentally conscious to some extent, their travel decisions are more influenced by social and leisure experiences rather than strict sustainability practices.

Demographics & Travel Behavior:

- Life Stage: Young singles, primarily under 35 years old.
- Social Group: Lower-middle-income urbanites.
- Where they Live: Large Canadian cities, in older high-rise apartment buildings.
- Estimated Households: 1.3% of Canadian households (\approx 190,000 households).
- Real Number of Population: 1.0% of the Canadian population (\approx 380,000 people).
- Household Income (HHI): \$80,000.
- Car Ownership: Low – Rely on public transit or walking.
- Education: A mix of university and high school graduates.
- Occupation: Service sector and white-collar jobs, often in entry-level positions.

Travel Characteristics:

- Vacation Activity: Enjoy social and cultural activities such as attending festivals, concerts, and bars.
- Travel Timing: Primarily travel on weekends and holidays for short, spontaneous trips.
- Propensity to Travel: High – Frequent domestic and international travelers, especially for leisure and social events.
- Types of Experiences Sought: Social and cultural experiences, nightlife, and urban adventures.
- Visit Friends and Relatives (VFR): Moderate – They often visit friends while traveling.
- Outside-the-House Spending: High – Known to spend on entertainment, dining, and social activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: High – Actively follow influencers, especially on social platforms.
- Internet Usage: Very high – Use the internet for social media, travel bookings, and entertainment.

- Above Average use of Traditional Media: Low – Prefer online content over traditional media.
- Preferred Social Media: Instagram, TikTok, and Facebook.

Marketing Focus:

- Messaging Approach: Focus on spontaneous, social, and affordable travel options that appeal to their interest in nightlife, culture, and social experiences.

Marketing Channels:

- Primary: Instagram, TikTok, and Facebook ads targeting young, diverse, and social travelers.
- Secondary: Partner with nightlife and cultural event platforms to reach this audience.

Content Ideas:

- Showcase urban social experiences, including concerts, festivals, and nightlife.

Potential Engagement Strategies:

- Influencer Collaborations: Work with influencers and social media personalities to promote fun, social travel destinations.
- Social Media Campaigns: Create engaging Instagram and TikTok content featuring trendy travel experiences that resonate with their social lifestyles.

PRIZM Segment 48: Agri-Biz

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of middle-income farmers and blue-collar workers living in rural areas, primarily across the Prairies, Ontario, and British Columbia. They enjoy traditional, nature-based activities and prefer practical, affordable travel options. While sustainability is appreciated, it's not always a primary concern.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples and families.
- Social Group: Rural, middle-income, farming communities.
- Where they Live: Scattered across the Prairies and rural communities in Ontario and British Columbia.
- Estimated Households: 0.8% of Canadian households (\approx 115,000 households).
- Real Number of Population: 0.9% of the Canadian population (\approx 340,000 people).
- Household Income (HHI): \$102,000.
- Car Ownership: High – Own trucks, RVs, snowmobiles, and ATVs.
- Education: Primarily high school or trade school graduates.
- Occupation: Primarily in agriculture, blue-collar work, and trades.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities such as fishing, hunting, boating, and camping.
- Travel Timing: Primarily travel during weekends and holidays, often for short trips.
- Propensity to Travel: Moderate – Engage in rural and nature-based travel.
- Types of Experiences Sought: Affordable, outdoor experiences that align with their rural lifestyle.
- Visit Friends and Relatives (VFR): High – Often combine trips with visits to family and friends.
- Outside-the-House Spending: Moderate – Focus on spending for outdoor equipment and activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Rely more on traditional media.
- Internet Usage: Moderate – Use for basic needs and communication.
- Above Average use of Traditional Media: High – Prefer TV, radio, and print newspapers.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, rural, and nature-based travel options that align with their practical and traditional values.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting rural communities.
- Secondary: Local newspapers and outdoor lifestyle magazines.

Content Ideas:

- Showcase rural getaways, fishing lodges, and affordable, nature-based activities such as camping and hunting.

Potential Engagement Strategies:

- Promote Local Outdoor Experiences: Highlight affordable nature and adventure experiences like fishing, boating, and RV camping.
- Collaborate with Local Businesses: Partner with rural operators to offer vacation packages that include outdoor activities and local farming experiences.

PRIZM Segment 49: Backcountry Boomers

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low

This group consists of rural, lower-middle-income older couples and singles. They live in remote villages, particularly in the Atlantic provinces, and are deeply rooted in their communities. Sustainability is not a major priority, though they appreciate traditional, nature-based lifestyles. They enjoy activities like fishing, hunting, and gardening.

Demographics & Travel Behavior:

- Life Stage: Older, empty-nesting couples and individuals, many over the age of 65.
- Social Group: Lower-middle-income, rural households.
- Where they Live: Primarily remote communities, especially in the Atlantic provinces.
- Estimated Households: 2.3% of Canadian households (\approx 330,000 households).
- Real Number of Population: 2.1% of the Canadian population (\approx 800,000 people).
- Household Income (HHI): \$89,000.
- Car Ownership: High – Mainly drive pickup trucks and older cars.
- Education: High school and trade school graduates.
- Occupation: Blue-collar and primary sector jobs, many are retirees.

Travel Characteristics:

- Vacation Activity: Enjoy traditional outdoor activities such as fishing, hunting, and camping.
- Travel Timing: Primarily travel during summer months, often to nearby regions.
- Propensity to Travel: Low – They prefer local, rural travel within their region.
- Types of Experiences Sought: Affordable, nature-based, and traditional outdoor activities.
- Visit Friends and Relatives (VFR): High – They frequently combine travel with visiting family.
- Outside-the-House Spending: Moderate – Focused on outdoor activities and related equipment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Influenced more by traditional media.
- Internet Usage: Low – Primarily used for communication and basic research.
- Above Average use of Traditional Media: High – TV, radio, and local newspapers are preferred.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Emphasize affordable, traditional, and nature-based rural tourism offerings that appeal to their love for the outdoors.

Marketing Channels:

- Primary: TV, radio, and local newspaper ads targeting older rural residents.
- Secondary: Facebook ads promoting local outdoor experiences.

Content Ideas:

- Showcase fishing lodges, nature retreats, and camping experiences that align with their traditional lifestyle.

Potential Engagement Strategies:

- Local Partnerships: Collaborate with local tourism operators in rural areas to promote sustainable, traditional outdoor activities.
- Highlight Simplicity: Focus on simple, affordable, nature-based getaways that emphasize peace and connection with nature.

PRIZM Segment 50: Country & Western

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Low to Moderate

This group consists of older, middle-income homeowners primarily located in western Canada. They enjoy an active, outdoor lifestyle and value their self-reliant and traditional way of living. Although sustainability is not their main priority, they appreciate practical and sustainable travel options that align with their love for the outdoors.

Demographics & Travel Behavior:

- Life Stage: Older, empty-nester couples, and singles, many over 65 years old.
- Social Group: Middle-income, rural, and suburban homeowners in western provinces.
- Where they Live: Small towns and rural communities in Alberta, British Columbia, and Saskatchewan.
- Estimated Households: 1.6% of Canadian households (\approx 240,000 households).
- Real Number of Population: 1.7% of the Canadian population (\approx 650,000 people).
- Household Income (HHI): \$100,000.
- Car Ownership: High – They own trucks, SUVs, and other utility vehicles.
- Education: Mixed education levels, with a high presence of trade school graduates.
- Occupation: Primarily blue-collar and service sector jobs, including agriculture.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities like boating, camping, snowmobiling, and attending country music concerts.
- Travel Timing: Primarily travel during weekends and holidays, often within their region.
- Propensity to Travel: Moderate – Engage in rural and nature-based travel, often preferring camping and RV trips.
- Types of Experiences Sought: Outdoor and nature-based experiences that are practical and affordable.
- Visit Friends and Relatives (VFR): High – They often combine outdoor trips with visiting family and friends.
- Outside-the-House Spending: Moderate – Primarily spend on outdoor equipment, entertainment, and travel.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Influenced more by traditional media.
- Internet Usage: Moderate – Use for practical research and basic online activities.
- Above Average use of Traditional Media: High – Strong preference for TV, radio, and local newspapers.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Emphasize practical, affordable outdoor experiences and traditional travel options that align with their rural, self-reliant lifestyle.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting older rural and suburban residents.
- Secondary: Local newspapers and community-based outdoor lifestyle magazines.

Content Ideas:

- Showcase outdoor activities like camping, RV trips, and nature-based leisure activities such as fishing and snowmobiling.

Potential Engagement Strategies:

- Promote Local Adventures: Highlight affordable, local nature experiences and emphasize activities that align with their interests in traditional, rugged outdoor recreation.
- Collaborate with Local Businesses: Partner with rural and outdoor gear companies to offer exclusive travel packages and experiences.

PRIZM Segment 51: On Their Own Again

Category: Low Yield (Tertiary Target)

This group consists of older, culturally diverse singles, many of whom are retirees or nearing retirement. They live in urban high-rise apartments, often renting, and lead relatively quiet lifestyles. Their interest in sustainability is low, as they focus more on affordability and convenience.

Demographics & Travel Behavior:

- Life Stage: Older singles, many over the age of 65, often living alone.
- Social Group: Lower-middle-income, urban, culturally diverse seniors.
- Where they Live: Primarily in high-rise apartments across major Canadian cities.
- Estimated Households: 1.8% of Canadian households (\approx 260,000 households).
- Real Number of Population: 1.2% of the Canadian population (\approx 450,000 people).
- Household Income (HHI): \$79,000.
- Car Ownership: Low – Many rely on public transportation or do not own a car.
- Education: Mixed, with a significant portion of trade school and high school graduates.
- Occupation: Service sector jobs or retirees.

Travel Characteristics:

- Vacation Activity: Prefer low-cost leisure activities such as reading, watching TV, and visiting friends.
- Travel Timing: Mainly travel during holidays to visit family or take short, affordable trips.
- Propensity to Travel: Low – Primarily for visiting family or engaging in quiet, low-cost travel.
- Types of Experiences Sought: Affordable, convenient, and easy-to-access destinations, often within their own city.
- Visit Friends and Relatives (VFR): High – Travel often involves visiting friends or family.
- Outside-the-House Spending: Low – Primarily spend on basic necessities and occasional entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Not significantly influenced by online content or social media.
- Internet Usage: Moderate – Used primarily for basic needs such as email, news, and banking.
- Above Average use of Traditional Media: High – Rely on TV, radio, and newspapers for news and entertainment.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordability and ease of access, highlighting local, budget-friendly options that cater to seniors.

Marketing Channels:

- Primary: TV, radio, and local newspaper ads targeting older, urban residents.
- Secondary: Facebook ads promoting low-cost, easily accessible travel and leisure experiences.

Content Ideas:

- Showcase simple, affordable travel options such as day trips or accessible public transportation routes to local attractions.

Potential Engagement Strategies:

- Local Partnerships: Collaborate with community centers and senior-focused services to promote accessible and budget-friendly local tourism.
- Highlight Convenience: Focus on ease of access, affordability, and comfort in travel offerings, particularly for short-term, low-cost trips.

PRIZM Segment 52: Friends & Roomies

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low

This group consists of young, culturally diverse, lower-middle-income singles and roommates. While their interest in sustainability is not high, they are active and social, making them potential candidates for travel that includes nightlife, social, and budget-friendly activities.

Demographics & Travel Behavior:

- Life Stage: Young singles and roommates, mostly under 35 years old.
- Social Group: Lower-middle-income, urban dwellers.
- Where they Live: Large cities such as Calgary, Edmonton, Winnipeg, Saskatoon, and Victoria.
- Estimated Households: 2.3% of Canadian households (\approx 320,000 households).
- Real Number of Population: 1.8% of the Canadian population (\approx 650,000 people).
- Household Income (HHI): \$86,000.
- Car Ownership: Low – Many rely on public transit.
- Education: Mixed education, including high school and university graduates.
- Occupation: Service sector and white-collar jobs.

Travel Characteristics:

- Vacation Activity: Enjoy social activities like attending sporting events, going to bars and clubs, and visiting art galleries.
- Travel Timing: Primarily travel on weekends or short holidays.
- Propensity to Travel: Moderate – Engage in both domestic and international travel, with an emphasis on social activities.
- Types of Experiences Sought: Budget-friendly social and cultural experiences, including nightlife and local attractions.
- Visit Friends and Relatives (VFR): High – They frequently travel to visit friends or relatives.
- Outside-the-House Spending: High – Known for spending on social activities like dining, entertainment, and nightlife.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Follow social media influencers and online trends.
- Internet Usage: High – Heavy users of social media, online shopping, and digital platforms for entertainment.
- Above Average use of Traditional Media: Low – More reliant on digital content than traditional media.
- Preferred Social Media: Instagram, TikTok, and Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, social, and cultural experiences that resonate with their interests in nightlife and entertainment.

Marketing Channels:

- Primary: Instagram, TikTok, and Facebook ads targeting young, urban, and culturally diverse audiences.
- Secondary: Partnerships with nightlife venues and social media influencers to reach this audience.

Content Ideas:

- Showcase social events, nightlife, and budget-friendly travel options like weekend getaways.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with social media influencers to promote affordable travel and nightlife experiences.
- Social Media Campaigns: Create engaging content on Instagram and TikTok to highlight local events and social experiences.

PRIZM Segment 53: Silver Flats

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low

This group consists of older, low-income singles and couples living in suburban neighborhoods. They are price-conscious and focus on affordable, low-key leisure activities. While sustainability is not a top priority, they do appreciate sustainable choices that are budget-friendly.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, many over the age of 65.
- Social Group: Low-income suburban homeowners or renters.
- Where they Live: Suburban neighborhoods around large and mid-sized Canadian cities.
- Estimated Households: 0.8% of Canadian households (\approx 115,000 households).

- Real Number of Population: 0.5% of the Canadian population (\approx 200,000 people).
- Household Income (HHI): \$75,000.
- Car Ownership: Moderate – Many own older cars or use public transportation.
- Education: High school graduates, some with trade school backgrounds.
- Occupation: Retirees or service sector workers.

Travel Characteristics:

- Vacation Activity: Enjoy simple, affordable activities like walking, visiting parks and gardens, and attending local community events.
- Travel Timing: Primarily travel during summer months or weekends.
- Propensity to Travel: Low – They engage mostly in local travel or day trips.
- Types of Experiences Sought: Affordable and low-stress experiences, often focusing on nature and relaxation.
- Visit Friends and Relatives (VFR): High – Travel is often linked to visiting family or friends.
- Outside-the-House Spending: Low – Spending is focused on basic needs and occasional leisure.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – More influenced by traditional media.
- Internet Usage: Low – Use the internet primarily for communication and basic needs.
- Above Average use of Traditional Media: High – Rely on TV, radio, and local newspapers for information and entertainment.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordability and comfort, highlighting simple, local, and low-cost travel options.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting older suburban residents.
- Secondary: Local newspapers and community magazines.

Content Ideas:

- Showcase local community events, parks, and affordable leisure activities tailored to older adults.

Potential Engagement Strategies:

- Partner with Local Senior Centers: Promote local travel options through senior centers and community organizations.
- Highlight Affordability: Emphasize the low-cost, accessible nature of the experiences being offered.

PRIZM Segment 54: Vie au Village

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low to Moderate

This group consists of middle-aged and older, blue-collar francophone couples and families living in rural Quebec. Their lifestyles are centered around their rural communities, and while they engage in outdoor activities, sustainability is not a major focus. They value traditional and nature-based experiences that are affordable and accessible.

Demographics & Travel Behavior:

- Life Stage: Middle-aged and older couples and families.
- Social Group: Lower-middle-income, blue-collar francophone households.
- Where they Live: Rural towns and villages across Quebec.
- Estimated Households: 2.2% of Canadian households (\approx 320,000 households).
- Real Number of Population: 2.0% of the Canadian population (\approx 760,000 people).
- Household Income (HHI): \$90,000.
- Car Ownership: High – Typically own compact or subcompact cars, boats, RVs, and snowmobiles.
- Education: Trade school or high school graduates.
- Occupation: Primarily blue-collar jobs in manufacturing, construction, and the service sector.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities such as cycling, ice skating, snowboarding, and tennis. 135
- Travel Timing: Primarily travel on weekends and holidays within their region.
- Propensity to Travel: Moderate – Focus on outdoor and rural destinations, usually for short trips.
- Types of Experiences Sought: Nature-based, outdoor experiences that align with their rural lifestyle.
- Visit Friends and Relatives (VFR): High – Often combine leisure travel with visiting family and friends.
- Outside-the-House Spending: Moderate – Spend on outdoor equipment and rural experiences.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Rely more on traditional media.
- Internet Usage: Moderate – Used for basic needs and entertainment.
- Above Average use of Traditional Media: High – Prefer TV, radio, and local newspapers for news and entertainment.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, rural, and outdoor experiences that emphasize simplicity and traditional values.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting rural, blue-collar families.
- Secondary: Local newspapers and community events.

Content Ideas:

- Showcase outdoor activities like snowmobiling, cycling, and rural festivals.

Potential Engagement Strategies:

- Collaborate with Local Operators: Partner with outdoor recreation businesses to offer nature-based packages and local experiences.
- Highlight Simplicity: Focus on affordable, nature-based getaways that align with their traditional values and outdoor passions.

PRIZM Segment 55: Enclaves Multiculturelles

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low

This group consists of culturally diverse, low-income city singles and families. Sustainability is not a high priority for them, but they are likely to engage in affordable, urban tourism experiences that align with their social and cultural interests.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged singles and families, many with children aged 5-24.
- Social Group: Low-income, culturally diverse urban dwellers, primarily immigrants.
- Where they Live: Urban core neighborhoods in cities like Montreal, often in low-rise apartments or duplexes.
- Estimated Households: 1.2% of Canadian households (\approx 170,000 households).
- Real Number of Population: 1.1% of the Canadian population (\approx 400,000 people).
- Household Income (HHI): \$80,000.
- Car Ownership: Low – Many rely on public transportation.
- Education: Mostly trade school or Grade 9 education.
- Occupation: Service sector and white-collar jobs.

Travel Characteristics:

- Vacation Activity: Enjoy cultural and social activities such as attending historical sites, outdoor events, and soccer games.
- Travel Timing: Primarily travel during weekends and holidays.
- Propensity to Travel: Moderate – Engage in domestic and city-based travel, with a preference for social and cultural experiences.
- Types of Experiences Sought: Affordable, culturally oriented urban experiences.
- Visit Friends and Relatives (VFR): High – Travel often involves visiting family and friends.

- Outside-the-House Spending: Moderate – Spend on cultural activities and entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Active on social media and influenced by online trends.
- Internet Usage: High – Used for social media, entertainment, and research.
- Above Average use of Traditional Media: Moderate – They also consume TV and radio for news and entertainment.
- Preferred Social Media: Facebook, Instagram.

Marketing Focus:

- Messaging Approach: Focus on affordable, culturally rich, and family-friendly travel options that align with their urban lifestyle.

Marketing Channels:

- Primary: Facebook and Instagram ads targeting culturally diverse urban families.
- Secondary: TV, radio, and community-based online platforms.

Content Ideas:

- Showcase affordable, urban-based cultural experiences such as local festivals, soccer games, and city tours.

Potential Engagement Strategies:

- Partner with Local Cultural Venues: Collaborate with museums, festivals, and community centers to promote inclusive and affordable tourism.
- Highlight Social Aspects: Focus on travel experiences that encourage social interaction and cultural immersion.

PRIZM Segment 56: Jeunes Biculturels

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Moderate

This group consists of young, culturally diverse urban renters, primarily in Quebec. While they engage with their communities and are active, their focus on sustainability is moderate, with an emphasis on affordable, social, and leisure activities.

Demographics & Travel Behavior:

- Life Stage: Young singles, many under the age of 45.
- Social Group: Lower-middle-income urbanites.
- Where they Live: Low-rise apartments or duplexes in Montreal and other Quebec urban centers.
- Estimated Households: 1.3% of Canadian households ($\approx 190,000$ households).
- Real Number of Population: 1.0% of the Canadian population ($\approx 380,000$ people).
- Household Income (HHI): \$80,000.
- Car Ownership: Low – Many rely on public transportation.
- Education: Trade school and college-educated.
- Occupation: Service sector and white-collar jobs, often entry-level positions.

Travel Characteristics:

- Vacation Activity: Enjoy budget-friendly social and cultural activities such as attending festivals, cycling, and soccer games.
- Travel Timing: Primarily take short trips during weekends or holidays.
- Propensity to Travel: Moderate – Engage in both domestic and international travel, often to nearby destinations like France or Cuba.
- Types of Experiences Sought: Affordable, social, and cultural experiences, particularly in urban settings.
- Visit Friends and Relatives (VFR): High – They frequently combine travel with visits to friends or family.
- Outside-the-House Spending: Moderate – Spending is focused on social and leisure activities such as dining out and attending events.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Influenced by social media, particularly for social and leisure activities.
- Internet Usage: High – Heavy users of social media and online platforms for entertainment and shopping.
- Above Average use of Traditional Media: Low – More reliant on digital media for information and entertainment.
- Preferred Social Media: Instagram, TikTok, and Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, social, and culturally rich travel options that emphasize urban experiences and connectivity with friends and family.

Marketing Channels:

- Primary: Instagram, TikTok, and Facebook ads targeting young, diverse, and active Quebec urban residents.
- Secondary: Digital ads on social platforms, particularly those focused on cultural and social activities.

Content Ideas:

- Showcase urban festivals, affordable leisure activities, and weekend travel deals that appeal to their social nature and cultural interests.

Potential Engagement Strategies:

- Influencer Collaborations: Partner with social media influencers to highlight trendy and affordable travel experiences.
- Social Media Campaigns: Engage with this audience through social media challenges and interactive content that encourages participation in urban and cultural experiences.

PRIZM Segment 57: Juggling Acts

Category: Moderate Yield (Secondary Target)

Sustainable Tourism Mindset: Low to Moderate

This group consists of younger, lower-middle-income urban singles and families. They are busy juggling work and family responsibilities. While sustainability is not a major focus, they are open to budget-friendly and family-oriented travel options that offer practical benefits.

Demographics & Travel Behavior:

- Life Stage: Younger singles, couples, and families, often with young children.
- Social Group: Lower-middle-income, urban renters.
- Where they Live: Urban areas, in semis, row houses, and low-rise apartments in small to midsize cities.
- Estimated Households: 1.4% of Canadian households (\approx 200,000 households).
- Real Number of Population: 1.5% of the Canadian population (\approx 550,000 people).
- Household Income (HHI): \$96,000.
- Car Ownership: Moderate – Many own cars, but some rely on public transportation.
- Education: High school and some college.
- Occupation: Service sector and blue-collar jobs.

Travel Characteristics:

- Vacation Activity: Enjoy budget-friendly, family-oriented activities like fairs, cinemas, and amusement parks.
- Travel Timing: Primarily travel during school holidays and weekends.
- Propensity to Travel: Moderate – Engage in short, affordable trips, often within their region.
- Types of Experiences Sought: Practical, family-oriented, and affordable experiences.
- Visit Friends and Relatives (VFR): High – Often travel to visit family and friends.
- Outside-the-House Spending: Moderate – Focus on family-friendly entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Moderate – Active on social media platforms for practical advice.
- Internet Usage: High – For social media, online shopping, and entertainment.

- Above Average use of Traditional Media: Moderate – They also consume TV and radio content. 138
- Preferred Social Media: Facebook, TikTok, Instagram.

Marketing Focus:

- Messaging Approach: Focus on practical, affordable travel experiences that align with their family and budget needs.

Marketing Channels:

- Primary: Social media platforms like Facebook and Instagram, targeting young families.
- Secondary: TV ads and local radio stations.

Content Ideas:

- Showcase budget-friendly family trips, amusement parks, and weekend getaways.

Potential Engagement Strategies:

- Partner with Family-Oriented Businesses: Collaborate with local attractions and amusement parks to offer travel packages.
- Highlight Affordability: Emphasize deals and family packages that are easy on the wallet.

PRIZM Segment 58: Old Town Roads

Category: Low Yield (Tertiary Target)

Sustainable Tourism Mindset: Low

This group consists of older, lower-middle-income empty-nesting couples and singles living in rural or small-town areas. They lead traditional lifestyles, and sustainability is not a primary concern. They prefer simple, rural experiences and are often attracted to affordable leisure activities.

Demographics & Travel Behavior:

- Life Stage: Older empty-nesters and singles, many over the age of 65.
- Social Group: Lower-middle-income rural and small-town residents.
- Where they Live: Small towns across Canada, especially in remote areas.
- Estimated Households: 1.1% of Canadian households (\approx 150,000 households).
- Real Number of Population: 1.0% of the Canadian population (\approx 380,000 people).
- Household Income (HHI): \$91,000.
- Car Ownership: High – Mostly drive older, affordable cars or trucks.
- Education: High school graduates or trade school.
- Occupation: Blue-collar and service sector jobs, with many retirees.

Travel Characteristics:

- Vacation Activity: Enjoy simple outdoor activities like fishing, hunting, and attending craft shows.
- Travel Timing: Primarily travel during summer months and weekends.
- Propensity to Travel: Low – Prefer local or regional travel, often to rural areas.
- Types of Experiences Sought: Affordable, traditional, and nature-based experiences.
- Visit Friends and Relatives (VFR): High – Often combine travel with visits to friends or family.
- Outside-the-House Spending: Low – Spend on outdoor gear and low-cost entertainment.

Media Consumption & Influence:

- Above Average use of Influencer Impact: Low – Rely more on traditional media like TV and radio.
- Internet Usage: Low to Moderate – Primarily used for basic needs.
- Above Average use of Traditional Media: High – Heavy consumers of TV, radio, and local newspapers.
- Preferred Social Media: Facebook.

Marketing Focus:

- Messaging Approach: Focus on affordable, rural experiences that appeal to their traditional, outdoorsy lifestyle.

Marketing Channels:

- Primary: TV, radio, and Facebook ads targeting older rural residents.
- Secondary: Local newspapers and community magazines.

Content Ideas:

- Showcase fishing lodges, rural festivals, and affordable nature-based travel options.

- Partner with Rural Tourism Operators: Collaborate with local fishing lodges and craft fairs to offer affordable packages.
- Highlight Simple, Traditional Travel: Focus on rustic, peaceful travel experiences that align with their interests.

PRIZM Segment 59 - La Vie Simple

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

La Vie Simple reflects the confluence of older couples and singles, including divorced and widowed individuals, drawn to the established suburbs around Quebec's large and mid-sized cities. Twenty-five percent of maintainers are over 65. Those in the labor force hold jobs in sales, services, and the trades. With below-average incomes, many can afford an inexpensive house, duplex, or low-rise apartment, and about half of this segment are renters. Despite being tech-shy, they have active social lives, enjoying activities like hiking, boating, and attending festivals. Sustainability is not top of mind for this group, but they may be attracted to local and low-cost sustainable travel options due to affordability.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, including empty nesters, widowed, or divorced individuals.
- Social Group: Lower-middle-income suburban families.
- Where they Live: Primarily in suburban neighborhoods in Quebec.
- Estimated Households: 1.3% of Canadian households.
- Real Number of Population: 1.0% of the Canadian population.
- Household Income (HHI): \$85,000.
- Car Ownership: High – They rely on personal vehicles for transportation.
- Education: Modest – primarily high school education, with some trade certifications.
- Occupation: Primarily service-sector, sales, and trades jobs.

Travel Characteristics:

- Vacation Activity: They enjoy outdoor activities like hiking and boating but often engage in low-cost, local travel options. They are not typically drawn to sustainable travel unless it is affordable and accessible.
- Travel Timing: Low frequency of travel, likely to take shorter trips during off-peak times due to budget constraints.
- Propensity to Travel: Low – Travel is less frequent and budget-conscious.
- Types of Experiences Sought: Affordable and local nature-based experiences such as hiking or community festivals.
- Visit Friends and Relatives (VFR): Moderate – They may travel to visit family but prefer affordable destinations.
- Outside-the-House Spending: Low – This group tends to limit spending on travel and leisure activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not strongly influenced by social media or digital influencers.
- Internet Usage: Low – They go online occasionally but prefer traditional media.
- Above Average use of Traditional Media: High – They rely on television, newspapers, and radio for information.
- Preferred Social Media: They are more likely to engage with Facebook for local community information.

Marketing Focus:

- Messaging Approach: Focus on affordability, convenience, and accessible local travel experiences. Emphasize sustainable options that align with their budget constraints.
- Marketing Channels:
 - Primary: Traditional media like local TV and radio.

- Secondary: Flyers and local newspapers.

- Content Ideas: Highlight local sustainable festivals, low-cost outdoor activities, and budget-friendly accommodations.

Potential Engagement Strategies:

- Affordable Sustainable Travel: Promote low-cost, sustainable travel options, such as local parks or nature reserves.
- Community Engagement: Leverage local events and festivals to attract interest in sustainable travel options.
- Simple Messaging: Keep marketing messages straightforward, emphasizing cost-saving benefits and convenience.

PRIZM Segment 60 - Value Villagers:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Value Villagers represent a lower-middle-income group, typically found in older, industrial neighborhoods in mid-sized cities. These households consist of a diverse mix of singles, couples, and lone-parent families, with many living in pre-1960s single-detached homes. While their education and income levels are below the national average, this group enjoys simple pleasures, including outdoor activities such as visiting local parks and attending community events. Sustainability is not a primary concern for them, but they may be drawn to affordable, community-oriented travel options.

Demographics & Travel Behavior:

- Life Stage: Mixed life stages, including singles, couples, and lone-parent families, often of any age.
- Social Group: Lower-middle-income urban dwellers.
- Where they Live: Older neighborhoods in mid-sized cities, often in pre-1960s single-detached homes.
- Estimated Households: 1.6% of Canadian households.
- Real Number of Population: 1.5% of the Canadian population.
- Household Income (HHI): \$90,000.
- Car Ownership: Moderate – They own cars but may rely on public transportation in some cases.
- Education: Primarily high school or trade school graduates.
- Occupation: Jobs in sales, services, and trades, with some retirees.

Travel Characteristics:

- Vacation Activity: Enjoy outdoor activities such as hiking and visiting local parks. They are likely to participate in affordable, local travel experiences that align with their budget.
- Travel Timing: Less frequent travelers, often constrained by financial limitations.
- Propensity to Travel: Low – Travel is typically local and budget-conscious.
- Types of Experiences Sought: Simple, low-cost experiences that emphasize community and local culture, such as attending local festivals or exploring nearby nature.
- Visit Friends and Relatives (VFR): Moderate – They may travel to visit family but prefer cost-effective options.
- Outside-the-House Spending: Low – Spending is focused on affordable leisure and cultural activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not strongly influenced by social media or digital influencers.
- Internet Usage: Low – They use the internet sparingly and prefer traditional media.
- Above Average use of Traditional Media: High – They engage with TV, radio, and local newspapers for information.
- Preferred Social Media: Primarily Facebook, if used at all.

Marketing Focus:

- Messaging Approach: Focus on affordability, community, and local culture. Emphasize budget-friendly travel options and accessible experiences.
- Marketing Channels:

- Primary: Local TV, radio, and print ads.
- Secondary: Flyers and community newspapers.
- Content Ideas: Promote local festivals, nature parks, and affordable cultural experiences that align with their budget-conscious mindset.

Potential Engagement Strategies:

- Community-Centered Travel: Highlight the value of supporting local businesses and community events.
- Affordability Focus: Emphasize the cost-saving benefits of local travel and nearby nature-based experiences.
- Simple Messaging: Keep communication straightforward, emphasizing affordability and convenience.

PRIZM Segment 61 - Came From Away

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Came From Away is characterized by middle-aged, ethnically diverse urban renters. This group is primarily located in high-rise apartments in Toronto and other large cities, with over 60% of residents being foreign-born. Many of the households include singles or lone-parent families, and their jobs are typically in the service or grey-collar sectors. With below-average incomes, this segment enjoys affordable urban entertainment options, and while not heavily focused on sustainability, they may be interested in low-cost sustainable travel options.

Demographics & Travel Behavior:

- Life Stage: Middle-aged singles or lone-parent families, often foreign-born.
- Social Group: Lower-middle-income, ethnically diverse urban dwellers.
- Where they Live: Primarily in high-rise apartments in large cities like Toronto.
- Estimated Households: 1.9% of Canadian households.
- Real Number of Population: 1.8% of the Canadian population.
- Household Income (HHI): \$84,000.
- Car Ownership: Low – Many use public transportation.
- Education: Wide-ranging but primarily modest, with some post-secondary education.
- Occupation: Service-sector and grey-collar jobs.

Travel Characteristics:

- Vacation Activity: Prefer affordable urban entertainment such as visiting theme parks, zoos, or aquariums. They are more likely to be interested in budget-friendly experiences rather than sustainable travel.
- Travel Timing: Low frequency of travel, likely constrained by budget.
- Propensity to Travel: Low – Travel is often centered around urban experiences and affordable, family-friendly destinations.
- Types of Experiences Sought: Urban entertainment options that are affordable and family-oriented.
- Visit Friends and Relatives (VFR): Moderate – They may travel to visit family but prefer cost-effective options.
- Outside-the-House Spending: Low – They tend to spend modestly on entertainment and leisure activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not strongly influenced by social media influencers.
- Internet Usage: High – They are heavy internet users, frequently using mobile devices to access deals and entertainment.
- Above Average use of Traditional Media: Moderate – They consume TV and radio but prefer online media.
- Preferred Social Media: Facebook and YouTube are popular for entertainment and community information.

Marketing Focus:

- **Messaging Approach:** Highlight affordable urban entertainment options and budget-conscious travel experiences. Emphasize value and accessibility, especially for families and urban singles.
- **Marketing Channels:**
 - Primary: Social media platforms like Facebook and YouTube.
 - Secondary: Local community websites and online deals.
- **Content Ideas:** Promote affordable city experiences, such as theme parks, zoos, and family attractions.

Potential Engagement Strategies:

- **Budget-Friendly Travel:** Focus on value-driven travel options, such as discounted tickets to urban attractions.
- **Urban Focus:** Emphasize city-based experiences that align with their lifestyle and budget.
- **Social Media Campaigns:** Utilize targeted social media ads to reach this group, focusing on deals and affordable travel experiences.

PRIZM Segment 62 - Suburban Recliners

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Suburban Recliners is made up of older suburban dwellers, often living in affordable housing in suburban communities. This group consists of empty-nest couples and older singles, many of whom are retired. With lower-middle incomes, they enjoy leisure activities such as attending local craft shows, music festivals, and community events. While they are frugal and mindful of their spending, they can still afford occasional trips and outings. Sustainability is not a priority for this group, but they may be drawn to local, low-cost travel options that promote convenience and tradition.

Demographics & Travel Behavior:

- **Life Stage:** Older singles and couples, typically empty nesters and retirees.
- **Social Group:** Lower-middle-income suburban households.
- **Where they Live:** Suburban neighborhoods in smaller or mid-sized cities, often near retirement communities.
- **Estimated Households:** 1.7% of Canadian households.
- **Real Number of Population:** 1.3% of the Canadian population.
- **Household Income (HHI):** \$84,000.
- **Car Ownership:** High – They own practical vehicles and prefer driving over public transportation.
- **Education:** Primarily high school or some college education.
- **Occupation:** Retired or working in the service sector and blue-collar jobs.

Travel Characteristics:

- **Vacation Activity:** They enjoy local cultural activities such as attending community events, music festivals, and theater performances. They prefer low-cost travel experiences and are not focused on sustainable options.
- **Travel Timing:** Off-peak travelers, often taking short trips locally.
- **Propensity to Travel:** Low – Travel is not frequent, and they prefer budget-friendly options.
- **Types of Experiences Sought:** Simple and affordable experiences, such as nature trails, community events, and day trips.
- **Visit Friends and Relatives (VFR):** Moderate – They may travel to visit family, but prefer affordable travel options.
- **Outside-the-House Spending:** Low – They are frugal and limit spending on leisure activities.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** No – They are not influenced by social media or digital influencers.
- **Internet Usage:** Low – They are occasional users of the internet, preferring traditional media.
- **Above Average use of Traditional Media:** High – They rely on TV, newspapers, and radio for information.

- Preferred Social Media: Limited use of social media, mainly Facebook for staying connected with family and community. 143

Marketing Focus:

- Messaging Approach: Emphasize affordability, convenience, and traditional local travel experiences. Highlight activities that align with their low-cost lifestyle.
- Marketing Channels:
 - Primary: Traditional media such as TV, local newspapers, and radio.
 - Secondary: Flyers, community newsletters, and local advertising.
- Content Ideas: Promote local festivals, cultural events, and nature activities that cater to their interests in convenience and tradition.

Potential Engagement Strategies:

- Affordability Focus: Emphasize low-cost travel experiences, such as local cultural events and nature trails.
- Community-Centered Marketing: Highlight local, accessible experiences that promote tradition and convenience.
- Traditional Media: Utilize TV and radio to reach this group, focusing on simple messaging about local experiences.

PRIZM Segment 63 - Amants de la Nature:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Amants de la Nature is made up of older, lower-middle-income rural couples and singles, many of whom live in Quebec. This segment tends to be late adopters of technology and is characterized by a focus on outdoor leisure activities, such as skiing, snowmobiling, and fishing. Sustainability is not a top priority for this group, but they may be inclined to engage in nature-based, affordable travel experiences.

Demographics & Travel Behavior:

- Life Stage: Older couples and singles, often retired or nearing retirement.
- Social Group: Lower-middle-income rural households.
- Where they Live: Primarily rural areas, with a significant presence in Quebec.
- Estimated Households: 1.6% of Canadian households.
- Real Number of Population: 1.4% of the Canadian population.
- Household Income (HHI): \$83,000.
- Car Ownership: High – They own practical vehicles for rural living, such as trucks and SUVs.
- Education: Primarily high school or trade school education.
- Occupation: Blue-collar and agricultural jobs.

Travel Characteristics:

- Vacation Activity: They enjoy traditional outdoor activities like skiing, fishing, and snowmobiling, focusing on local and nature-based travel. While sustainability is not a key factor, their travel behavior aligns with low-impact, nature-focused tourism.
- Travel Timing: Travel tends to be local and seasonal, based on outdoor activities and weather.
- Propensity to Travel: Low – Travel is infrequent and focused on nearby nature-based experiences.
- Types of Experiences Sought: Affordable outdoor and nature-related activities, such as hiking and fishing, with a focus on traditional pastimes.
- Visit Friends and Relatives (VFR): Moderate – They may travel for family visits but tend to stay local.
- Outside-the-House Spending: Low – Their spending is limited to affordable leisure and cultural activities.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not significantly influenced by social media.
- Internet Usage: Low – They prefer traditional media and are late adopters of digital platforms.
- Above Average use of Traditional Media: High – They engage with TV, radio, and newspapers.
- Preferred Social Media: Limited, with occasional use of Facebook for local news.

- **Messaging Approach:** Highlight affordable, nature-focused experiences that emphasize traditional outdoor activities. Focus on convenience, simplicity, and proximity.
- **Marketing Channels:**
 - Primary: Traditional media such as TV, radio, and print ads.
 - Secondary: Flyers and community newsletters.
- **Content Ideas:** Promote outdoor, nature-based activities such as fishing, hiking, and snowmobiling, which align with their interests in rural, traditional pastimes.

Potential Engagement Strategies:

- **Local Focus:** Emphasize nearby nature and traditional outdoor experiences that resonate with their rural lifestyle.
- **Affordable Travel Options:** Highlight cost-effective, simple travel experiences that cater to their budget-conscious mindset.
- **Traditional Media Outreach:** Use TV, radio, and community print media to reach this segment effectively.

PRIZM Segment 64 - Midtown Movers:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Midtown Movers represents urban, lower-middle-income families and singles. This group includes a mix of younger singles, middle-aged families, and lone-parent households, many of whom are new immigrants or foreign-born students. They live in affordable housing, such as rented high-rise apartments or low-rise buildings. While not focused on sustainability, this group is digitally engaged and enjoys urban entertainment options. Travel, when it occurs, is centered on affordability and convenience, with sustainableness not a key driver.

Demographics & Travel Behavior:

- **Life Stage:** Younger singles, middle-aged families, and lone-parent households.
- **Social Group:** Lower-middle-income urban families and singles.
- **Where they Live:** Urban neighborhoods, often in high-rise or low-rise apartments in mid-sized cities.
- **Estimated Households:** 1.0% of Canadian households.
- **Real Number of Population:** 1.1% of the Canadian population.
- **Household Income (HHI):** \$92,000.
- **Car Ownership:** Low – Many rely on public transportation.
- **Education:** High school education is common, with some post-secondary qualifications.
- **Occupation:** Blue-collar and grey-collar jobs.

Travel Characteristics:

- **Vacation Activity:** Enjoy affordable urban entertainment, such as visits to zoos, aquariums, or theme parks. Their travel preferences are focused on cost-effective, family-friendly destinations.
- **Travel Timing:** Infrequent travelers, typically during school holidays or when affordability allows.
- **Propensity to Travel:** Low – Travel is constrained by budget and usually revolves around urban experiences.
- **Types of Experiences Sought:** Affordable family activities, with an emphasis on convenience and proximity.
- **Visit Friends and Relatives (VFR):** Moderate – Family visits are a key motivator for travel.
- **Outside-the-House Spending:** Low – Their spending is focused on affordable entertainment options.

Media Consumption & Influence:

- **Above Average use of Influencer Impact:** Moderate – They are engaged with social media and may be influenced by deals or promotions online.
- **Internet Usage:** High – They are digitally savvy and rely on the internet for entertainment and information.

- Above Average use of Traditional Media: Moderate – They still engage with TV and radio but lean heavily on digital media.
- Preferred Social Media: Facebook and YouTube are popular platforms for entertainment and community interaction.

Marketing Focus:

- Messaging Approach: Focus on affordability, convenience, and family-friendly experiences. Highlight urban entertainment options and easy access to nearby attractions.
- Marketing Channels:
 - Primary: Social media platforms like Facebook and YouTube.
 - Secondary: Local online deals and community websites.
- Content Ideas: Promote budget-friendly urban attractions and entertainment, such as zoos and theme parks, which appeal to families.

Potential Engagement Strategies:

- Affordable, Urban Travel: Emphasize low-cost travel options, particularly urban destinations that are family-friendly.
- Digital Campaigns: Utilize digital media and social platforms to engage this group with offers and deals.
- Focus on Convenience: Highlight ease of access to local attractions, as convenience is key for this segment.

PRIZM Segment 65 - Âgés & Traditionnels:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Âgés & Traditionnels consists primarily of older, low-income singles living in central neighborhoods in Quebec's mid-sized cities. With one of the highest concentrations of retirees, this group enjoys a slow-paced lifestyle. They live in affordable housing, such as rented low-rise apartments or duplexes. While they maintain active social lives by participating in local activities like bingo, concerts, and tennis, sustainability is not a primary focus. They may respond to affordable, local tourism experiences that emphasize tradition and convenience.

Demographics & Travel Behavior:

- Life Stage: Older singles and couples, often retired or nearing retirement.
- Social Group: Low-income urban households in Quebec.
- Where they Live: Central neighborhoods in Quebec's mid-sized cities.
- Estimated Households: 2.6% of Canadian households.
- Real Number of Population: 1.8% of the Canadian population.
- Household Income (HHI): \$67,000.
- Car Ownership: Low – They use local transportation and may own a car for short distances.
- Education: Primarily high school education, with some working in blue-collar or service sector jobs.
- Occupation: Many are retirees, with some still working in the service or blue-collar sectors.

Travel Characteristics:

- Vacation Activity: Enjoy attending local events, such as concerts and bingo, with outdoor activities like hiking and cross-country skiing being popular. Travel tends to be local and low-cost.
- Travel Timing: They prefer off-peak travel times, often coinciding with seasonal activities or local festivals.
- Propensity to Travel: Low – Travel is usually focused on local destinations or events, with affordability being a major consideration.
- Types of Experiences Sought: Affordable, local, and traditional experiences like community events or nature activities.
- Visit Friends and Relatives (VFR): Moderate – They may travel to visit family, but prefer local options.
- Outside-the-House Spending: Low – They prioritize affordability in their leisure and travel spending.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not influenced by social media or digital influencers. 146
- Internet Usage: Low – They are late tech adopters but may browse automotive and TV-related content online.
- Above Average use of Traditional Media: High – They engage with TV, radio, and local newspapers.
- Preferred Social Media: Limited – If used, Facebook for community news is preferred.

Marketing Focus:

- Messaging Approach: Focus on affordable and familiar experiences. Emphasize local events, traditional activities, and the simplicity of travel options.
- Marketing Channels:
 - Primary: Traditional media like TV, radio, and print ads.
 - Secondary: Community newsletters and flyers.
- Content Ideas: Promote local, affordable festivals, concerts, and nature walks that align with their interests.

Potential Engagement Strategies:

- Affordability Focus: Highlight cost-saving travel options, such as discounted access to local parks or community events.
- Local Engagement: Promote community-driven travel opportunities that offer convenience and tradition.
- Traditional Media Outreach: Use traditional media channels to reach this audience with simple, budget-friendly messaging.

PRIZM Segment 66 - Indigenous Families:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Indigenous Families consists of younger and middle-aged First Nations, Inuit, and Métis families living primarily in remote or rural communities. These families are often multigenerational and focus on traditional values and cultural practices. Their economic circumstances are modest, with household incomes below the national average. Sustainability is not a major focus, but their connection to nature and tradition makes them open to participating in nature-based, affordable travel experiences.

Demographics & Travel Behavior:

- Life Stage: Younger and middle-aged families, often multigenerational.
- Social Group: Lower-middle-income Indigenous families in rural or remote communities.
- Where they Live: Primarily remote Indigenous communities across Canada.
- Estimated Households: 1.1% of Canadian households.
- Real Number of Population: 1.3% of the Canadian population.
- Household Income (HHI): \$100,000.
- Car Ownership: High – They often own multiple vehicles due to living in remote areas.
- Education: Mostly high school or some post-secondary education.
- Occupation: Service and blue-collar jobs, with some working in local community-based roles.

Travel Characteristics:

- Vacation Activity: Enjoy traditional outdoor activities such as hunting, fishing, and snowmobiling. They are likely to engage in travel experiences that align with their cultural practices and heritage.
- Travel Timing: Seasonal travelers, with a focus on community events and cultural activities.
- Propensity to Travel: Low – Travel is often centered around cultural gatherings and family visits.
- Types of Experiences Sought: Nature-based and culturally significant experiences, such as camping, fishing, and visiting traditional festivals.
- Visit Friends and Relatives (VFR): Moderate – Family gatherings are a key motivator for travel.
- Outside-the-House Spending: Low – They prioritize traditional activities and cultural practices over leisure spending.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not influenced by digital influencers.

- Internet Usage: Moderate – They use digital platforms for communication but prefer traditional forms of media.
- Above Average use of Traditional Media: High – They rely on local radio and community bulletins for information.
- Preferred Social Media: Facebook, particularly for connecting with family and community.

Marketing Focus:

- Messaging Approach: Focus on traditional and nature-based travel experiences. Highlight affordable and accessible travel options that resonate with their cultural heritage.
- Marketing Channels:
 - Primary: Local radio and community newsletters.
 - Secondary: Facebook and other social media platforms.
- Content Ideas: Promote traditional activities such as fishing, camping, and cultural festivals that align with their values and lifestyle.

Potential Engagement Strategies:

- Culturally Relevant Experiences: Emphasize travel experiences that celebrate Indigenous culture and nature.
- Affordable, Nature-Based Travel: Highlight cost-effective, nature-based travel options that are easily accessible.
- Traditional Media Outreach: Use local radio and community outreach to promote tourism experiences that resonate with their way of life.

PRIZM Segment 67 - Just Getting By:

Category: Tertiary Target (Low Yield)

Sustainable Tourism Mindset: Low

Just Getting By consists of younger, low-income city singles and single-parent families living in dense urban neighborhoods. These households often rent apartments in older low-rise buildings or own inexpensive single-detached houses. Many are working in service, trades, and manufacturing jobs. Despite their financial constraints, they try to improve their prospects through education or training. While sustainability is not top of mind, they engage in cost-effective leisure activities and may be drawn to local, affordable sustainable travel options.

Demographics & Travel Behavior:

- Life Stage: Younger singles and single-parent families.
- Social Group: Low-income urban households.
- Where they Live: Dense city neighborhoods, often in rented low-rise apartments or older single-detached homes.
- Estimated Households: 2.3% of Canadian households.
- Real Number of Population: 1.8% of the Canadian population.
- Household Income (HHI): \$74,000.
- Car Ownership: Moderate – Many rely on public transportation, but some own cars.
- Education: Primarily high school graduates, with some attending community college.
- Occupation: Service sector, trades, and manufacturing jobs.

Travel Characteristics:

- Vacation Activity: Enjoy low-cost activities like visiting parks, craft shows, and video arcades. Their travel tends to be local and budget-conscious, with sustainability not a primary focus.
- Travel Timing: Infrequent travelers, often constrained by budget and school schedules.
- Propensity to Travel: Low – Travel is focused on affordable, local experiences.
- Types of Experiences Sought: Affordable, family-friendly activities that emphasize convenience and cost savings.
- Visit Friends and Relatives (VFR): Moderate – Family visits are a significant motivator for travel.
- Outside-the-House Spending: Low – They engage in affordable leisure and entertainment options.

Media Consumption & Influence:

- Above Average use of Influencer Impact: No – They are not strongly influenced by social media influencers. 148
- Internet Usage: Moderate – They use the internet for practical purposes like finding deals and job training.
- Above Average use of Traditional Media: High – They rely on TV, radio, and local newspapers for information.
- Preferred Social Media: Facebook and YouTube are popular for community engagement and entertainment.

Marketing Focus:

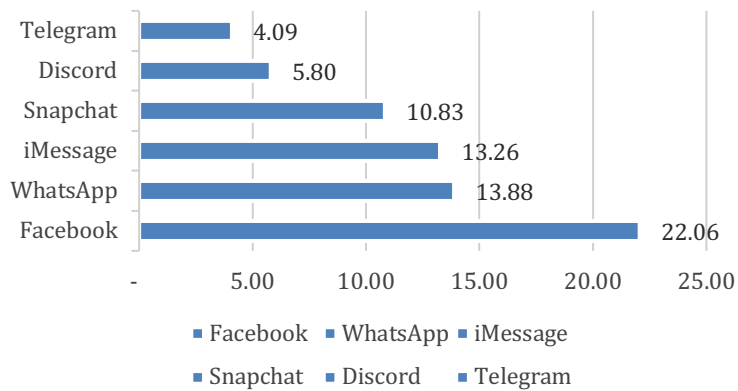
- Messaging Approach: Focus on affordability and convenience. Highlight budget-friendly, local travel experiences that cater to families and individuals with limited disposable income.
- Marketing Channels:
 - Primary: Traditional media like TV, local radio, and community newspapers.
 - Secondary: Digital platforms like Facebook and YouTube.
- Content Ideas: Promote local parks, community events, and family-friendly attractions that are cost-effective and easily accessible.

Potential Engagement Strategies:

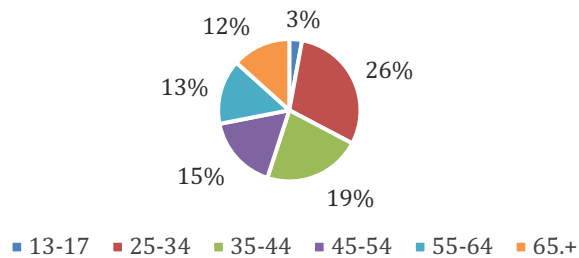
- Affordable Travel: Emphasize cost-saving travel options, such as discounted tickets to local events or parks.
- Family-Friendly Focus: Highlight activities that cater to families, offering affordable experiences close to home.
- Traditional Media: Utilize TV, radio, and print ads to reach this audience, focusing on affordability and convenience.

This analysis provides insight into how to engage this segment with budget-friendly, local travel experiences that align with their financial situation (PRIZM Handbook 2023) (PRIZM Handbook 2023) (PRIZM Handbook 2023).

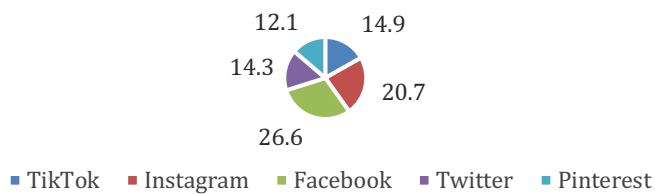
Canada 2023 Digital Media Usage - in millions source, madeinca.ca



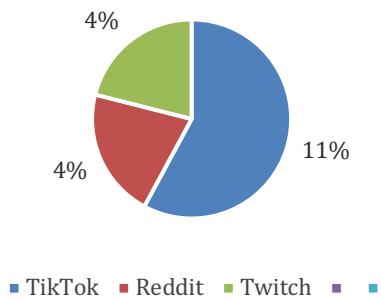
Canada 2023 Social Media Usage - source, madeinca.ca



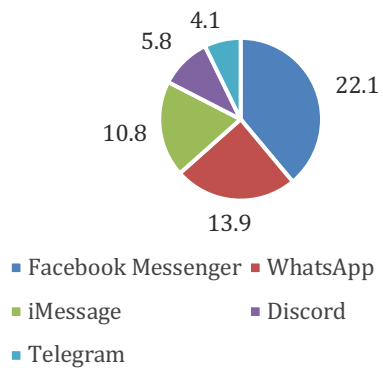
Canada 2023 Total Social Media Usage - all Ages -in millions, source madeinca.ca



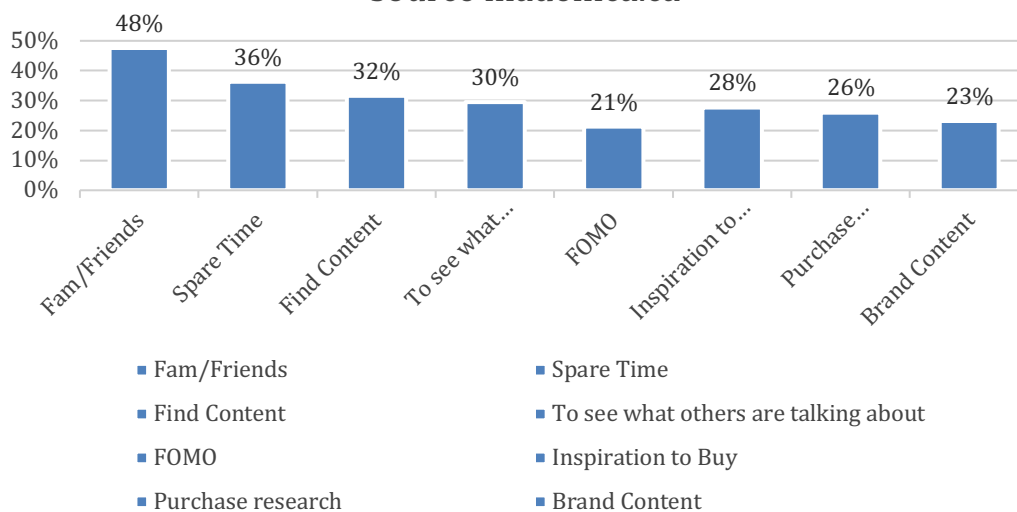
Canada 2023 Growing Social Media Usage - all Ages -% growth since 2020.
source madeinca.ca



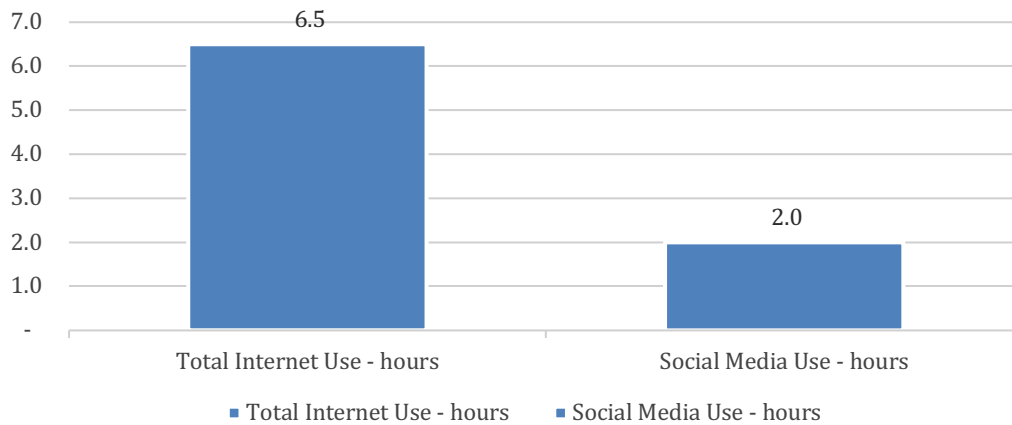
Canada 2023 Messenger App use - millions. source madeinca.ca



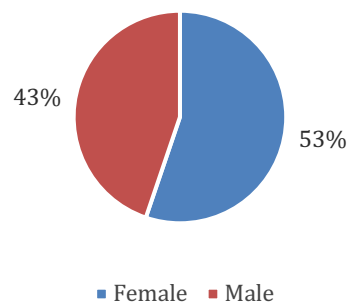
Canada 2023 - Why do Canadians Use Social Media
source madeinca.ca



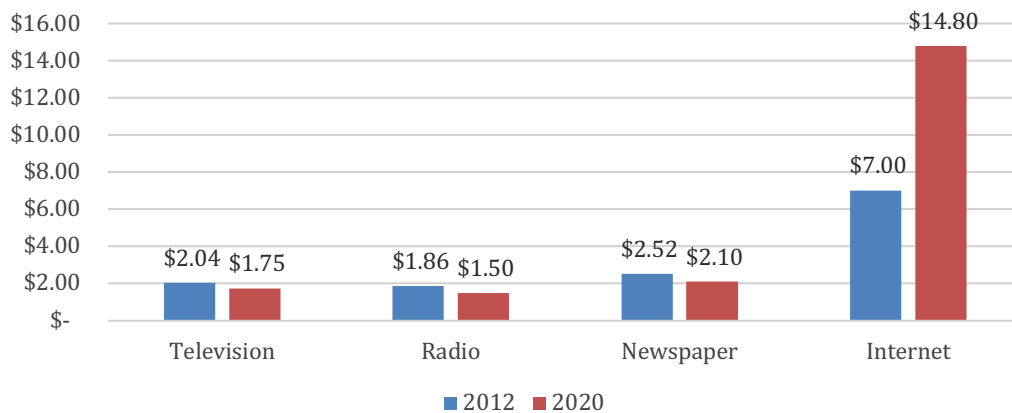
Canada 2023 - How much time do Canadian spend on Social Media, source madeinca.ca



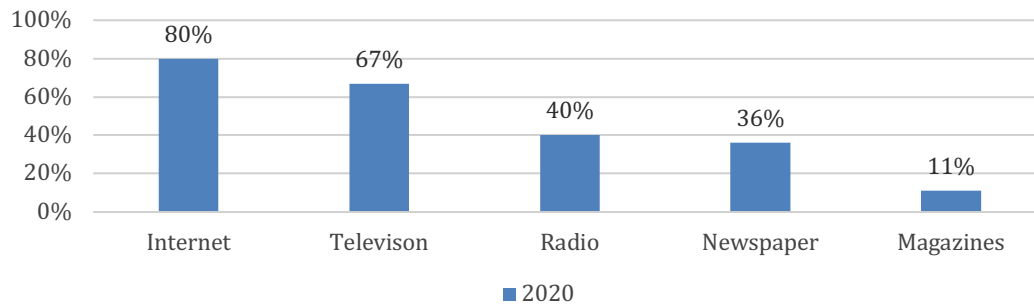
Canada 2023 - User Demographics Social Media, source madeinca.ca



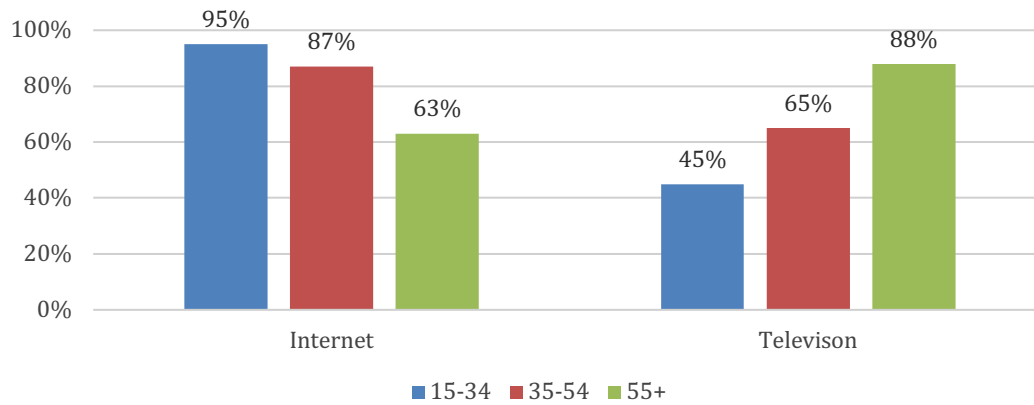
Traditional Media Revenue during the delivery of the news - source Statistics Canada (billion \$)



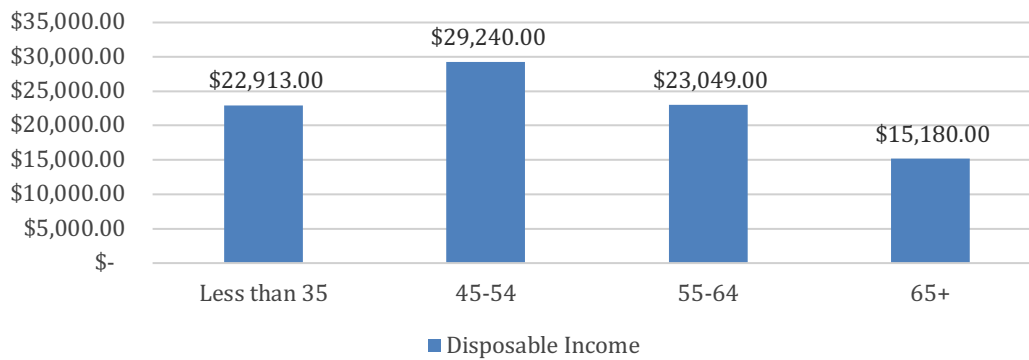
Overall Media Consumption source Statistics Canada 2020

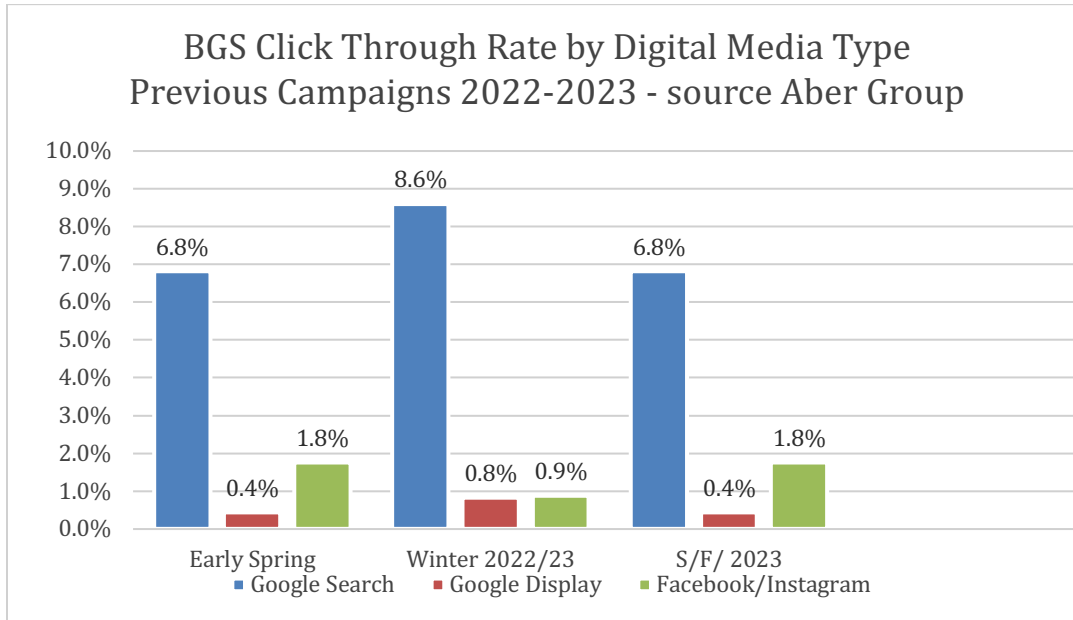
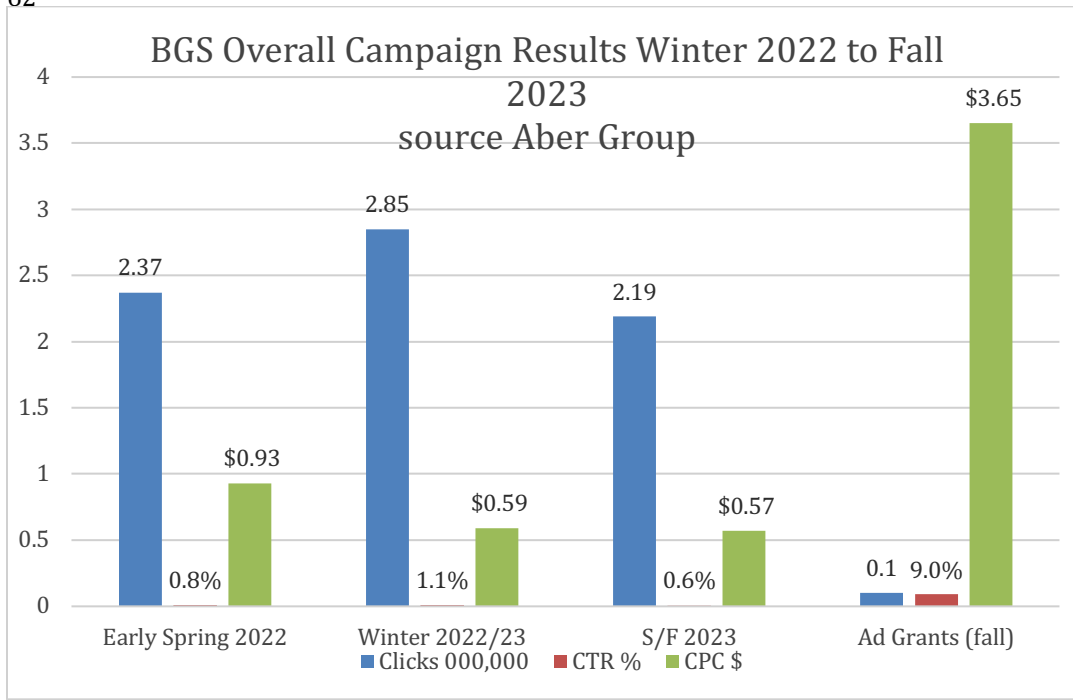


Media Consumption by Age- source Statistics Canada

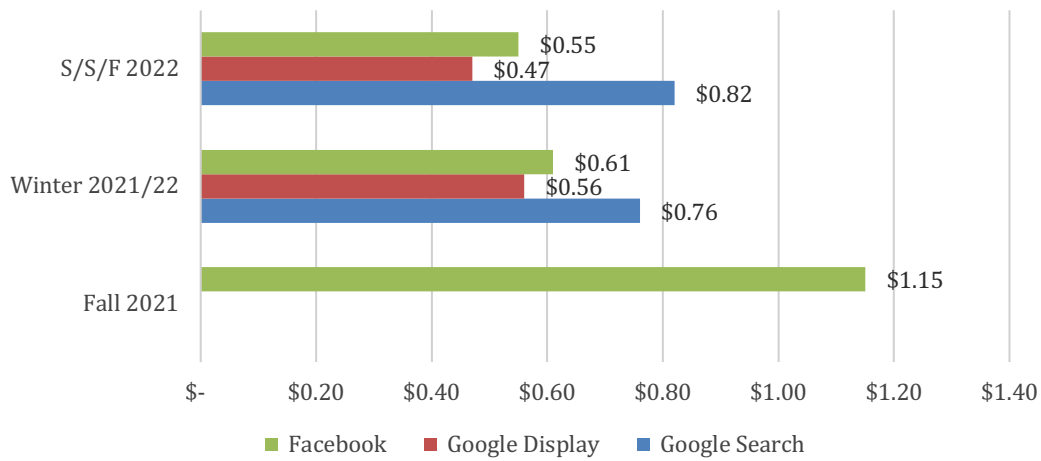


Canada - Disposable Income by Age Group 2022 - source StatsCan

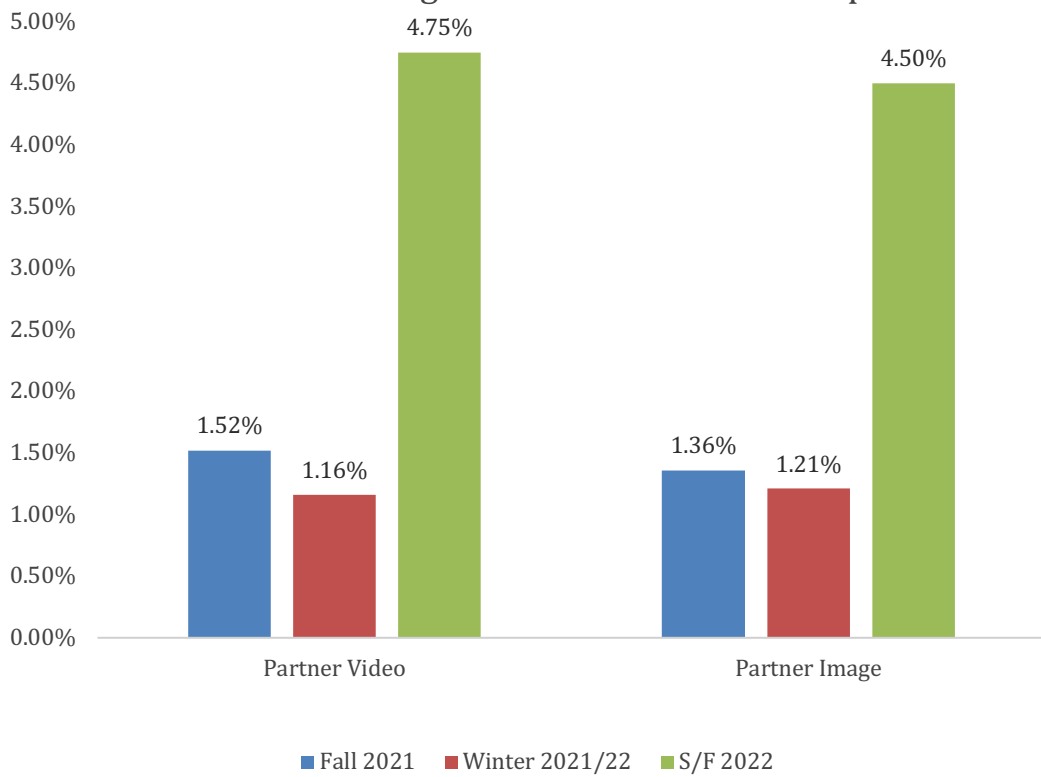


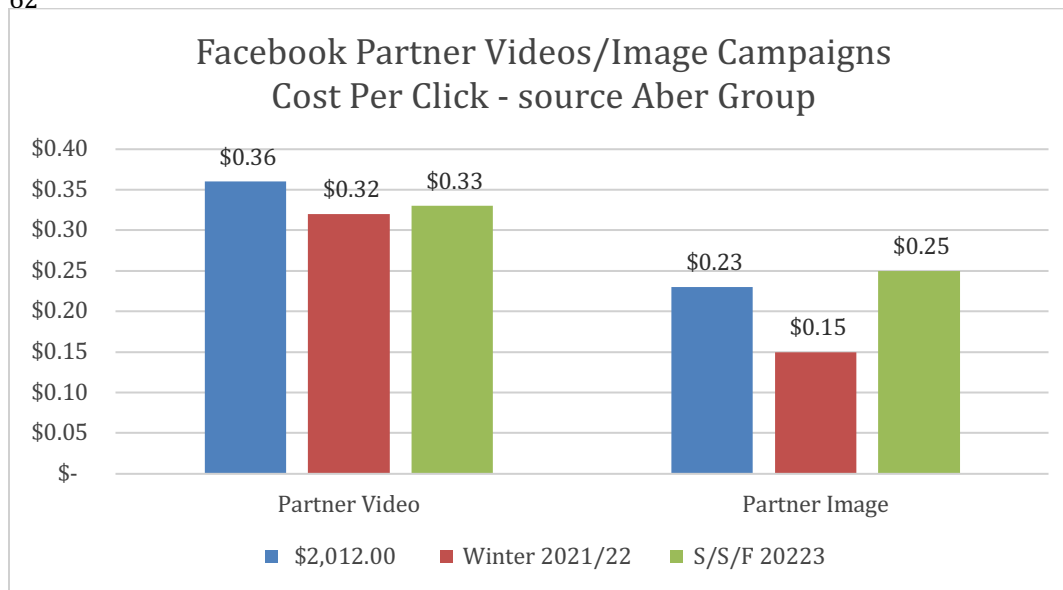


BGS Cost Per Click by Digital Media Type Previous Campaigns 2022-2023 - source Aber Group



Facebook Partner Videos/Image Campaigns Click Through Rate - Source Aber Group





APPENDIX 5

REVIEW AND OVERVIEW OF FIVE YEAR OPERATIONAL ACTION PLAN FOR THE THE DESTINATION DEVELOPMENT PLAN

OVERVIEW AND FUTURE DIRECTION – GOVERNANCE AND ADMINISTRATION

Over the years, RTO7 has consistently upheld a standard of excellence in governance and administration, proactively implementing changes to enhance and streamline its organizational processes. The current 2023/24 Business Plan specifically called for an update to the Strategic Plan, a task that RTO7 effectively accomplished internally. This updated plan serves as a detailed roadmap guiding RTO7's progression and the region's development into a Sustainable Tourism Destination.

This strategic evolution is set to be integrated into RTO7's operations, ensuring that stakeholders not only receive ongoing support but also guidance as they transition toward a more sustainable tourism model. The forthcoming Governance and Administration section will encapsulate RTO7's transformation into the foremost authority in driving Sustainable Tourism Destination Development for the BruceGreySimcoe region (Region 7). This pledge reaffirms RTO7's commitment to leading the charge in sustainable tourism development and setting new industry standards.

CONTINUING OUR EVOLUTION: PROGRESSIVE LEADERSHIP AND SUSTAINABLE DEVELOPMENT

At RTO7, our commitment to progress is deeply rooted in a comprehensive approach that harmonizes economic success with environmental and social responsibility. We strive to build upon our current strengths and operational efficiency, aligning our future plans with the evolving needs and expectations of our society. Our core focus revolves around sustainability and forward progress while remaining steadfast in upholding our core values.

Understanding and Adapting Our Operations: We begin our journey by closely examining how we operate and understanding the impact we have on our ecosystem. This introspection helps us identify areas where we can strengthen our role and align better with the changing needs of a society that places significant importance on sustainability and progress. Our objective is to examine our current practices, identify potential areas for improvement, and plan specific actions that contribute to a forward-thinking and resilient society.

Sustainable Collaboration: Transparency and collaboration form the bedrock of our operations. We firmly believe in openly communicating our strategies and actions. At RTO7, we are in the process of formulating a clear promise outlining how we intend to manage tourism and destinations. This promise underscores our dedication to strategic management, ensuring that all stakeholders, from local businesses to government bodies, comprehend our plans and work cohesively towards a unified goal in tourism development.

Empowering the Industry: An essential aspect of our strategy involves emphasizing the significance of each individual within the tourism industry. We advocate for a deep understanding of how every role interconnects, illuminating the complexity of our industry's network. We provide various learning opportunities, enabling industry professionals to comprehend their roles better, make informed decisions, and collaborate effectively, ultimately enhancing the industry's overall effectiveness.

Crafting Exceptional Visitor Experiences: We are unwavering in our commitment to enhancing the visitor experience in our region. To achieve this, we facilitate special tours for our staff who directly interact with visitors. These tours provide them with invaluable firsthand experiences of the place's visitors frequent, such as attractions,

hotels, local businesses, and cultural sites. Armed with this insider knowledge, our staff can offer superior service to visitors, ensuring their experiences are nothing short of memorable.

2024-2029

The plan integrates environmental, economic, and social goals to create a harmonious and balanced approach in line with the evolving expectations of society. It empowers stakeholders, enhances visitor experiences, and fosters strategic partnerships to ensure lasting positive impacts on the region.

Objective: To execute the 5-Year Action Plan aimed at fostering sustainability, collaboration, and responsible tourism in alignment with RTO7's core values and the evolving societal expectations.

Year 1: Establishing the Foundation

1) Operations and Impact Analysis:

- a) Conduct a thorough assessment of current operational practices.
- b) Engage cross-functional teams within RTO7 to analyze all operational processes, including administrative, marketing, stakeholder engagement, product development and investment attraction.
- c) Utilize tools such as process mapping, interviews, and performance metrics to identify bottlenecks, redundancies, and areas for improvement.
- d) Engage industry experts, stakeholders, and local communities:
- e) Organize workshops, roundtable discussions, and surveys involving a diverse group of industry experts, local communities, and stakeholders.
- f) Seek insights on environmental and social impacts, resource usage, and alignment with sustainability goals from key stakeholders like local businesses, environmental organizations, and government bodies.

2) Unified Commitment and Partnership Criteria:

- a) Develop a "Pledge to Tourism Destination Development" document:
 - i) Collaborate with stakeholders and communication experts to craft a comprehensive and inspiring pledge document reflecting RTO7's commitment to sustainable tourism.
 - ii) Incorporate input from stakeholders to ensure a broad representation of views and expectations in the final document.
- b) Formulate and integrate "Yield-Yield Criteria":
 - i) Convene a dedicated task force involving sustainability experts, business specialists, and community representatives to define clear and measurable criteria for evaluating potential partnerships.
 - ii) The criteria should encompass environmental impact, economic growth, community engagement, and alignment with RTO7's sustainability goals.

3) Empowering Staff and Streamlining Processes:

- a) Facilitate collaborative discussions to identify development needs:
 - i) Organize focus group sessions and one-on-one interviews with staff to understand their training needs, skill gaps, and areas for professional growth.
 - ii) Consider feedback from staff at all levels to ensure a holistic view of development requirements.
- b) Design specialized training courses:
 - i) Partner with educational institutions and industry experts to develop tailored training programs focused on sustainable tourism, stakeholder engagement, and responsible destination management.
 - ii) Use a blend of in-person and online training modules to accommodate different learning styles and preferences.
- c) Collaborate with experts to understand business needs:
 - i) Engage with consultancy firms specializing in sustainable business practices to identify areas where RTO7 can enhance efficiency and reduce its ecological footprint.
 - ii) Conduct regular workshops and knowledge-sharing sessions with these experts to ensure the continuous alignment of RTO7's operations with best practices.

1) Industry Awareness and Partnership Integration:

- a) Launch an extensive awareness campaign:
 - i) Develop a comprehensive marketing and awareness campaign highlighting RTO7's sustainability initiatives and the importance of responsible tourism.
 - ii) Utilize various channels, including social media, press releases, webinars, and industry events, to reach a wide audience and generate engagement.
- b) Incorporate "Yield-Yield" criteria into partnership evaluations:
 - i) Organize training sessions and workshops for internal teams to educate them about the "Yield-Yield" criteria and its importance in evaluating potential partners.
 - ii) Update partnership evaluation templates and processes to explicitly include the "Yield-Yield" criteria and ensure its thorough application during partner assessments.

Year 3: Strengthening Partnerships and Database Transformation:**1) Collaborative Action Planning and Stakeholder Database Upgrade.**

- a) Collaborate with partners, stakeholders, and industry associations:
 - i) Conduct joint workshops and brainstorming sessions to ideate and co-create impactful initiatives that align with the "Yield-Yield" criteria.
 - ii) Establish ongoing channels of communication and collaboration, fostering a culture of continuous partnership and innovation.
- b) Transform the stakeholder database:
 - i) Invest in upgrades to database management system to centralize stakeholder information, making it easily accessible and facilitating efficient collaboration.
 - ii) Train staff on using the upgraded database to ensure its optimal utilization for stakeholder engagement, partnership management, and reporting.

Year 4: Institutionalizing a Culture of Sustainability:**1) Strategic Communication and Alliances.**

- a) Implement a robust communication plan:
 - i) Develop a detailed communication strategy, including a content calendar, targeted messaging, and channels of dissemination to ensure consistent and impactful communication.
 - ii) Utilize feedback mechanisms, such as surveys and focus groups, to assess the effectiveness of communication efforts and make data-driven improvements.
- b) Activate Memorandums of Understanding (MoUs) and foster partnerships.
 - i) Work closely with advisors to finalize MoUs and partnership agreements with Indigenous Tourism Ontario, First Nations, 2SLGBTQIA+, BIPOC and Disable Individuals communities, and other relevant groups.
 - ii) Organize collaborative events, workshops, and cultural exchange programs to solidify relationships and ensure meaningful collaboration.

Year 5: Continuous Review of Organizational Performance and Continuous Enhancement:**1) Empowering Staff and Streamlining Processes:**

- a) Engage in regular discussions to identify ongoing development needs.
 - i) Implement a continuous feedback mechanism involving regular performance appraisals and one-on-one sessions to gauge staff development needs and aspirations.
 - ii) Create a dynamic feedback loop, encouraging open communication between employees and management regarding their roles and responsibilities.
- b) Continuously design and update specialized courses:
 - i) Establish a dedicated team responsible for monitoring industry trends, best practices, and technological advancements to ensure the continuous relevance and effectiveness of training programs.
 - ii) Regularly update training materials and methods to reflect the evolving landscape of sustainable tourism and responsible management.
- c) Dynamic Collaboration and Resource Optimization:
 - i) Conduct a thorough analysis to identify and categorize stakeholders.

- ii) Implement a stakeholder engagement assessment to categorize stakeholders based on their influence, interests, and alignment with RTO7's sustainability objectives.
- iii) Tailor engagement strategies for each stakeholder category to maximize collaboration and resource utilization.
- d) Leverage technology for efficient communication and information dissemination:
 - i) Continuously evaluate and adopt innovative communication technologies to streamline internal and external communication processes.
 - ii) Leverage data analytics tools to track the reach and impact of communication efforts, enabling data-driven decision-making for future initiatives.
- e) Comprehensive Resource-Needs Assessment:
 - i) Conduct a thorough assessment of resources.
 - ii) Collaborate with financial and resource management experts to perform an in-depth assessment of RTO7's financial, human, and technological resources.
 - iii) Identify gaps, surplus, and areas for optimization to ensure optimal resource allocation for sustainable tourism initiatives.
- f) Strategically allocate resources:
 - i) Establish a dedicated resource allocation team to oversee and optimize the distribution of resources based on the findings of the assessment.
 - ii) Regularly review resource allocation strategies to ensure alignment with sustainability goals and organizational needs.

Through the rigorous execution of this operational plan, RTO7 will fortify its role, significantly contributing to the long-term prosperity and resilience of the destination. This evolution is a natural progression, building upon existing strengths and values, and marks a transformative journey towards a sustainable and responsible future in tourism.

CONTINUING OUR EVOLUTION: SUSTAINABLE PARTNERSHIPS AND COLLABORATION

At RTO7, our commitment to progress is deeply rooted in the fusion of economic success with environmental and social sustainability. We are dedicated to building upon our existing strengths and promoting teamwork through effective collaboration processes and a clear promise for developing tourism destinations. Our approach is centered around enhancing industry awareness, empowering frontline staff, and meticulously evaluating the impacts of our partnerships. We believe in nurturing enduring relationships by providing resources, fostering strong communication, and promoting collaboration. As RTO7's journey continues, our commitment remains steadfast in creating a balanced and flourishing tourism destination.

2024-2029

Objective: To execute the 5-Year Action Plan aimed at fostering sustainability, collaboration, and responsible tourism in alignment with RTO7's core values and the evolving societal expectations.

Year 1: Laying the Groundwork

- 1) Review and Update:
 - a) This action involves evaluating existing programs supporting Tourism Destination Development and integrating them into the Operational Plan. The aim is to align these programs with the broader plan and ensure their effective implementation.
 - i) Conduct a comprehensive review of existing programs supporting Tourism Destination Development and Action Plan.
 - ii) Align existing programs with the proposed direction in the Operational Plan, integrating elements as needed.
 - iii) Encourage the early implementation of aligned program elements when feasible.

2) Collaborative Process Creation:

- a) Establishing clear and effective collaboration processes with various tourism and local organizations is vital for successful partnership building. Through discussions and workshops, we intend to define roles, improve communication, and proactively address challenges in collaboration.
 - i) Engage stakeholders to identify key partners and establish a collaborative framework.
 - ii) Conduct workshops to define collaboration procedures, roles, and effective communication methods.
 - iii) Formulate a framework to proactively handle challenges, conflicts, and promote smooth collaboration.

3) Share Commitment:

- a) Sharing a clear "Pledge to Tourism Destination Development" is vital to ensure that all stakeholders understand and support our commitment to strategic destination development. By disseminating this pledge, we aim to unify efforts and promote effective destination management.
 - i) Develop a clear and concise "Pledge to Tourism Destination Development" reflecting our dedication.
 - ii) Share the pledge with industry stakeholders, local businesses, communities, and government bodies through workshops, digital channels, and in-person interactions.
 - iii) Gather feedback to assess the impact and understanding of the shared commitment within the stakeholder community.

Year 2 – Engaging the Community

1) Boosting Awareness:

- a) Creating awareness about the roles of various stakeholders within the industry is essential for effective collaboration. Educational programs and campaigns are essential components of this action.
 - i) Launch an awareness campaign explaining industry stakeholders' roles.
 - ii) Offer educational programs and workshops for industry members.
 - iii) Measure engagement and gather feedback to improve the campaign.

2) Empower Frontline Staff:

- a) Educating and empowering frontline staff is crucial to ensure they understand the industry and can contribute effectively to our collaborative efforts.
 - i) Facilitate familiarization tours for staff to better understand the industry.
 - ii) Collaborate with local attractions, businesses, and cultural sites for interactive experiences.
 - iii) Create a feedback system to improve the familiarization tour program.

Year 3 – Understanding the Tourism Network

1) Visualize the Network:

- a) Creating a clear visualization of the interconnectedness of our destination's ecosystem is essential to help stakeholders grasp the complexity and importance of their roles.
 - i) Develop a clear initiative to display the interconnectedness of the destination ecosystem.
 - ii) Use visuals and interactive presentations to showcase landmarks, attractions, communities, and more.
 - iii) Get stakeholder feedback to ensure accuracy.

2) Assessing Partnership Impact:

- a) Evaluating the impact of our partnerships is fundamental in understanding their value and aligning them with our strategic objectives.
 - i) Include "Yield-yield" criteria in the partner evaluation process.
 - ii) Establish a framework to evaluate initiatives based on economic, socio-cultural, and environmental factors.
 - iii) Collaborate with partners on joint initiatives that align with the destination's objectives.

Year 4 – Effective Communication

1) Strengthen Communication:

- a) Effective communication is the backbone of successful collaboration. Implementing a strategic communication plan ensures that all stakeholders are informed, engaged, and aligned with our goals.
 - i) Put the communication plan into action to connect with various tourism stakeholders.
 - ii) Utilize digital platforms, in-person interactions, workshops, webinars, and social media to engage stakeholders.
 - iii) Continuously assess and adjust the communication plan for effectiveness.

2) Collaboration with Indigenous, BIPOC, 2SLGBTQIA+, and Disabled Individuals:

- a) Inclusivity is a core value for us. Actively collaborating with diverse groups ensures that our strategies and 161 actions represent a broad spectrum of perspectives.
 - i) Activate the memorandum of understanding (MoU) with representative organizations of Indigenous, BIPOC, 2SLGBTQIA+, and Disabled Individuals.
 - ii) Identify joint projects and strategies aligned with shared goals to promote inclusivity.
 - iii) Regularly review and evaluate the MoU's implementation for its effectiveness.

Year 5: Active Engagement Operational Plan

1) Engaging with First Nations

- a) Allocate Resources to Strengthen Relationships:
 - i) Strengthening relationships with First Nations communities is pivotal for fostering inclusivity and respecting the cultural fabric of our destination.
 - ii) Conduct a thorough assessment of the resources required for effective engagement with First Nations communities.
 - iii) Allocate necessary resources to ensure successful relationship building.
 - iv) Collaborate with financial departments to ensure sustainable funding for these initiatives.
- b) Support Cultural Exchanges and Collaborative Projects:
 - i) Promoting cultural exchanges and collaborative projects is a concrete way to engage with First Nations communities and celebrate their heritage.
 - ii) Assign a dedicated team or liaison to manage these projects and ensure effective communication.
- c) Offer Workshops and Educational Programs:
 - i) Empowering stakeholders within First Nations communities through educational programs is crucial for meaningful and sustained engagement.
 - ii) Collaborate with educational institutions and experts to design tailor-made workshops and educational programs for the stakeholders within First Nations communities.
 - iii) Ensure these workshops cover a range of topics such as sustainable tourism practices, entrepreneurship, and skills development.
 - iv) Utilize both in-person and online platforms to reach a broader audience and facilitate easy participation.

2) Comprehensive Resource Hub

- a) Expand the Stakeholder Database:
 - i) Expanding the stakeholder database to include diverse resources and opportunities is essential to provide comprehensive support to all stakeholders.
 - ii) Engage a skilled team to identify, categorize, and document diverse resources and opportunities relevant to the tourism industry.
 - iii) Collaborate with industry experts and organizations to ensure the accuracy and relevance of the information added to the database.
 - iv) Implement an intuitive search and navigation system within the database for easy access and retrieval of information.
- b) Regularly Update the Database:
 - i) Regular updates to the database ensure that stakeholders have access to the most current and relevant information.
 - ii) Establish a schedule for regular updates to the database, incorporating the latest industry insights, best practices, and funding opportunities.
 - iii) Assign specific team members to be responsible for updating and verifying the information within the database.
 - iv) Utilize automated tools where possible to streamline the update process and reduce errors.

3) Gather Feedback to Enhance Relevance and Usefulness:

- a) Gathering feedback from stakeholders helps in understanding the needs and preferences, ensuring continuous improvement of the resource hub.
- b) Implement a feedback mechanism within the database, allowing stakeholders to provide their input on the usefulness and relevance of the resources available.
- c) Conduct regular surveys and feedback sessions to gather in-depth insights into stakeholders' experiences with the resource hub.

- d) Analyze the feedback and make necessary improvements to enhance the database's relevance and usefulness based on the input received.

In Year 5, our focus is on active and meaningful engagement with First Nations communities and creating a comprehensive resource hub. These initiatives are aligned with our commitment to sustainability, inclusivity, and empowerment within the tourism industry. Through effective engagement and the availability of valuable resources, we aim to nurture a thriving and culturally rich tourism destination.

CONTINUING OUR EVOLUTION: MAXIMIZING MUNICIPAL ACCOMMODATION TAX (MAT) IMPACT THROUGH COLLABORATIVE TOURISM MANAGEMENT

At RTO7, we emphasize the power of collaboration with local entities to enhance our tourism landscape. Our primary objective is clear: to cultivate a thriving tourism destination. To achieve this, we strategically share our extensive tourism knowledge with municipalities, non-profit organizations (NFPs) tasked with managing the Municipal Accommodation Tax (MAT), and other tourism organizations. By optimizing service delivery models within these entities and promoting tourism-related services, we aim to establish a sustainable ecosystem that benefits tourism operators, visitors, and local communities. Our strategy centers around collaboration, capacity building, and sustainable growth, steering us towards a harmonious future for our destination.

2024-2029

Year 1: Establishing the Foundation for Collaboration Success

- 1) Operational Alignment:
 - a) Reviewing Operational Alignment:
 - i) Review existing programs to align with the proposed direction outlined in the Tourism Destination and Action Plan, integrating it into our Operational Plan.
 - ii) Conduct comprehensive audits to identify areas for streamlining operations within municipalities and NFPs.
- 2) Stakeholder Engagement:
 - a) Initiate dialogues with municipalities, NFPs, and key tourism stakeholders involved with tourism and/or MATs to communicate the benefits of collaboration and ensure alignment of goals.
 - b) Organize workshops to provide stakeholders with a clear understanding of the potential impact of MAT collaboration.
 - c) Identifying Collaboration Opportunities:
 - i) Facilitate matchmaking sessions to identify potential collaborative projects and initiatives among stakeholders.
- 3) Skill Development:
 - a) Tailored Training Programs:
 - i) Customize training programs to address the specific needs and capacities of municipalities and NFPs involved in MAT and tourism management.
- 4) Data Collection Framework:
 - a) Collaborative Data Collection Design:
 - i) Collaboratively design a data collection framework involving all stakeholders to ensure a holistic understanding of tourism trends and preferences.
 - b) Training on Data Collection:
 - i) Provide training on the proper implementation of the data collection framework, ensuring accurate and consistent data capture.
- 5) Sustainable Tourism Initiatives:
 - a) Sustainability Workshops:
 - b) Conduct workshops on sustainability practices, engaging stakeholders and promoting their integration into MAT-supported tourism initiatives.

- 6) Joint Marketing:
 - a) Collaborative Marketing Strategy:
 - i) Develop a joint marketing strategy to promote the destination leveraging the combined strength of municipalities and NFPs.
 - ii) Collaborate with marketing agencies to ensure the effectiveness of marketing campaigns and initiatives.
 - b) Participating in Tourism Events:
 - i) Participate as a united front in major tourism events to showcase the collective offerings supported by MAT.
- 7) Innovative Tourism Experiences:
 - a) Innovation Workshops:
 - i) Organize workshops focused on innovation in tourism experiences, encouraging cross-sector collaboration and creativity.
 - b) Tourism Experience Challenges:
 - i) Initiate challenges to generate innovative tourism experience ideas, offering incentives and recognition to winning submissions.

Year 3: Nurturing Sustainable Growth

- 8) Data-Driven Insights Sharing:
 - a) Regular Insight Sharing Sessions:
 - i) Conduct regular sessions to share data-driven insights, enabling stakeholders to tailor their offerings and strategies.
- 9) Collaborative Partnerships:
 - a) Partnership Accelerators:
 - i) Establish platforms to accelerate collaborative partnerships, facilitating the creation of joint ventures and initiatives.
 - b) Financial Partnership Support:
 - i) Facilitate discussions and agreements for financial support among stakeholders, encouraging collective investment in tourism ventures.

Year 4: Strengthening Infrastructure for Enhanced Experiences

- 1) Online Presence Enhancement:
 - a) Unified Digital Platform:
 - i) Develop a unified digital platform encompassing all MAT-supported tourism services, ensuring a seamless and engaging online experience for visitors.
 - b) User Experience Optimization:
 - i) Collaborate with user experience (UX) designers to optimize the digital platforms for intuitive navigation and enhanced user satisfaction.

Year 5: Cultivating Responsible and Lasting Tourism

- 1) Destination Branding:
 - a) Collaborative Branding Strategy:
 - i) Develop a collaborative branding strategy that encapsulates the sustainable and unique identity of the destination, resonating with visitors.
 - b) Brand Promotion Campaigns:
 - i) Launch targeted branding campaigns across various platforms to establish the destination as a hub for responsible and memorable tourism.
- 2) Progress Evaluation:
 - a) Comprehensive Progress Assessment:
 - i) Establish a comprehensive evaluation framework to assess the progress and effectiveness of collaborative initiatives and their impact on MAT.
 - b) Feedback Integration:
 - i) Regularly collect feedback from stakeholders and visitors to drive iterative improvements in the collaborative approach and MAT strategies.
- 3) Continuous Improvement:

- a) Iterative Strategy Review:
 - i) Periodically review the collaborative strategy, incorporating lessons learned and emerging trends to adapt and enhance the approach for sustained growth.
- b) Innovation and Adaptation:
 - i) Encourage a culture of innovation and adaptability among stakeholders, fostering a dynamic and evolving tourism ecosystem.

Through this detailed and collaborative approach, we are fostering a dynamic and self-sustaining tourism ecosystem. Our joint efforts are reshaping a destination that delivers exceptional visitor experiences while enriching our communities. Together, we are redefining the future of tourism, maximizing the impact of the Municipal Accommodation Tax (MAT).

CONTINUING OUR EVOLUTION - DEDICATED TO RESEARCH AND LEARNING

In alignment with the RTO7's commitment to perpetual learning and innovation within the tourism industry, this operational plan outlines a detailed 5-year trajectory focusing on continuous research, insightful assessment tools, enhanced visitor understanding, and empowered workforce for sustainable tourism practices. This plan aims to harmonize economic triumph with responsible practices, enriching the tourism ecosystem in RTO7.

2024-2029

Year 1: Laying the Foundations and Research Advancement

- 1) Access, Adapt, and Evolve
 - a) Review and Alignment:
 - i) Conduct a thorough review of existing programs and align them with the proposed directions outlined in the Tourism Destination and Action Plan. Encourage the early implementation of elements whenever feasible.
 - b) Data Collection and Analysis:
 - i) Implement robust data collection and analysis methodologies to gather comprehensive information on industry trends, visitor behaviors, and market dynamics.
 - c) Collaborative Research Framework:
 - i) Collaborate with industry experts, data scientists, cultural observers, and local communities to establish a comprehensive research framework that encompasses various aspects of the tourism industry.
 - d) Data Source Identification:
 - i) Identify key data sources and set up mechanisms for data collection on industry trends, shifts, and emerging prospects.
 - e) Yearly Research Initiative:
 - i) Initiate the year-over-year research initiative to gather data on visitor behavior, market trends, and emerging opportunities, employing a mix of surveys, analytics, and qualitative research methods.
 - f) Skills Enhancement:
 - i) Conduct workshops and training sessions to equip staff with resources for data analysis skills, ensuring a proficient team capable of deriving actionable insights.
 - g) Data Analysis and Insights:
 - i) Analyze collected data to identify evolving dynamics and insights for future strategies, producing valuable reports for the industry.

Year 2: Toolkit Development and Stakeholder Engagement

- 1) Creation of Impact Assessment Toolkit
 - a) Working Group Formation:
 - i) Form a multidisciplinary working group consisting of sustainability experts, data scientists, and industry stakeholders to define impact assessment metrics and frameworks.
 - b) Toolkit Development:
 - i) Collaborate with data scientists and sustainability experts to develop a user-friendly impact assessment toolkit that encompasses dimensions such as environmental, social, and economic impact metrics.
 - c) Pilot Testing and Refinement:
 - i) Pilot-test the toolkit with a select group of businesses to gather feedback and refine the tools, ensuring they cater to diverse stakeholder needs and operational priorities.
 - d) Stakeholder Introduction:

- i) Organize workshops and webinars to introduce stakeholders to the toolkit, educating them on its application and encouraging its adoption for comprehensive impact evaluation.
- e) Knowledge Dissemination:
 - i) Establish an online platform for knowledge-sharing and tool dissemination, promoting its usage and providing step-by-step guides and real-world case studies.

Year 3: Deepening Visitor Insights and Engagement

- 1) Comprehensive Visitor Behavior Understanding
 - a) Research Execution:
 - i) Implement the annual cycle of market research to gather insights on visitor behavior, preferences, spending patterns, and overall satisfaction levels.
 - b) Visitor Segmentation:
 - i) Segment visitors based on demographics, psychographics, travel behaviors, and other relevant criteria, tailoring strategies for specific visitor segments.
 - c) In-Depth Analysis:
 - i) Conduct focus group sessions and in-depth interviews to delve deeper into specific visitor segments, gaining nuanced insights into their preferences and expectations.
 - d) Insights Sharing:
 - i) Organize seminars, webinars, and collaborative platforms to share research findings with stakeholders and gather input, fostering engagement and collaboration.
 - e) Academic Collaboration:
 - i) Collaborate with local post-secondary school institutions to enhance the research process, validate findings, and enrich the overall understanding of visitor behaviors and preferences.

Year 4: Workforce Empowerment and Professional Development

- 1) Enhance Workforce Expertise
 - a) Participant Identification:
 - i) Identify staff members for enrollment in targeted professional development programs, aligning the selection with organizational and industry needs.
 - b) Course Offering:
 - i) Partner with educational institutions and industry experts to offer high-impact product development and responsible management courses, enhancing the skills and expertise of the workforce.
 - c) Practical Learning:
 - i) Conduct immersive workshops, experiential learning activities, and simulations for participants, providing hands-on experiences to apply theoretical knowledge in real-world scenarios.
 - d) Skill Application:
 - i) Encourage participants to apply the learned skills to their roles and share insights with colleagues, fostering a culture of continuous learning and skill enhancement.
 - e) Program Evaluation:
 - i) Evaluate the effectiveness of the professional development programs and make necessary improvements based on feedback and evolving industry needs, ensuring ongoing relevance and efficiency.

Year 5: Sustainability Integration and Future Roadmap

- 1) Integration and Continuous Improvement
 - a) Integration of Tools:
 - i) Embed impact assessment tools into business operations and track progress over time, ensuring their seamless integration and utilization for sustainability initiatives.
 - b) Strategy Refinement:
 - i) Incorporate research insights into marketing strategies and product development initiatives, aligning future strategies with research findings for Yield impact and resonance.
 - c) Wider Dissemination:
 - i) Expand the dissemination of impact assessment tools to a wider network of stakeholders, including businesses, community representatives, and environmental experts, fostering a culture of collective responsibility and sustainability.
 - d) Future Research Roadmap:
 - i) Develop a comprehensive roadmap for future research, focusing on emerging areas of the tourism industry, technological advancements, and changing visitor preferences, to stay ahead of the industry curve.
 - e) Collaborative Strategy:
 - i) Collaborate with industry partners, government entities, and communities to align strategies for a sustainable future, establishing a collective vision and concerted efforts towards responsible and innovative tourism practices.

Through the rigorous execution of this 5-year operational plan, RTO7 will fortify its role, significantly contributing to the long-term prosperity and resilience of the destination. This evolution is a natural progression, building upon existing strengths and values, and marks a transformative journey towards a sustainable and responsible future in tourism.

OVERVIEW AND FUTURE DIRECTION – PRODUCT AND EXPERIENCE DEVELOPMENT

In RTO7, we are committed to creating innovative tourism experiences that showcase our natural beauty and purpose-built tourism attractions and assets. By collaborating closely with local communities and experts, we're assisting in the development and fine tuning of these asset with a focus on creativity and sustainability. Our approach includes a checklist and criteria for responsible experiences, professional development programs for businesses, guided tours, and a collaborative self-assessment system. Together, we are striving for a future of responsible and impactful tourism while preserving our natural assets.

2024-2029

Year 1: Foundation and Assessment

- 1) Understanding and Adapting:
 - a) Review current programs and align them with the proposed direction in the Tourism Destination Development and Action Plan, incorporating them into the Operational Plan.
- 2) Developing Nature-Based Products:
 - a) Conduct a thorough study of the region's natural assets, considering recreational potential, ecological importance, and cultural relevance.
 - b) Collaborate with local communities, stakeholders, and experts to gather insights for improving outdoor tourism offerings.
 - c) Plan immersive nature-based experiences considering diverse interests and abilities.
 - d) Test initial prototypes with focus groups.
- 3) Building a Responsible Tourism Framework:
 - a) Form a diverse team of experts and stakeholders to create a "Good Practices Checklist" and criteria.
 - b) Research successful case studies and best practices to inform the checklist's content.
 - c) Pilot the checklist with selected businesses and gather feedback for improvement.
 - d) Establish partnerships with local organizations to promote responsible practices.

Year 2: Experience Enhancement Training

- 1) Improving Nature Tourism Experiences:
 - a) Refine nature-based experiences based on feedback and testing.
 - b) Collaborate with environmental organizations to incorporate sustainability and conservation principles into experiences.
 - c) Develop educational and interpretive elements to raise awareness about nature preservation.
- 2) Skill Development for the Industry:
 - a) Launch specialized professional development programs for businesses, focusing on maximizing experience development and responsible destination management.
 - b) Engage industry experts to lead workshops, seminars, and interactive sessions.
 - c) Provide continuous mentorship and support to program participants.

Year 3: Implementation and Partnership

- 1) Guided Tours Highlighting Attractions:
 - a) Launch the Experience Tours, showcasing the region's attractions through curated guided tours.
 - b) Collaborate with local businesses, cultural institutions, and community groups to enhance tour offerings.
 - c) Develop a comprehensive marketing and promotion strategy to attract diverse audiences.
- 2) Testing Self-Assessment Systems:
 - a) Pilot the collaborative self-assessment system with a group of businesses.
 - b) Provide training and resources for businesses to conduct thorough self-assessments.
 - c) Gather feedback from pilot participants to improve the self-assessment toolkit and process.

- 1) Expanding Nature Experiences:
 - a) Increase the variety of nature experiences based on demand and feedback from visitors.
 - b) Partner with local schools and educational institutions to integrate tourism/nature-based educational programs.
 - c) Monitor and evaluate the ecological impact of increased tourism activities, making necessary adjustments.
- 2) Integrating Responsible Tourism Practices:
 - a) Encourage more businesses to adopt the "Good Practices Checklist" and criteria for their experience development.
 - b) Collaborate with local communities to ensure experiences respect cultural heritage and support community empowerment.
 - c) Showcase successful case studies of responsible tourism at industry conferences and events.

Year 5: Sustainability and Continuous Improvement

- 1) Promoting Sustainable Growth and Innovation:
 - a) Develop a long-term sustainability plan for nature-based tourism, focusing on ongoing conservation and stewardship efforts.
 - b) Invest in research and development of innovative sustainable tourism-friendly technologies for nature-based experiences.
- 2) Gaining National Recognition:
 - a) Share the success of RTO7's initiatives with other regional tourism organizations, encouraging similar responsible tourism efforts.
 - b) Collaborate with government agencies and policymakers to advocate for policies that support sustainable tourism practices.
- 3) Evaluating and Adapting Strategies:
 - a) Continuously evaluate the effectiveness of the self-assessment system and professional development programs.
 - b) Collect data on the economic and environmental impact of the nature-based tourism product and responsible tourism initiatives.
 - c) Use feedback and data to refine and adapt strategies for continuous improvement.

Throughout this five-year plan, we'll be building a strong foundation, refining experiences, integrating responsible tourism practices, scaling efforts, gaining recognition, and continually evaluating and adapting our strategies. Our focus remains on balancing economic success with sustainability, preserving our natural assets, and enriching the tourism landscape.

OVERVIEW AND FUTURE DIRECTION – WORKFORCE/LABOUR FORCE DEVELOPMENT

RTO7 is committed to advancing sustainable growth within the tourism sector by addressing the critical challenge of workforce shortages. We believe in fostering a resilient and prosperous future for both the tourism sector and the regions it serves. Our 5-Year Action Plan for Workforce/Labour Force Development is intricately connected to our broader Tourism Destination Development and Action Plan, reinforcing the foundation of the industry, enhancing visitor experiences, and supporting local communities.

2024-2029

- 1) Spreading Awareness
 - a) Targeted Marketing Campaigns:
 - i) Utilize social media, local events, and digital platforms to inform both locals and potential employees about the tourism labour shortage.
 - ii) Collaborate with local media outlets to share compelling stories illustrating the impact of the labour shortage on tourism businesses and the community.
- 2) Developing the Workforce
 - a) Collaboration with Educational Institutions:
 - i) Strengthen collaboration with post-secondary institutions to address tourism labour shortages in the region.
 - ii) Work closely with educational providers to align curricula with industry needs and provide students with practical experiences.

- b) Skill Development Programs:
 - i) Support the creation of comprehensive training and skill development programs for current and potential tourism employees.
- 3) Attracting and Retaining Talent
 - a) Career Attraction Campaign:
 - i) Develop multimedia campaigns highlighting the appeal and growth opportunities of careers in tourism.
 - ii) Coordinate with educational institutions to participate in career fairs and workshops.
- 4) Employee Retention Strategies:
 - a) Implement strategies to improve employee retention rates, such as offering competitive compensation programs, professional growth pathways, and a positive work environment.
- 5) Embracing Diversity and Inclusion
 - a) Promoting Diversity:
 - i) Champion diversity and inclusivity within the workforce by creating initiatives that attract underrepresented groups to pursue careers in tourism.
 - ii) Collaborate with community organizations to provide resources and support for individuals from diverse backgrounds entering the industry.
- 6) Enhancing Partnerships and Collaboration
 - a) Collaborative Platforms:
 - i) Establish collaborative platforms for tourism businesses, educational institutions, local governments, and industry associations to collectively address the labour shortage challenge.
 - ii) Encourage open dialogue and knowledge sharing through regular roundtable discussions and workshops.
- 7) Affordable Housing Solutions
 - a) Collaboration with Housing Organizations:
 - i) Collaborate with housing organizations to identify opportunities for developing attainable housing options, especially targeting tourism employees.
 - ii) Explore incentive programs that encourage local businesses to provide housing benefits to their employees, potentially partnering with landlords or property owners.
- 8) Reliable Transportation Options
 - a) Transportation Connectivity:
 - i) Confirm and collaborate with local transportation authorities and private providers to improve transportation connectivity to tourism destinations.
 - ii) Advocate for improved bicycle lanes and pedestrian pathways to encourage alternative transportation methods, especially in tourist-dense areas.
- 9) Remote Work and Flexible Schedules:
 - a) Promote remote work options where feasible, reducing the need for daily commuting and easing transportation burdens.
 - b) Encourage flexible work schedules in tourism businesses to accommodate employees relying on public transportation or facing transportation challenges.
- 10) Spreading Awareness
 - a) Targeted Marketing Campaigns:
 - i) Utilize social media, local events, and digital platforms to inform both locals and potential employees about the tourism labour shortage.
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 - i) Confirm and collaborate with local transportation authorities and private providers to improve transportation connectivity to tourism destinations.
 - ii) Advocate for improved bicycle lanes and pedestrian pathways to encourage alternative transportation methods, especially in tourist-dense areas.
- 18) Remote Work and Flexible Schedules:
 - a) Promote remote work options where feasible, reducing the need for daily commuting and easing transportation burdens.
 - b) Encourage flexible work schedules in tourism businesses to accommodate employees relying on public transportation or facing transportation challenges.

CONTINUING OUR EVOLUTION: THROUGH RESPONSIBLE MARKETING AND PROMOTION

This operational plan outlines a detailed five-year strategy for responsible marketing and promotion by RTO7. It is aimed at enhancing visitor experiences, boosting regional identity, and advocating for sustainable practices. The plan includes strategies focusing on improving wayfinding and interpretive signage, crafting engaging "calls to action," promoting a comprehensive framework of "good practices," and defining impactful key messages. The ultimate goal is to align with emerging trends, co-create transformative offerings with local stakeholders, and harmonize economic success with environmental and social sustainability, nurturing a thriving, values-driven destination.

1) Strategy: Marketing and Promotion

- a) Enhancing Wayfinding and Interpretive Signage:
 - i) Objective: Enrich visitor experiences and amplify the region's identity through improved wayfinding and interpretive signage.
 - ii) Approach: Conduct an in-depth analysis of existing wayfinding and interpretive signage, considering aspects like design, content, and placement.

- iii) Collaborate with local communities, businesses, and cultural institutions to gather insights that align with our unique context, historical significance, and cultural richness.
 - iv) Engage professionals in design and visitor behavior analysis to create a detailed strategic roadmap for enhancement, encompassing new interpretive signage, digital wayfinding tools, community engagement strategies, and stakeholder empowerment.
 - v) Implement these enhancements to create a seamless visitor journey, facilitating navigation through physical routes while deepening their understanding of our cultural, historical, and natural treasures.
- b) Empowering Through Innovative "Calls to Action" and Comprehensive "Good Practices":
 - i) Objective: Empower the industry to move beyond traditional marketing practices through dynamic "calls to action" and a comprehensive set of "good practices."
 - ii) Approach: Establish a task force consisting of industry stakeholders, marketing experts, and community representatives to brainstorm and generate innovative "calls to action" and compile a comprehensive set of "good practices."
 - iii) Tailor these initiatives to resonate authentically across diverse industry sectors, broadening business horizons, and elevating offerings into holistic visitor experiences.
 - iv) Leverage technology and digital platforms to disseminate these practices widely, facilitating accessibility and implementation within the industry.
- c) Unified Messaging: Collaboration, Identity, and Values:
 - i) Objective: Co-develop key messages that align with core values and define the destination's identity.
 - ii) Approach: Organize collaborative workshops involving key stakeholders, marketing professionals, and representatives from local communities to co-create key messages infused with values such as sustainability, inclusivity, and cultural preservation.
 - iii) Conduct focus groups and surveys to test the resonance and effectiveness of these messages among different target demographics. - Ensure consistent incorporation of these key messages across all communication channels, forming the cornerstone of our communication strategy.
- d) A Strategic Destination Marketing Plan: Collaboration and Impact:
 - i) Objective: Co-create a detailed Destination Marketing Plan that unites stakeholders toward an impactful marketing strategy.
 - ii) Approach: Organize a series of collaborative workshops involving key stakeholders, marketing experts, and industry representatives to refine strategic pillars representing dimensions like outdoor adventure, cultural immersion, sustainability, and culinary experiences.
 - iii) Develop a comprehensive plan outlining execution strategies for each pillar, including target audiences, messaging, distribution channels, and success metrics.
 - iv) Foster alignment, synergy, and collective commitment among stakeholders, nurturing a resonant brand identity that enriches and sustains our region.
- e) Prioritizing "Yield-Yield" Transformational Experiences:
 - i) Objective: Spotlight "Yield-yield" tourism products, experiences, and narratives that resonate deeply with our values and aspirations.
 - ii) Approach: Establish a subcommittee of experts and community representatives to evaluate and curate "Yield-yield" tourism products and experiences.
 - iii) Engage local businesses, artisans, and cultural practitioners to co-create these transformative offerings, fostering profound connections with visitors.
 - iv) Develop targeted promotional strategies leveraging digital marketing, storytelling campaigns, and experiential events to amplify the reach of these transformative offerings.

2024-2029

Year 1: Establishing the Foundation

- 1) Review and Align:
 - a) a) Review existing programs to align with the proposed Tourism Destination Development and Action Plan, integrating elements ahead of the planned schedule whenever feasible.
 - b) Analyze current wayfinding and interpretive signage in BruceGreySimcoe.
 - c) Collaborate with local communities, businesses, and cultural institutions to gather insights and plan improvements.

- d) Develop a detailed roadmap for enhancement, including new interpretive signage and digital wayfinding tools.

Year 2: Crafting Messages and Engaging Stakeholders

- 2) Co-Create Key Messages:
 - i) Facilitate collaborative workshops with industry partners to craft key messages resonating with sustainability and inclusivity values.
 - ii) Incorporate key messages consistently across all communication channels.
- b) Strengthen Destination Marketing Plan:
 - i) Refine strategic pillars in the Destination Marketing Plan through collaboration with industry experts and stakeholders.
 - ii) Develop a comprehensive plan outlining execution strategies for each pillar and measure effectiveness using KPIs.

Year 3: Enhancing Experiences and Encouraging Collaboration

- 1) Prioritize High-Impact Tourism Offerings:
 - a) Evaluate and curate "Yield-yield" tourism products and experiences that align with our values and enrich communities.
 - b) Promote these offerings effectively through digital marketing and experiential events.
- 2) Foster Collaborations:
 - a) Facilitate deeper collaboration with stakeholders through regular engagement sessions and partnerships with media outlets.
 - b) Monitor and evaluate the impact of these collaborations on visitor engagement and destination development.

Year 4: Continue Sustainable Practices

- 1) Expand and Implement Sustainable Practices:
 - a) Integrate sustainable practices across all initiatives, including signage development and marketing campaigns.
 - b) Collaborate with environmental experts to ensure responsible tourism practices are incorporated.
- 2) Measure and Improve:
 - a) Continuously monitor and evaluate the effectiveness of enhancements, marketing initiatives, and visitor sentiment.
 - b) Gather feedback to refine and expand successful initiatives, incorporating lessons learned and emerging trends.

Year 5: Embracing Sustainable Growth and Continuous Improvement

- 1) Document Achievements and Impact:
 - a) Document the achievements and impact of the 5-year action plan through case studies and success stories.
 - b) Engage with Educational Institutions and Local Communities:
 - i) Engage with educational institutions and local communities to share knowledge and best practices.
- 2) Establish Ongoing Collaboration Framework:
 - a) Establish a framework for ongoing collaboration to sustain the initiatives beyond the 5-year period.
- 3) Celebrate Accomplishments and Set the Stage for the Future:
- 4) Celebrate the accomplishments of the 5-year evolution and set the stage for a continued path of balanced growth and sustainable practices.

RTO7 remains committed to evolving and innovating, shaping a destination that thrives economically while staying true to its core values of sustainability and responsible tourism. Through collaboration, strategic planning, and a commitment to excellence, we pave the way for a vibrant and enduring future.

APPENDIX 6

BUSINESS PLAN APPROVAL

November 21, 2024 Motion to approve the Business Plan 2025/26

2025-26 Business Plan: motion (moved, seconded by):

TO APPROVE the 2025/26 Business Plan as presented (changes, additions if any).

Moved By: Danielle Edwards

Seconded By: Mary-Anne Willsey

All in Favour: Carried.

Scott Allison

Chair/President

A handwritten signature in black ink, appearing to be 'SA', written over a grid of small dots.

Signature (Chair/President)

November 21, 2024

Business Plan Approval Date

William R. Sullivan

Chief Executive Officer

A handwritten signature in black ink, appearing to be 'WS', written over a grid of small dots.

Signature, Chief Executive Officer

November 21, 2024

Business Plan Approval Date