



REDISCOVERING NORTHERN ONTARIO:

Partnerships for a Strong Tourism Industry

Northern Ontario Tourism Marketing Strategy 2012-2017

Project Overview

- In the spring of 2007, a new tourism strategy for Northern Ontario for 2008-2012 was developed, led by the Strategic Development and Marketing Partnership for Northern Ontario.
- At the beginning of 2011, RTO13, in partnership with the Northern Office of OTMPC, and on behalf of the Northern Ontario tourism industry, looked to develop a “second generation” marketing strategy for 2012-2017 to grow and develop tourism in the region.
- This plan will form the basis for successful working relationships among its three sub-regions and industry stakeholders.
- The strategy forms only one part of a future destination development plan.

Project Objectives

- Look to build on the success of the existing strategy in order to “retool, refresh and reposition” the marketing strategy for the next five years – bringing to it the context of current and foreseeable tourism needs.
- Define a roles and responsibilities framework for tourism marketing by tourism industry stakeholders, specifically articulating the role of RTO13 in the marketing hierarchy.
- Identify vertical, cluster, pan and inter-regional marketing opportunities based on existing and planned stakeholder initiatives – evaluate and prioritize.
- Develop a pan-Northern marketing strategy that clarifies and aligns.
- Provide an effective approach to implementing recommendations, allowing various marketing activities to align and cascade without duplication for the best use of marketing dollars.
- Expect stakeholders to use the strategy as a framework when planning and funding marketing strategies/efforts.

Methodology

Phase One: Review and Assessment

- Review of the existing Northern Strategy, current tourism marketing landscape, current marketing initiatives in place, new challenges and issues, Sorbara review, and other existing research.

Phase Two: Structure

- Review of by-laws, mandates and organizational structures of stakeholders in order to address roles and responsibilities for all levels of marketing efforts, along with planning processes and timelines; and prioritizing goals, objectives and timeframes.

Methodology

Phase Three: Engagement

- A workshop in Sault Ste Marie with the Board of RTO13, RTO staff, OTMPC, OTMPC Northern Office, Ministry of Culture, and FedNor.
- A series of one-on-one phone interviews with tourism industry stakeholders (government agencies, regional organizations, municipal tourism organizations, and sector organizations); and with tourism operators (representing each sub-region and a cross-section of suppliers).
- An online survey with tourism operators throughout Northern Ontario

Phase Four: Marketing Strategy

- Based on previous phases, a five-year strategy was developed that addresses:
 - Financial resource allocations
 - Markets
 - Tactical strategies
 - Measurement and research



Where Have We Come From?

Outcomes of Previous Strategy

The 2008-12 strategy made important recommendations as to industry structure/roles, target markets, products, branding and marketing tactics that produced significant outcomes:

- **Removing duplication:** emphasized the objective of coordination and alignment (in tactics and markets).
- **Dollars required:** identified the need for additional resources to market Northern Ontario.
- **Fulfillment challenges:** the delivery mechanisms and sustainability/capacity of organizations limited fulfillment of all aspects of the plan.
- **A coordinated process:** created an environment of groups working together.

Outcomes of Previous Strategy

- **Positioning:** Developed a brand personality for Northern Ontario and established the great outdoors as the unique selling proposition (USP).
- **Best bet products:** focused on leading with the best; identified importance of product development to the success of the industry.
- **Best bet markets:** defined these, but because of resources, not all recommended new markets were pursued.
- **Regions:** recognized two rather than three regions within Northern Ontario. North Central Ontario needed to be recognized as a distinct area.

Outcomes of Previous Strategy

- **Cascade:** OTMPC Northern Office gets people intrigued using “Ontario, Canada’s Great Outdoors” to lead; focuses on four core experiences: angling, hunting, nature/adventure, and recreational motorsports; its partners position the destination, region or city and its product offering within the brand of the next higher tier.
- **Northern portal:** single Internet window built for Northern Ontario to generate interest and buzz on the web.

A photograph of a wooden dock extending into a calm lake at sunset. The sky is a mix of blue and orange, reflecting on the water. A boat with a Mercury outboard motor is docked in the foreground. Another boat is visible further down the dock. The text "What Has Changed?" is overlaid in white on a green background on the left side.

What Has Changed?

Industry Structure

- As a direct result of the Sorbara report, the Regional Tourism Organization, RTO 13, was created. It is the only region divided into sub-regions (13A, 13B, 13C) due to geographic size and the North's unique marketing and travel corridors.
- Its role is to coordinate and support tourism marketing efforts within the sub-regions, and align those marketing efforts with activities and initiatives of other stakeholders.

Marketing Resources

- Funding will be provided to RTO 13 on an annual basis via transfer payment agreements with the Ministry of Tourism and Culture.
- The overall budget for marketing tourism in Northern Ontario and the financial resource base for the strategy is significantly larger than that available when the previous strategy was developed

Marketing Resources

- RTO 13 allocates individual marketing budgets to the sub-regions (RTO 13A, 13B and 13C).
- In future these marketing budgets will be reduced after dollars are allocated to three other pillars (product development, training and investment attraction), to be addressed in a future Destination Development Plan).

Marketing Resources

- The core budget allocated to the Northern program (or OTMPC Northern Office) by OTMPC will also continue at a level of 10% of the total core budget of OTMPC.
- It is likely that the OTMPC Northern Office will have phased out its existing Northern partnership agreements (MOU's or fee for service agreements) with the cities and regional tourism organizations by the time the plan is in effect.

Visitation

- There has been an overall drop in tourism activity in Northern Ontario, likely due to relatively poor economic conditions.
- The Canadian economy continues to recover slowly but recovery is much slower in the U.S.
- General interest in overnight travel has waned in the U.S. due to a deeper recession, weak American dollar, and the passport/border issue, and there are generally fewer American travelers compared to previous years.

Travel Intentions

- There is relatively low interest in visiting Northern Ontario amongst those who have visited Ontario. The highest intentions are seen in Ontario (24%), and amongst cities, in Toronto (22%).
- Northern Ontario's rating for pleasure travel has remained relatively static over the last three years, at 6.2 for Americans and 7.2 for Canadians.
- Amongst those who are aware of Ontario, unprompted awareness of things to see and do in Northern Ontario is very low.

Marketing Tactics

- **Internet**

- Number one travel planning tool; making it easy for consumers to access information and plan their trip is imperative.
- Trend toward using for comparison shopping or purchasing “travel bargains”.

- **Social Media**

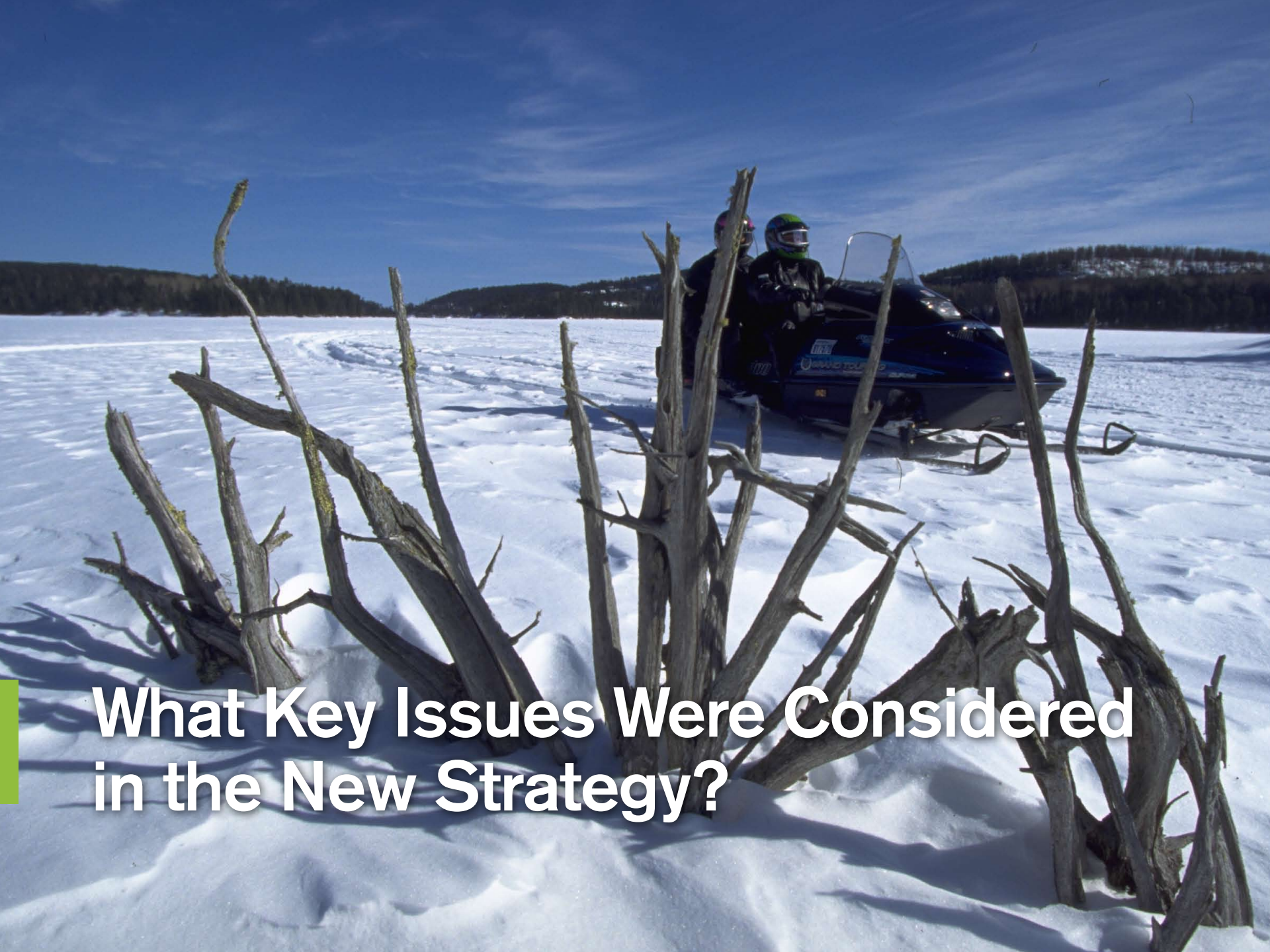
- Increased usage, particularly for travel related purposes
- Importance of travel influencers is growing – travel advice, reviews, blogs – use of Internet for connecting with other people, versus looking for things

- **Mobile**

- An increasingly important role in travel planning and during the trip

Tourism Product

- Tourism product landscape has not changed considerably since the previous strategy.
- Positive developments with new air carriers.
- Key attractions struggling or moving away from tourism model (Shania Twain Centre, Polar Bear Habitat).
- Avid angling and hunting operators struggling, ageing infrastructure
- Continued lack of accommodation/facility infrastructure in some primary, secondary cities
- Limited product development: touring, Great Lakes cruising, investment into attractions, increased incidence of product packaging



**What Key Issues Were Considered
in the New Strategy?**

Industry Roles and Structure

There have been many changes to the structure of the industry, requiring a look at:

- Clarifying marketing roles (RTO, OTMPC, NORTAs and cities)
- Ability of partners to work together
- Sustainability of organizations
- Various tourism interests (e.g. urban/rural destinations, avid/recreational product)
- The operator, the consumer (closing the sale, visitor servicing)

Ability to Impact Visitor Numbers

Visitor statistics show that fewer than one third of all tourist visits to Northern Ontario fall into the category of those that can likely be impacted by tourism marketing activities undertaken to promote visitation. Why?

- Many visitors are not on pleasure trips
- Many stay in private accommodation
- Many visitors reside within Northern Ontario

Image, Lack of Familiarity and Level of Interest

- No increase in interest or intention to travel amongst either Americans or Canadians in the past year.
- No evidence of image improvement; viewed as a remote location with nature, fishing, hunting, hiking and camping.
- Lack of familiarity and poor appreciation of differentiating features. Appeals most strongly to the rest of the province where familiarity is greatest.

Lack of Awareness of Things to See and Do

- Unprompted awareness of tourism products is low.
- “Don’t know” is the go-to response for consumers from both sides of the border when asked about awareness of things to do or reasons for being very interested in Northern Ontario.
- Products such as angling, hunting, motorsports rank very low amongst consumers when they define experiences that are unique or different in Northern Ontario.

U.S. Market Volatility

- U.S. visitation has been declining in Northern Ontario since 2002.
- Many of previous strategy's "best bet" markets were U.S. markets; they are primary target markets for most cities and regional tourism organizations, with significant resources expended.
- Ability of U.S. to recover to previous levels is unknown.
- Reconsideration of Northern Ontario's traditional reliance on these markets is needed.

Effectiveness of Marketing Efforts

Identifying gaps between current marketing efforts in Northern Ontario and...

- the origin or purpose of tourist visits
- the activities visitors engage in while here; or
- the activities consumers are interested in when considering Northern Ontario as a travel destination

...leads to a review of:

- **Market priorities:** Quebec, Chicago and families
- **Tactical priorities:** consumer shows, publications

Marketing Gaps – Products and Markets

- Current marketing efforts at the pan-Northern level encompass OTMPC's pan-Ontario product marketing (with emphasis on Northern Ontario's best bet products).
- Result: many regional or city priorities and sub-regional trip motivators are not addressed by OTMPC's product programs, and therefore are not marketed at a pan-Northern level (e.g. touring , recreational vs. avid outdoor pursuits, attractions, natural wonders/lakes/rivers as distinctive destinations).
- Other gaps in marketing specific products and markets include: private cottage accommodation, trip motivator attractions, inter and intra regional travel, day trips, VFR, the domestic market, business travel, camping, and new or emerging products.

Marketing Gaps – Online Tactics

- Northern portal refers users to other sites to get their basic tourism information; but these sites vary in quality and content
- Closing the sale in the online context can be improved; few online booking capabilities; too many clicks to a call to action or fulfillment from Northern portal; operators say they receive few leads from other websites
- Pan-Northern destination-focused tourism information (geographic orientation, general overview, ability for consumer to “window shop”) is lacking
- Online tourism information primarily reflects tourism product as defined by the operators who are members of tourism organizations

Marketing Gaps

- **Media relations:**

- A number of media fams are executed annually, but they are not a primary tactical focus; fams have proven to positively impact “heads in beds”.
- Activity focuses mainly on fams; additional tactics could be undertaken.

- **Social media:**

- Most tourism organizations are engaged in social media in some way, but effective execution is inconsistent and sometimes lacking

Branding

OTMPC's product program brands are pan-Ontario rather than pan-Northern in orientation (Go Fish, Go Ride, The Great Ontario Outdoor Adventure, etc.). Pan-Northern destination brands include “Canada's Great Outdoors”, “Northern Ontario and Northern Ontario Travel” and “Ontario's North”. This results in the following challenges:

- The most widely used pan-Northern brand, “Canada's Great Outdoors”, was designed for the American market and might not work effectively domestically.
- It is likely that the multiple pan-Northern destination brands are confusing to the consumer.
- The extent of the “branding cascade” throughout the Region is limited; very few tourism organizations effectively use the OTMPC brand tool kit.

A serene sunset scene over a large body of water. The sun is low on the horizon, casting a bright, shimmering reflection on the water's surface. The sky is filled with soft, golden light and wispy clouds. The water shows gentle ripples and a clear reflection of the sun. In the distance, a dark silhouette of a forested shoreline is visible. A single bird is captured in flight, its wings spread, positioned to the right of the text. A solid green vertical bar is located on the left side of the image, partially behind the text.

Where Are We Going?

Moving Forward: Goals and Objectives

The strategy is designed to:

- Maximize Northern Ontario's potential to successfully attract visitors and grow spending
- Meet the need to achieve a long-term competitive and sustainable tourism industry in the region
- Achieve the goals and objectives of *Discovering Ontario, a report on the future of tourism*.

Referencing the Discovering Ontario report, Northern Ontario's overarching marketing goal would be to **double tourism receipts by 2020**.

This is a lofty target in a changing, challenging marketplace and in a time of significant transition in the structure of the tourism industry.

Moving Forward: Goals and Objectives

Breaking it down further, we focus on the areas of tourism visitation that the Northern Ontario tourism marketing can realistically impact.

Rather than framing goals in terms of increasing “overnight stays” or “visitor spending”, Northern Ontario should focus on:

- Increasing the percentage of visitation that stays in non-private roofed accommodation. In other words, focus on “heads in beds”.
- Increasing the percentage of visitation from outside of the region.
- Increasing the percentage of visitation for the purposes of pleasure trips.

Moving Forward: Goals and Objectives

How do we meet this lofty target?

We need to manage and direct the efforts of all stakeholders towards:

- Driving more business from key markets and 'best bet' areas of opportunity.
- Designing and delivering marketing programs that not only align, coordinate, and cascade without duplication, but also enhance and augment each other.
- Developing tactics and messaging for all marketing programs based on target markets and visitor demographics.

Moving Forward: Defining Roles

Who will plan and deliver Northern Ontario tourism marketing efforts?

This was determined based on the following principles:

- **Minimize duplication and maximize resources.**
 - Each organization should “go where others cannot go and reach where others cannot reach”
 - Organizations should plan and implement the strategies and tactics that best match their available resources and skill sets.
- **Fill the gaps – augment and enhance.**
 - Focus not only on minimizing duplication, but also on ensuring that any gaps in current marketing efforts are filled.
 - Each organizations’ marketing efforts should augment and enhance the marketing efforts of other organizations involved in tourism marketing in Northern Ontario.
- **Plan together.**
 - OTMPC Northern Office will participate in RTO sub-regional planning efforts and share their annual plan with the sub-regions as appropriate.
 - This will highlight opportunities for co-ordination and cost sharing.

Moving Forward: Defining Roles

Who will plan and deliver Northern Ontario tourism marketing efforts?

We need to effectively partner and work together, as follows:

- OTMPC can focus on the unique product offerings of the region (outdoor experiences and great water assets).
- The RTO can identify high-potential unique tourism product and develop regional strategies to coordinate programming around centerpiece attractions; package regional tourism experiences and services for tourists; and prioritize niche product opportunities with the highest potential to attract tourists for future development.
- Marketing tactics would prioritize e-marketing, internet marketing and online booking capabilities. The RTO would develop a regional, pan-Northern online strategy, which helps consumers explore the regions and book online.
- While focusing on “best bets” at the OTMPC and RTO levels, the strategy will allow for the individual strengths and attractions of destinations within Northern Ontario to be reflected in the overall marketing program.
- RTO sub-regional marketing will be managed by one lead city and one lead regional organization in order to ensure that current marketing expertise and skill sets are leveraged and that efficiencies are realized in administering and implementing marketing activities.



Marketing Strategy



Best Bet Market Opportunities

Guiding Principles

Guiding principles behind the best bet market opportunity recommendations are:

- Less reliance on consumer segmentation.
- Better penetration of existing markets.
- At the same time, pursue new opportunities and emerging markets.
- A balance between U.S. and non-American markets.
- Move away from previously defined “best bet” markets that do not appear to be working.
- Consider “close to home”.

For Northern Ontario (OTMPC Northern Office)

Activity-based markets using Northern Ontario product as the trip motivator:

- Hunting and fishing (focus on avids, but with increased attention to the recreational angler/hunter, adult groups, males)
- Broad outdoor (avid and recreational, adult males and couples)
- Recreational motorsports (avid and recreational, adult males and couples)

For Northern Ontario (OTMPC Northern Office)

New markets, defined as any market that Northern Ontario has not prioritized or actively targeted in the past:

- Domestic markets: GTA, London, Hamilton and Central Ontario (e.g. Barrie); new Canadians who reside in Southern Ontario (encouraging both avid and recreational participation in activities, particularly recreational motorsports and soft outdoor).
- European markets: all product programs can look to Europe, including France, Germany and Holland (all cited in tourism operator surveys); Italy for hunting; choice to be based on activities of OTMPC and further research.

For Northern Ontario (OTMPC Northern Office)

Existing markets:

- Given results from recent forays in new U.S. markets, and continued volatility there, OTMPC is encouraged to focus on existing U.S. markets until further secondary market research accurately pinpoints areas of opportunity.
- Continue to focus where “Canada’s Great Outdoors” resonates, and in high yield markets for avid fishing and hunting product, namely Minneapolis-St. Paul, Milwaukee and Michigan.

For RTO Sub-Regions

Activity-based markets using Northern Ontario product as the trip motivator:

- Hunting and fishing (balancing avids and recreational as appropriate, adult groups, males)
- Broad outdoor (avid and recreational, adult males and couples)
- Recreational motorsports (avid and recreational, adult males and couples)
- Touring (including recreational motorsports but also emphasizing scenic drives, RVs and cruising)
- Sport tourism
- Meeting and corporate travel
- VFR

For RTO Sub-Regions

A manageable number of existing Northern Ontario geographic markets that provide an opportunity for further market penetration, namely:

- Manitoba, Southern Ontario and the border states of Michigan, Ohio, Minnesota and Wisconsin.
- Inter-regional markets: urban centres within the region itself, e.g. Sudbury, Thunder Bay
- OTMPC's "new" geographic markets: once inroads have been made, the RTO can partner there with OTMPC. Quick entry into the GTA is recommended – this will balance U.S. /domestic market emphasis; leverage resources in an expensive marketing context; and leverage opportunities from new air connections and lower cost air travel.



Brand Application

Branding Pan-Ontario Products

- OTMPC's branding activities related to pan-Ontario product experiences with a Northern Ontario emphasis should continue (Go Fish, Go Ride, etc.).
- OTMPC can continue to ensure that Northern Ontario “leads” all promotion of pan-Ontario outdoor product.
- OTMPC Northern Office would continue to work with OTMPC to ensure Northern Ontario products and destinations featured in provincial branding activities (“There’s No Place Like This” campaign).
- OTMPC should continue use of “Canada’s Great Outdoors” when promoting pan-Ontario product in US markets.

Pan-Northern and Sub-Regional Branding

- Gap: a pan-Northern brand that resonates with all geographic markets and encompasses both Northern Ontario's destinations and experiences.
- Wisdom/practicality of such a pan-Northern brand questionable – overarching regional brand reference is required, but for limited use.
- Recommendation: "Ontario's True North".
- Sub-regions are not branded as distinctive destinations.

Ontario's True North Example



EMPHASIZE AND LEVERAGE MEDIA RELATIONS TACTICS



- Recommended increase in resources dedicated to and emphasis on media relations tactics, to be managed by OTMPC Northern Office.
- Tactics would include ongoing story pitching and media releases, an increase in media tours and press trips across a wider product range, sales activities and attendance at media marketplaces.
- Northern Office can work closely with OTMPC in Toronto to leverage their efforts.



EMPHASIZE/LEVERAGE
CORPORATE PARTNERSHIPS
AND PAID SPOKESPEOPLE

- Recommended that OTMPC Northern Office leverages its track record of developing corporate sponsorships and using paid spokespeople (e.g. Babe Winkleman) with increased resources in this area.
- Creates “buzz” about Northern Ontario product and reach target consumer in innovative ways.
- Can look outside of the box (e.g. considering non-avid spokespeople like Rick Mercer or Russell Peters).
- Look to apply this tactic across all product programs, and to utilize these assets to create online and social media content (blogs

CHANGES TO PAN-NORTHERN ONLINE PRESENCE



Reconsideration of Northern Portal

The pan-Northern online presence was reconsidered in light of the potential for RTO 13 to contribute to pan-Northern marketing while OTMPC Northern Office focuses on pan-Ontario experiential product.

The capabilities of the current Northern portal were analysed in light of the following:

- Consumers' informational needs and how the site can meet the overall marketing objectives for tourism in Northern Ontario.
- The provision of an effective platform for various organizations (e.g. RTO sub-regions) to use as a call to action in their marketing activities.
- The new ways of driving traffic online and the opportunities provided by social media.
- The quantity, quality and origin of the partner sites that link to this site.
- Management and budgeting for the Northern portal will be changing in the near future.

Objectives for Online Strategy

The main objectives of a pan-Northern Ontario online presence were defined:

- To make it easier for the consumer to find travel information on Northern Ontario.
- To make it easier for the consumer to buy Northern Ontario tourism experiences.
- To make it easier for more operators in Northern Ontario to present their product to the consumer.
- To create e-marketing opportunities via database sign-ups.

An Evolution

- A recommendation for a new pan-Northern site was presented as part of the planning process, but due to a significant investment already made into the Northern portal and its functionality, the current site will remain as the platform for a centralized pan-Northern online presence.
- It is recommended that the existing Northern portal site significantly evolve in terms of:
 - Inventory and types of content
 - Content acquisition
 - Functionality and features
 - Management
- Management of the portal will transition to the RTO while it works closely with OTMPC on the provision of content and to share certain costs.

An Evolution

- The site continues to fulfill a portal function (referring users to partner sites), but focus will move away from “drive thru” to “one stop shop” providing a basic overview, travel ideas, geographic orientation, and booking capabilities.
- Those considering travel to Northern Ontario will be encouraged to further explore partner sites with an improved understanding of the region’s unique selling features, tourism products and geography.

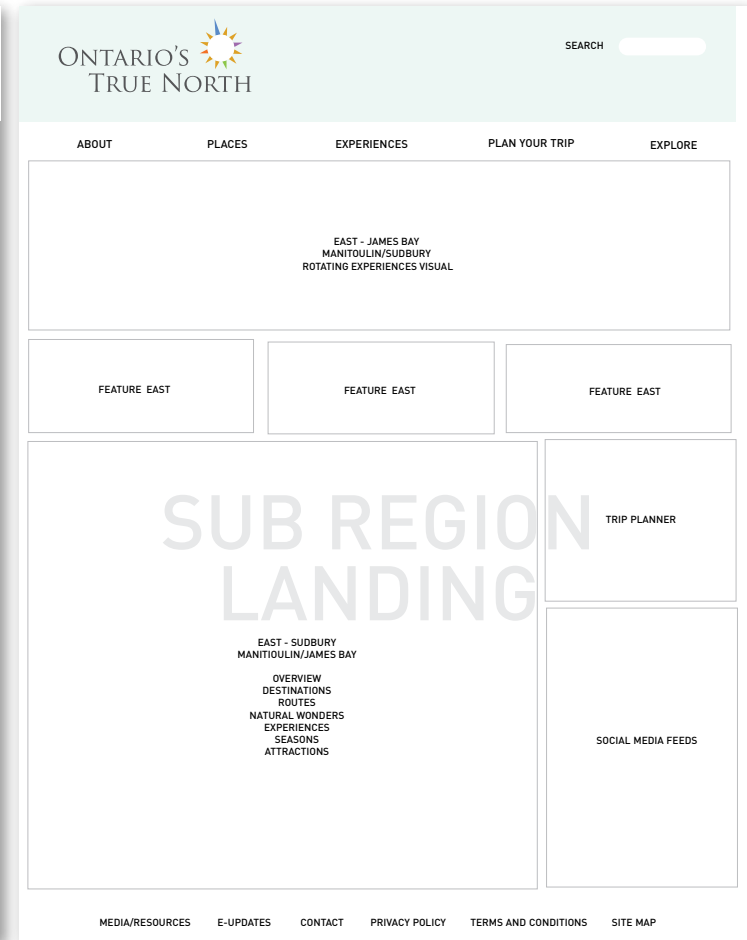
Key Features

Key features of an enhanced Northern portal would include:

- A reservations system
- Mapping features
- Database opt-in opportunities
- A “home” for sub-regional promotional activities
- A balance of static and dynamic content; and more integration of dynamic content with social media
- The addition of content generated by the sub-regions and by OTMPC’s media relations and spokesperson activities
- Enhancement and expansion of available online trip planning tools.
- New geographic references that are not limited to cities and named regional tourism organizations – the consumer will be presented with more options to find out about signature landscapes, lakes and rivers, smaller destinations and landmarks.

Example of New Approach

Proposed Wireframes



SOCIAL MEDIA



- Social media will become an increasingly important tactical strategy.
- Best bet social media channels are identified as Facebook, Twitter, website integrated blogs, YouTube and Flickr.
- Video and blogging are central to web site recommendations, and will be leveraged outside of sites by repurposing content for FB and Twitter.
- Product-focused social media initiatives will be driven by OTMPC and highlighted on their product program and Canada's Great Outdoors sites, and on the redeveloped Northern portal site.
- RTO 13 will drive destination-based content that will be tied to the redeveloped Northern portal site.

TRADITIONAL MARKETING TACTICS

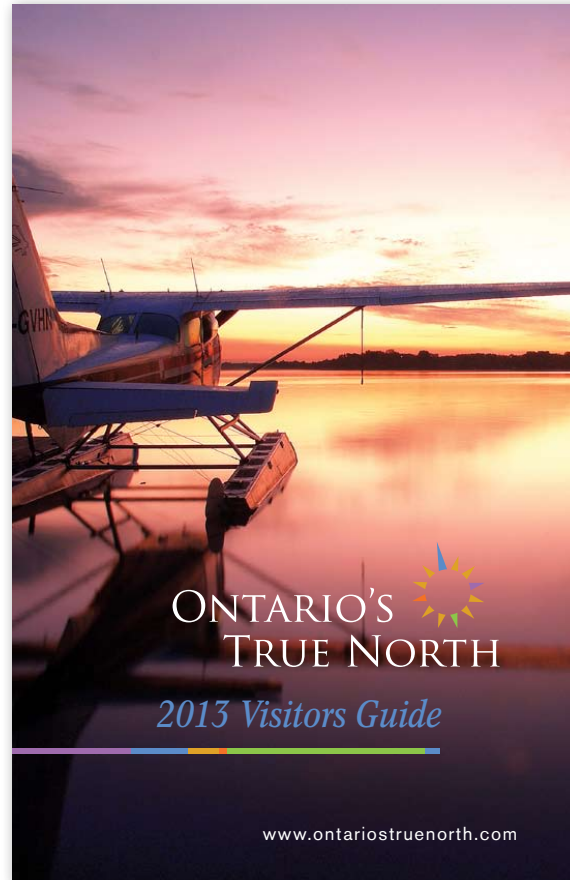


The addition of RTO sub-regional marketing resources to the overall mix is an opportunity to enhance and refresh the approach to traditional marketing tactics:

- Address the current reliance on and need for multiple print publications via consolidation.
- Develop new, high quality publications.
- Enhance consumer show participation by tourism organizations.

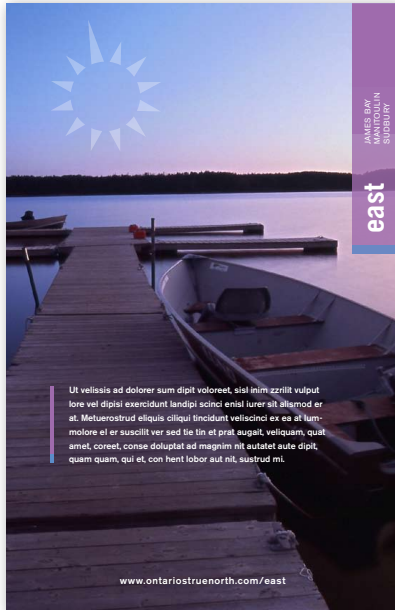
Sample of Pan-Northern Publication

Sample Publication Mock-up

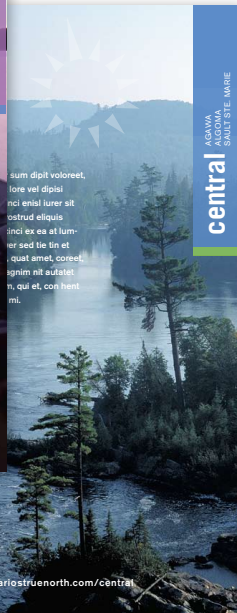


Cover

Sample Publication Mock-up



Sub-regions



Experiences



Partnerships for a Strong Tourism Industry



SUB-REGIONAL TACTICAL PRIORITIES

The RTO sub-regions are well positioned to fill the gaps and enhance and augment the product-focused tactical strategies of the OTMPC Northern office and the more localized efforts of regional and city tourism organizations.

It is recommended that the sub-regions focus on incremental marketing activities that are traditionally beyond the budgets or mandates of existing tourism organizations.

Types of Marketing Initiatives

- **Marketing products that cross traditional geographic-based marketing boundaries:** boundaries between sub-regions; regions; or regions and cities. e.g. partnered marketing of touring routes, sport tourism or meeting and corporate product.
- **Marketing destinations that cross traditional marketing boundaries:** boundaries between sub-regions; regions; or regions and cities. e.g. a partnered seasonal campaign for a city and its adjacent region.
- **Marketing emerging products with broad/significant economic impact:** ensuring significant resources are applied over longer term to assist in bringing them to market. e.g. Great Lakes cruising or fly fishing.
- **Marketing best bet, niche products under-served by existing marketing efforts or available resources:** e.g. Lake Superior Circle Tour.
- **Time-bound marketing campaigns with broad impact:** these require significant marketing dollars in a relatively short time frame. e.g. a seasonal campaign for urban and rural product; a “launch” into a market.

Types of Marketing Initiatives

Other priorities for the sub-regions should include:

- **Marketing initiatives best executed (due to scope and size) by an agency of record** and with a significant budget allocation (the strategy recommends that agencies of record are used in order to implement the various marketing initiatives of the sub-regions).
- **Marketing initiatives that reduce duplication and marketing costs**, or eliminate unnecessary marketing tactics by consolidating partner efforts. e.g. combined visitor guides.
- **“Experimental” or “first time” marketing initiatives** with demonstrated opportunity, that are too risky or expensive for other tourism organizations to lead. e.g. entry into a new market to promote a specific product; undertaking new tactical approaches.

Best Bet Products

RTO sub-regions will address “best bet” products, as follows:

NOTE: this can be made into a table

RTO 13 A


- Touring
- Outdoors
- Motorsports
- MC & IT
- Sports Tourism

RTO 13 B

- Fishing & Hunting
- Outdoors
- Touring
- MC & IT
- Sports Tourism
- Attractions (Tour Train)

RTO 13 C


- Fishing & Hunting
- Touring & Adventures
- MC & IT
- Sports Tourism

A photograph of a moose standing in a shallow stream. The moose is dark brown with a lighter brown head and antlers. It is facing left. The background is a dense forest of green trees and bushes. The water in the stream is clear and reflects the surrounding greenery.

**How Will We Know If We Are
Succeeding?**

Measurement

- Statistics about overall tourism receipts, overnight pleasure trips, and visitation from specific markets are not available in a timely fashion to evaluate progress.
- We will track and measure the success of the recommended marketing tactics to determine what is and is not working (e.g. web analytics, media relations outcomes, social media measurement, overall campaign results).
- A key measure for success for the RTO will be tourism operator participation in marketing programs.
- Adoption of a pan-Northern reservation system will assist in better tracking of both lead generation and conversion from marketing programs.
- An annual review of the strategy is recommended. RTO13 and OTMPC Northern Office would come together to share results and determine where progress has been made and where things should be tweaked or changed.



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