

Ministry of Tourism

PUBLISHED RESULTS-BASED PLAN 2007/08

ANNUAL REPORT 2006/07

ANNUAL REPORT 2005/06

Excerpt from:
Results-based Plan Briefing Book 2007/08
ISSN 1718-7060 (Online)

Ce document est disponible en français

Table of Contents

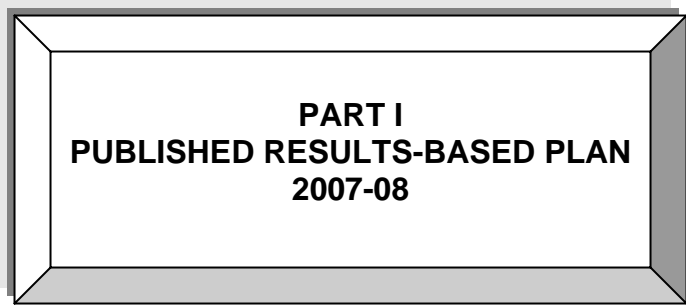
PART I: PUBLISHED RESULTS-BASED PLAN 2007/08	3
MINISTRY OVERVIEW	4
Ministry Vision, Key Strategies	4
Ministry Organization Chart	7
Legislation	8
Agencies, Boards, Commissions	9
PUBLISHED RESULTS-BASED PLAN 2007/08	10
MINISTRY FINANCIAL INFORMATION	15
Table 1: Ministry Planned Expenditures 2007/08	16
Table 2: Operating and Capital Summary by Vote	16
APPENDIX I: ANNUAL REPORTS 2006/07 AND 2005/06	17
2006/07 ANNUAL REPORT	18
Table 1: Ministry Expenditures 2006/07	24
2005/06 ANNUAL REPORT	25
Table 2: Ministry Expenditures 2005/06	30

MINISTRY CONTACT:

Gary Wheeler
Communications Branch
416-325-8391

OR VISIT US AT:

www.tourism.gov.on.ca



**PART I
PUBLISHED RESULTS-BASED PLAN
2007-08**

MINISTRY OVERVIEW

The Ministry of Tourism works with its tourism agencies, Ontario's tourism industry and other partners to strengthen and revitalize tourism across the province. It supports the delivery and marketing of high-quality tourism experiences to Ontarians and visitors to Ontario, and promotes a sustainable, customer-focused tourism industry that contributes to economic growth, job creation and strong communities.

Ministry Vision

Ontario is an internationally recognized travel destination, renowned for the superior quality of its tourism experiences, attractions and services. Tourism is recognized as a significant contributor to economic prosperity and higher quality of life for communities across the province.

Key Strategies

- **Ontario Tourism Strategy**

In 2007-08, the Ministry of Tourism will continue to work in partnership with the tourism industry to implement the Ontario Tourism Strategy.

The Ontario Tourism Strategy supports the government's priority of Strong People, Strong Economy. It is a long-term plan to make Ontario tourism more competitive in the global tourism market, and attract more investment and jobs to Ontario communities. Developed jointly with the tourism industry, the Ontario Tourism Strategy has five key directions:

- Embracing a visitor-first philosophy
- Developing destinations and experiences
- Building the influence and image of tourism
- Strengthening strategic marketing
- Developing an "all of government" approach to tourism

The Ontario Tourism Strategy is supported by five enablers: infrastructure, market intelligence, tourism investment, information technology and business skills development.

- **Strong and Sustainable Agencies**

The ministry's tourism agencies and attractions are significant economic catalysts that bring visitors and business to Ontario. In 2007-08, the ministry will work with its agencies and local community partners on revitalization programs to protect and promote the provincial interest in these important regional and provincial assets. Key outcomes for the agencies will include increased sustainability and service quality, with greater capacity to contribute to the government's priorities of Strong People, Strong Economy and Stronger, Safer Communities.

Ministry Responsibilities, Programs and Services

The Ministry of Tourism leads the development of innovative policies, programs, regulations and strategies to advance Ontario's competitive advantage in tourism. It provides the industry with vital market intelligence including historical trends, travel intentions and economic impact studies to support marketing, product development, strategic policy initiatives, investment and business decisions by governments and industry.

The ministry actively encourages private-sector investment and new product development to support Ontario's tourism sector. It supports regional tourism economic planning and in partnership with the tourism industry, promotes the development of new experiences and destinations to increase visitations, length of stay and visitor spending. The ministry also works with tourism operators to increase their capacity to promote their products and provide visitors with quality service and experiences.

The ministry oversees the activities and accountabilities of nine attractions and agencies that promote tourism, economic growth and job creation.

Through its tourism marketing agency, the Ontario Tourism Marketing Partnership Corporation (OTMPC), the ministry develops and implements marketing programs to promote Ontario as a year-round travel destination. Using such tools as market research, media advertising, consumer information services, product development, e-marketing, publications and travel trade relations, the OTMPC works with the tourism industry to market Ontario in key domestic and international markets.

The OTMPC provides visitor services at 18 seasonal and year-round Travel Information Centres (TICs) located at border crossings and other key locations in Ontario. The TICs work in partnership with the regions and the tourism industry to develop and provide customized trip planning, and memorable experiences that will encourage visitors to stay longer, spend more and return to Ontario.

The ministry's tourism attractions and agencies are the stewards of unique historic facilities, green space and parklands in regions across Ontario, and offer a wide range of educational, recreational, cultural and entertainment programs for residents and visitors to the province.

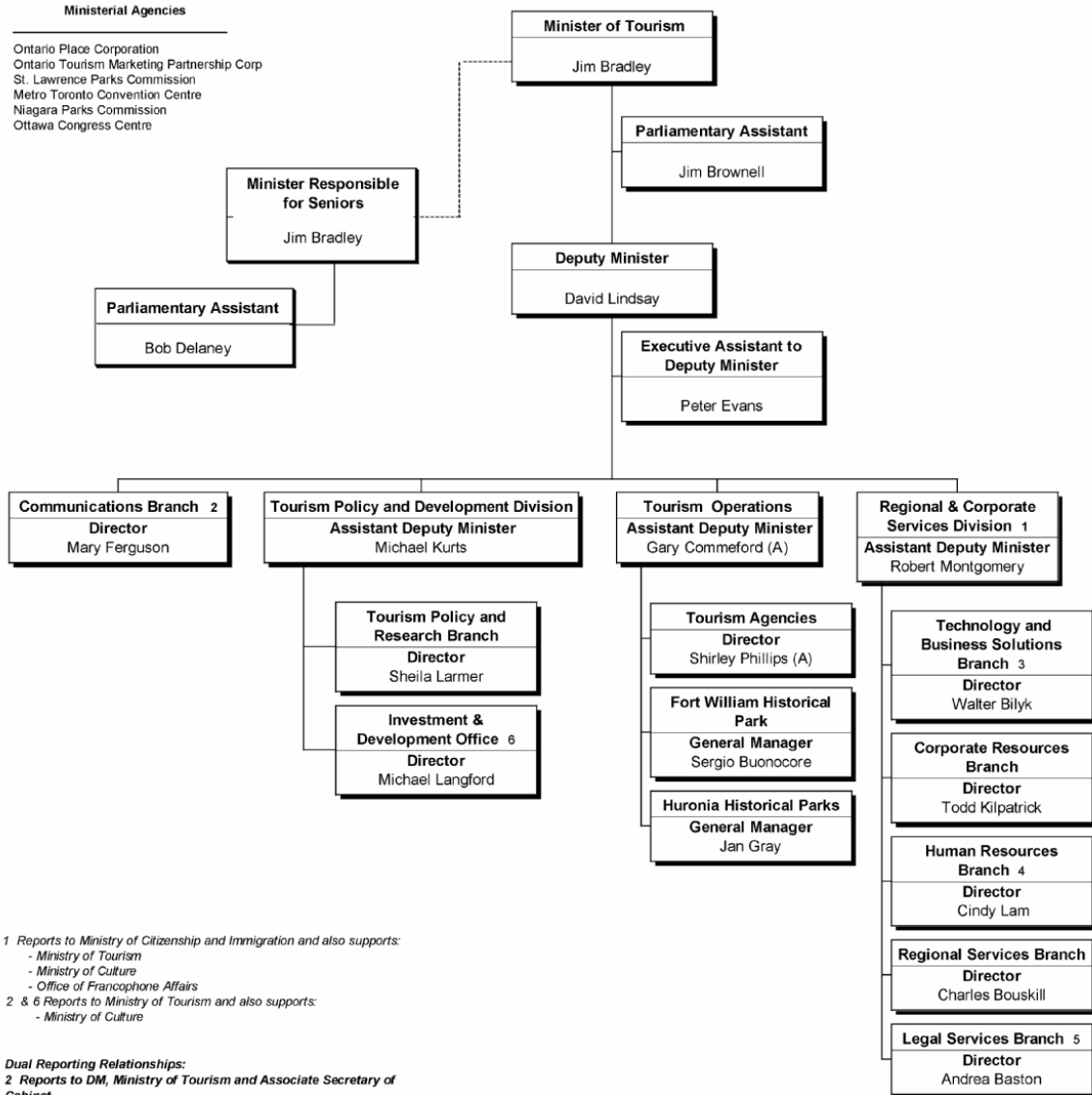
The ministry directly operates two tourism attractions — Huronia Historical Parks and Fort William Historical Park. It is also responsible for Ontario Place Corporation and two park commissions: St. Lawrence Parks Commission and Niagara Parks Commission.

The ministry's two convention centre agencies — the Metro Toronto Convention Centre and Ottawa Congress Centre — attract meeting, trade show and convention business that brings economic benefit to the local community and the province.

The ministry also supports the work of two independent entities — the Friends of the Greenbelt Foundation and the Oak Ridges Moraine Foundation — in promoting rural tourism opportunities and building awareness and appreciation of Ontario's natural environment.

Ministry of Tourism

Organization Chart
April 2007



Legislation

The Minister, administers the following statutes:

Historical Parks Act, R.S.O. 1990, c. H.9

Metropolitan Toronto Convention Centre Corporation Act, R.S.O. 1990, c. M.11

Ministry of Tourism and Recreation Act, R.S.O. 1990, c. M.35 in so far as it relates to activities and programs respecting tourism

Niagara Parks Act, R.S.O. 1990, c. N.3

Ontario Place Corporation Act, R.S.O. 1990, c. O.34

Ontario Wine Week Act, 2005, S.O. 2005, c. 22

Ottawa Congress Centre Act, R.S.O. 1990, c. O.45

*St. Clair Parks Commission Act, 2000, S.O. 2000, c. 44**

St. Lawrence Parks Commission Act, R.S.O. 1990, c. S.24

Tourism Act, R.S.O. 1990, c. T.16

Hotel Registration of Guests Act, R.S.O. 1990, c. H.17

Innkeepers Act, R.S.O. 1990, c. I.7

Note: * On a day to be named by proclamation of the Lieutenant Governor, the *St. Clair Parks Commission Act, 2000, S.O. 2000, c. 44* will be repealed by S.O. 2006, c. 9, Sched. N, s.7.

Agencies, Boards and Commissions (ABCs)

The Ministry's agencies, boards and commissions are

Greenbelt Foundation
Metropolitan Toronto Convention Centre Corporation
Niagara Parks Commission
Oak Ridges Moraine Foundation
Ontario Place Corporation
Ontario Tourism Marketing Partnership Corporation
Ottawa Congress Centre
St. Clair Parks Commission (inactive)
St. Lawrence Parks Commission

Attractions within the Ministry are:

Discovery Harbour
Sainte Marie Among the Hurons Historical Parks (Huronian Historical Park)
Fort William Historical Park

PUBLISHED RESULTS-BASED PLAN 2007/08

Key Strategy: Ontario Tourism Strategy

Embracing a Visitor First Philosophy

Everything begins with Ontario's visitors — what motivates them, what they expect, what satisfies them and what will encourage them to return to Ontario. In 2007-08, the ministry will:

- Participate in the development of policies, programs and initiatives that support a strong tourism infrastructure in Ontario, such as undertaking a review and evaluation of the Tourism-Oriented Directional Signing program.
- Produce 60 Travel Activities and Motivations Survey reports to help business understand visitor trends and support business development and marketing. The reports will be disseminated at presentations and through the web.
- Continue working with industry stakeholders to develop and deliver specialized training programs to ensure the best possible level of service for our visitors.

Developing Destinations and Experiences

Ontario has a rich diversity of destinations and experiences. To develop their potential to attract more visitors to Ontario, the ministry will undertake the following activities in 2007-08:

- Implement tourism strategies and action plans in seven destinations: Toronto, Niagara Region, Ottawa-Gatineau, Georgian Bay, Muskoka, 1,000 Island & St Lawrence Seaway, and Windsor, Essex County & Pelee Island.
- Continue to support the Premier-ranked Tourist Destination Framework with the completion of eight frameworks, and provision of initial support for three projects. Organize a provincial Premier-ranked symposium.
- Continue to implement the Culinary Tourism Strategy, including support for culinary regional development and the Niagara Ice Wine Classic.
- Conduct six shore excursion workshops and assist with hosting a familiarization trip for cruise ship owners and tour operators in the fall of 2007.
- Work with communities to facilitate the planning of the bi-national commemoration of the war of 1812 in 2012.
- Continue to assess project proposals for events and unique experiences, with a view to supporting those that are aligned/consistent with the government's priorities and the ministry's stated strategic directions.
- Work with community groups and associations to improve French language services within the tourism industry and partner with stakeholders to strengthen Francophone culture and heritage experiences that celebrate our unique province.
- Partner with Aboriginal tourism stakeholders to address many of the needs recognized by professionals in the tourism industry.

Building the Image and Influence of Tourism

To build a greater awareness of the importance of tourism among governments, business, investors, potential employees and the public, the ministry will:

- Work with the Tourism Industry Association of Ontario, including support for key association events such as the annual conference.
- Provide continuous updates to the Tourism Regional Economic Impact Model and continue to promote this important resource to industry.
- Enhance the capacity and sustainability of the resource-based tourism industry and tourism associations in Northern Ontario.
- Work with other ministries and levels of government and industry to support programs and policies that enhance tourism employment opportunities, such as the federal government's Foreign Worker's Program.
- Work with Destination Marketing Organizations and Economic Development Offices to increase awareness of tourism as a career, economic engine and an important factor in the quality of life for communities.
- Promote Ontario as an ideal place to invest in tourism by developing marketing outreach initiatives such as an investment e-newsletter to promote municipal tourism investment opportunities.

Strengthening Strategic Marketing

Strategic marketing helps ensure that the province is competitive in the tourism marketplace. In 2007-08, the ministry will work with the Ontario Tourism Marketing Partnership Corporation (OTMPC) to:

- Build a strong brand that showcases Ontario's diverse cultural and outdoor experiences.
- Develop and deliver marketing programs utilizing a non-traditional media mix in order to maximize effectiveness of marketing investment.
- Use innovative techniques and technology to market Ontario and increase the number of consumers reached (via web, direct mail, media, travel centre visits).
- Build on the use of the internet as a key to reaching the travelling consumer, with a focus on providing the consumer with the "best virtual experience" in order to position Ontario as a top of mind destination.
- Work with tourism industry to further develop their capacity to reach the traveling consumer.
- Leverage partnerships with industry by increasing private sector financial contributions
- Leverage traditional and non-traditional markets and channels to increase visitation to Ontario.

All of Government Approach

A coordinated approach to tourism across all ministries and agencies facilitates more effective public investment, greater leverage towards common goals and more clarity for stakeholders. In 2007-08, the ministry will:

- Continue to ensure the tourism sector interests in the Western Hemisphere Travel Initiative are represented to the federal governments of Canada and the United States, particularly as they relate to the free flow of visitors to Ontario from the United States by land and sea.
- Work with the Ministry of Finance to extend to June 30, 2008, the retail sales tax exemption for Destination Marketing Fees, which are used to fund tourism marketing.
- Work with the resource-based tourism industry, key associations and other ministries to streamline natural resource and Crown land resource mechanisms for the industry (including achieving stronger Crown land tenure)
- Make representations to the federal government on behalf of the tourism sector regarding issues affecting the tourism industry.
- As provincial co-chair, provide leadership to the annual cycle of federal/provincial/territorial meetings of ministers responsible for tourism and work toward implementation of the National Tourism Strategy.
- Bring a “tourism lens” to the development of provincial policies and programs that affect the tourism sector.
- Collaborate with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) on the Buy Ontario marketing strategy and Culinary Tourism Strategy.
- Continue working with Municipal governments on destination planning and development.

Infrastructure

- Continue to assess project proposals for capital funding in the tourism sector, with a view to supporting those that are aligned with/consistent with the government's priorities and the ministry's stated strategic directions.
- Invest \$17.5 million in 2007-08 to assist the City of Niagara Falls with its plans to build a 230,000 square foot conference and convention centre, for a total provincial investment over two years of \$35 million. This significant investment will help address the challenges of seasonality in the Niagara region. It will promote Niagara Falls as a top business and tourism destination and help attract new national and international conventions and conferences.

Key Strategy: Strong and Sustainable Agencies

In 2007-08, the ministry will:

- Strengthen the capacity of its tourism agencies to continue to serve as economic catalysts in their respective communities.
- Enhance the role of its agencies as key partners in destination development.
- Work to revitalize agencies and strengthen their sustainability over the long-term.
- Support the Ottawa Congress Centre's continued efforts to work with local partners, the city and the federal government to attract more convention business to the city.
- Work to stabilize Ontario Place's financial sustainability and develop a strategy for future direction.
- Work with St. Lawrence Parks Commission on the implementation of a transformation strategy to address its long-term sustainability, including an annual increase of \$2 million to its operating budget.
- Support the Niagara Parks Commission's strategy for new attractions as a means of achieving long-term sustainability and strengthening the destination.
- Develop a stronger marketing relationship between OTMPC and Ministry of Tourism agencies.
- Develop and implement MTOUR's infrastructure strategy to improve asset management and capital planning for provincially-owned tourism agencies and attractions.
- Invest in the priority rehabilitation needs of the tourism agencies and attractions to preserve and protect the province's tourism infrastructure.

Supporting Government Priorities

The Ministry of Tourism supports the government's priority of Strong People, Strong Economy and helps achieve the key result of a competitive business environment that attracts jobs and investment to Ontario.

Tourism is a key economic driver for Ontario. In 2004, tourism accounted for:

- \$17.1 billion in visitor spending
- \$20.4 billion in provincial GDP
- \$6.7 billion in foreign exchange
- \$3.5 billion in provincial tax revenue
- 19 per cent of the total number of businesses in Ontario
- 213,500 jobs in front-line tourism businesses
- 109,200 jobs in other businesses

Tourism also contributes to building Strong Communities and a better quality of life across Ontario. It is an important catalyst for local economic development and a mainstay of small business. The tourism industry is the single largest employer of young people and a major seasonal employer. Investments in tourism bring significant economic and social returns to Ontario communities.

The 2006 Ontario Economic Outlook recognized the important role of tourism in stimulating economic activity and jobs across the province. The government renewed its focus on promoting tourism with a new investment of \$22 million to support three key initiatives that will continue to pay dividends throughout 2007-08:

Celebrate Ontario — a new funding program to help Ontario communities develop and market their festivals and events.

This is Living — a new marketing campaign to encourage Ontarians to vacation in Ontario, with innovative and interactive tools to facilitate trip planning.

Convention Development Fund — to develop Ontario's potential as a destination for major conventions, conferences, and trade shows.

Ontario tourism continues to face significant challenges, including the passport requirement for American visitors re-entering the U.S., high gas prices, the strong Canadian dollar and fundamental changes in consumer behaviour.

The Ontario Tourism Strategy provides a strategic framework in which to address these and other challenges. In 2007-08, the ministry will build on its progress in implementing the strategy and continue to take a leadership role on such pivotal issues as the passport requirement.

The ministry will also protect and promote the public interest and significant provincial investment in its tourism agencies and attractions, to strengthen their contribution to local and regional economic prosperity and to achieve more modern and efficient public services.

Performance Measures

The Ministry of Tourism's performance measures for 2007-08 will include:

- Increasing the return on investment of OTMPC marketing initiatives from 1:5.00 in 2006-07 to 1:6.00 in 2007-08.
- Increasing the level of awareness (summer) of Ontario as a travel destination from 23 to 24 per cent in the U.S., and maintaining level of awareness in Ontario at 67 per cent.
- Increasing Ontario's tourism receipts from \$21.9 billion in 2006-07 to \$22.6 billion in 2007-08.
- Maintaining attendance at ministry agencies and attractions at 6.96 million visitors.
- Maintaining agency and attraction self-generated revenues at \$113.08 million.

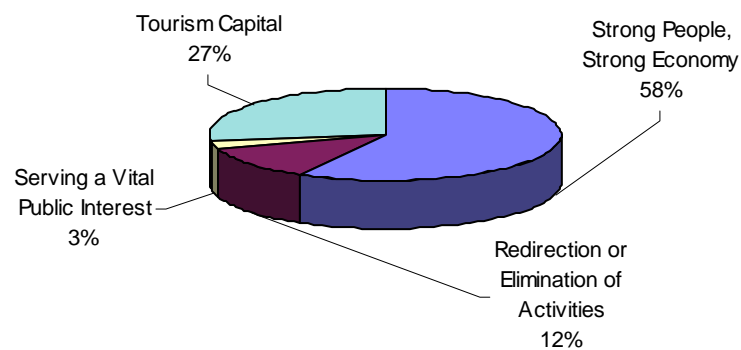
MINISTRY FINANCIAL INFORMATION

The Ministry of Tourism directly supports the government's priority of Strong People, Strong Economy.

Within its planned allocation, the ministry will focus on:

- Ontario Tourism Strategy
- Strong and Sustainable Agencies and Attractions
- Sports, Culture and Tourism Partnership program
- Infrastructure Repair and Rehabilitation

2007-08 Ministry Investment in Priorities



MINISTRY OF TOURISM
Table 1: Ministry Planned Expenditures 2007/08 (\$M)

Operating (1)	142.0
Capital (2)	53.2
TOTAL	195.2

Note 1: Operating total includes \$65.1M in consolidated adjustments

Note 2: Capital total includes \$5.1M in consolidated adjustments

MINISTRY OF TOURISM
Table 2: Operating and Capital Summary by Vote

The Ministry of Tourism plays a central role in rebuilding the province's pride and economic prosperity. Its key activities directly support achieving the government's key priority of Strong People, Strong Economy. In partnership with the tourism sector, the Ministry supports the delivery of high-quality tourism experiences, and promotes a sustainable, customer-focused tourism industry.

Votes/Programs	Estimates	Change from		Estimates	Actuals*	Actuals
	2007/08*	Estimates 2006/07	Change	2006/07*	2006/07	2005-06
	\$	\$	%	\$	\$	\$
OPERATING AND CAPITAL						
Ministry Administration	5,021,300	233,900	4.9	4,787,400	4,768,090	4,501,210
Tourism Program	71,865,900	7,984,700	12.5	63,881,200	84,940,316	72,876,747
Tourism Capital Program	48,154,300	5,837,700	13.8	42,316,600	35,916,600	61,591,351
Total Including Special Warrants	125,041,500	14,056,300	12.7	110,985,200	125,625,006	138,969,308
Less: Special Warrants	-	-	-	-	-	-
Total to be voted	125,041,500	14,056,300	12.7	110,985,200	125,625,006	138,969,308
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	62,699	12,455	24.8	50,244	50,244	47,632
Consolidations - Operating	65,069,500	3,712,900	6.1	61,356,600	59,148,200	64,580,545
Consolidations - Capital	5,100,500	(1,222,500)	(19.3)	6,323,000	6,239,300	6,266,188
Ministry Total	195,274,199	16,559,155	9.3	178,715,044	191,062,750	209,863,673
Operating and Capital (1)						
Assets	-	-	-	-	-	-
Total Assets to be Voted	-	-	-	-	-	-

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure.
Interim Actuals reflect the numbers presented in the Ontario Budget.



**APPENDIX I
ANNUAL REPORTS 2006/07 AND 2005/06**

2006/07 ANNUAL REPORT

The 2006 Ontario Economic Outlook identified tourism as an important stimulus for economic activity and jobs in communities across Ontario. In its \$190-million Fall Economic Stimulus Package, the government invested \$22 million to boost tourism through convention development, development and marketing of festivals and events, and a new marketing campaign and interactive tools to encourage Ontarians to holiday in Ontario.

Throughout 2006-07, the Ministry of Tourism supported Tourism Minister Jim Bradley and Premier Dalton McGuinty in working with U.S. legislators and the tourism industry on both sides of the border to find an alternative to the new passport requirement under the Western Hemisphere Travel Initiative (WHTI).

This is a critical issue for Ontario tourism. It is estimated that implementation of the WHTI could mean losses of 3.5 million US visits, CND\$700 million in spending and 7,000 jobs for Ontario's tourism industry cumulatively from 2007-2008.

Ontario has lobbied for the use of a driver's licence with upgraded security features and a citizenship designation as a passport alternative. Ontario's proposal is gaining support, and the U.S. Department of Homeland Security has indicated they will consider the use of more secure driver's licences as border identification.

In 2006-07, the Ministry also made progress in advancing its two key strategies:

- Ontario Tourism Strategy
- Strong and Sustainable Agencies

Ontario Tourism Strategy

The Ministry of Tourism continued to work in partnership with the tourism industry to implement the Ontario Tourism Strategy — the government's long-term plan to promote the sustainability and growth of tourism in Ontario.

The Ontario Tourism Strategy is comprised of five strategic directions:

- Embracing a Visitor-First Philosophy
- Developing Destinations and Experiences
- Building the Image and Influence of Tourism
- Strengthening Strategic Marketing
- "All of Government" Approach to Tourism

The strategy is supported by five enablers: infrastructure, market intelligence, tourism investment, information technology and business skills development.

Key achievements under the Ontario Tourism Strategy in 2006-07:

Embracing a Visitor First Philosophy

- Completed 2006 Travel Activities and Motivations Survey (TAMS) which will provide substantial information for marketing and product development purposes for all stakeholders.
- Initiated a review of the Tourism-Oriented Directional Signing (TODS) program, which helps guide visitors to tourism attractions, operations and services across the province. The review will help identify improvements to ensure that the program is modern, efficient and responsive to visitor needs.
- Upgraded tourism agencies to make them more accessible and welcoming to all visitors.
- Provided customer service training and orientation to staff and students at tourism agencies.

Developing Destinations and Experiences

- Hosted the 16th International AIDS Conference with 20,000 delegates from 140 countries, featuring guest speakers Bill and Melinda Gates and former U.S. President Bill Clinton.
- Hosted the annual general meeting of 3,000 delegates of the Professional Convention Management Association (PCMA). This was the first time in its 50-year history the PCMA — the premier association for the meetings and convention industry in North America — held its prestigious annual meeting outside the United States. This was a Zero Waste event where all materials from the event were diverted from landfill and recycled.
- Raised the profile of Ontario as a tourist destination by working with destination development teams in Toronto, Niagara Region, Ottawa-Gatineau, Georgian Bay, Muskoka, 1,000 Islands & St. Lawrence Seaway and Windsor, Essex County & Pelee Island.
- Supported the completion of two Premier-ranked Tourist Destination Frameworks and efforts on nine others. Oversaw the completion of six regional projects to implement Premier-ranked recommendations.
- Conducted four War of 1812 Bicentennial regional focus groups.
- Launched a new Ontario Culinary Tourism Strategy — a 10-year plan to make Ontario a leader in culinary tourism. The strategy recommends a regional approach to develop new, high-quality culinary tourism products and experiences in established and emerging areas, including Niagara, Toronto, Ottawa, Muskoka, Prince Edward County and other destinations.

Building the Image and Influence of Tourism

- Partnered with Festivals and Events Ontario to develop and coordinate training and educational initiatives for industry stakeholders and strengthen ties with the International Festival and Event Association.
- Worked with community groups to improve Francophone culture and heritage experiences and French language services.
- Supported the Tourism Federation of Ontario (TFO) through regular communication on government issues, represented industry issues at government consultations, helped develop a new TFO strategic plan and supported TFO's Queen's Park Reception and annual conference.
- Hosted a Tourism Marketing Summit at Blue Mountain for 400 industry leaders and stakeholders to develop Ontario's tourism industry.
- Supported 20 Tourism Keys workshops across southern Ontario. Tourism Keys is a one-day Customer Relationship Management and Internet Enhancement workshop designed for owners and managers of tourism businesses and organizations.

Strengthening Strategic Marketing

- Launched a major domestic brand campaign, *This is Living*, to encourage Ontarians to explore their province this summer. The multimedia campaign ran ads on television, cinema, newspapers, magazines, billboards and online and included a summer website with a print-on-demand tool.
- Attracted significant public attention to winter tourism activities through the *Winter. Get Into It.* campaign. A two-storey snow globe travelled across the province and generated more than \$250,000 in print, radio and television editorial coverage including front pages in the Toronto Star and Kingston Whig-Standard.
- Invested \$125,000 to help bring the *Live with Regis and Kelly* show to Niagara Falls. Two one-hour shows were broadcast from the Falls, showcasing the many local attractions. About five million U.S. television viewers saw the broadcasts, providing promotion worth up to \$4 million to the tourism industry.
- Distributed the Fun Pass to 1.4 million elementary school children offering free admission to provincial attractions and parks.
- Partnered with Aboriginal tourism stakeholders to undertake a market-ready capacity development project and supported the development and promotion of Aboriginal events.
- Concentrated marketing efforts in the U.S. on the important Detroit market, which has the largest, most affluent population of the border markets. Activities included:
 - Participation in the Arts, Beats and Eats Festival, attended by over one million visitors. The Ontario Showcase was one of the festival's major attractions.
 - A TV promotion on Detroit's NBC affiliate aired Ontario's ad for eight weeks and provided Ontario with exposure on ClickonDetroit.com. The promotion included a contest, which received 5,000 entries, with winners featured on air more than 25 times.
 - A five-week promotion on radio station WOMC, broadcast live from five Ontario locations, resulted in 5,000 visits to the Ontario Tourism information site.

- More than 111,000 participants were exposed to Ontario's tourism offerings at each University of Michigan home football game.
- Several multi-lingual sites were launched from the main Ontario tourism website (www.ontariotravel.net), including microsites for China, Germany and the UK, and splashes/one-pagers for Korea, Mexico, France and Germany.

All of Government Approach

- Made two submissions on the Western Hemisphere Travel Initiative to the U.S. government on the proposed rules for land and sea travel and the People Access Security Service (PASS) card. The Ontario government recommended that children be exempt from the passport requirement as long as they are travelling with a properly-documented adult. The U.S. Department of Homeland Security has announced its intent to make provisions for children in its next stage of rulemaking.
- Worked with the resource-based tourism industry, Ministry of Natural Resources (MNR) and Ministry of Northern Development and Mines to facilitate agreement between MNR and the Northern Ontario Tourist Outfitters Association to improve the management of remote outpost transfers in northwestern Ontario and related fishery management considerations upon sale.
- Amended Regulation 1037 under the Tourism Act, so that fewer tourism operators are now required to hold Resource-Based Tourism Establishment licenses. Only establishments that receive specific allocations of Crown land or natural resources from the Ministry of Natural Resources (MNR) are required to hold the license, making it easier for many small tourism operators to do business in Ontario.
- Received commitment to extend Outpost Land Use Permits from one year to ten years in northwestern Ontario, developed options for strengthening Crown land tenure options for the resource-based tourism industry, including options for long-term leases and moving outpost tenure fees to a market-value based system.

Enablers

- Infrastructure:
 - Invested \$17.5 million in 2006-07, and committed an additional \$17.5 million in funding for 2007-08 to assist the City of Niagara Falls with its plans to build a 230,000 square foot conference and convention centre. This significant investment will help address the challenges of seasonality in the Niagara region. It will promote Niagara Falls as a top business and tourism destination and help attract new national and international conventions and conferences.
 - Provided \$300,000 to the City of Pickering to improve the quality of life for residents through its plans for waterfront redevelopment, including a series of public spaces along Lake Ontario.
 - Supported the completion and opening of major culture and tourism infrastructure across the province, such as the Four Seasons Centre for the Performing Arts in Toronto and the Gravenhurst Muskoka Wharf project.

- Market Intelligence:
 - Worked with Statistics Canada and national partners to improve survey instruments at the national level, such as the International Travel Survey and new Travel Survey of Residents of Canada.
 - Completed and disseminated forward-looking analytical tools and reports, such as regional forecasts and the Business Outlook survey, providing information to better plan for the future.
 - Expanded the availability of research tools via the web, stakeholder workshops and presentations, newsletters and market reports.

- Tourism Investment:
 - Provided \$4 million in provincial funding to 57 *Celebrate Ontario* projects across Ontario that will help organizers enhance their products with new experiences that will attract residents and visitors to Ontario.
 - Supported convention development through a \$2 million investment to help convention promoters in Windsor, London, Hamilton, Ottawa and Toronto attract more conventions to Ontario.
 - Supported the Frontenac Arch Biosphere Reserve with funding to conduct an inventory & create a data base of tourism product.
 - Supported the Rideau Heritage Route Tourism Association with funding to assist in developing plans, products and materials including a new website and route signage in preparation for the 175th Anniversary of the Rideau Canal and for its anticipated designation as a World Heritage Site.
 - Created a quarterly tourism investment e-newsletter that will feature the regions of Niagara, Muskoka, Georgian Bay and Eastern Ontario. This newsletter will be sent to more than 2,500 investors and site selectors to position Ontario as an ideal place to invest in tourism development.
 - Supported Parks Canada (Bethune House), the Town of Gravenhurst and the District of Muskoka with funding to conduct an analysis of the China market particularly as it relates to Gravenhurst and Bethune House .
 - Supported the Great Lakes Cruise industry by conducting three shore excursion workshops and providing funding for a ship owner & tour operator familiarization trip through the Great Lakes region.
 - Funded Accommodation Industry Alliance of Ontario to develop a sustainable business plan for an accommodation ratings system.

Strong and Sustainable Agencies

In 2006-07, the ministry worked with its tourism agencies and attractions to strengthen their capacity to serve as catalysts for tourism and economic growth, and to enhance their role key partners in destination development for their regions.

Key achievements in 2006-07:

- Invested \$5.6 million investment to upgrade infrastructure at Thunder Bay's Fort William Historical Park (\$510,000), Midland's Huronia Historical Parks (\$920,000), Morrisburg-based St. Lawrence Parks Commission (\$2.36 million) and Toronto's Ontario Place (\$1.81 million). The funding was allocated to infrastructure repairs, improved visitor amenities and better access for Ontarians with disabilities.
- Provided the St. Lawrence Parks Commission with an increase of \$1.7 million to its operating budget in 2006-07, and a one-time strategic investment of \$2.5 million to support the renewal of its programs, facilities and attractions. The province's ongoing support for the largest tourism attraction in Eastern Ontario will stimulate tourism and economic activity in the region.
- Staged the second annual *Rock the Fort* festival at Fort William Historical Park. The largest outdoor music festival ever held in Northern Ontario, *Rock the Fort* won "Event of the Year" awards from the Tourism Federation of Ontario and the Tourism Industry Association of Canada (TIAC).
- Hosted the North American premiere of the spectacular *2006 Rogers Chinese Lantern Festival* at Ontario Place. This unique cultural festival attracted more than 200,000 visitors, with gate receipts exceeding \$3 million.

MINISTRY OF TOURISM
Table 1: Ministry Expenditures 2006-07

	Ministry Interim Actuals (\$M) 2006-07
Operating (1)	148.9
Capital (2)	42.1
Staff Strength (as of March 31, 2006)	490.64

Note 1: Operating total includes \$59.1M in consolidated adjustments

Note 2: Capital total includes \$6.2M in consolidated adjustments.

2005/06 ANNUAL REPORT

In 2005-06, the Ministry of Tourism worked with the tourism industry and other partners to implement key elements of the Ontario Tourism Strategy. Developed jointly with the industry and launched in June 2004, the Ontario Tourism Strategy is a five-point plan to promote the sustainability and growth of tourism in Ontario.

Throughout the year, the ministry worked with its tourism agencies and attractions to increase their sustainability and build their capacity as regional tourism magnets that contribute to local economic prosperity and growth.

Prior to September 2005, the former Ministry of Tourism and Recreation continued to partner with the sport and recreation sector to implement *ACTIVE2010*, the government's comprehensive strategy to help Ontarians become more physically active to benefit their health.

Ontario Tourism Strategy

The Ontario Tourism Strategy is comprised of five strategic directions:

- Embracing a Visitor-First Philosophy
- Developing Destinations and Experiences
- Building the Image and Influence of Tourism
- Strengthening Strategic Marketing
- "All of Government" Approach to Tourism

The strategy is supported by five enablers: infrastructure, market intelligence, tourism investment, information technology and business skills development.

Key achievements under the Ontario Tourism Strategy in 2005-06 included:

Embracing a Visitor-First Philosophy

- Completed field work on the Travel Activities & Motivations Survey (TAMS). The study will report on the size, characteristics and behaviour of travellers in North America.
- Launched a new Toronto Ambassador Program (TAP) in partnership with Tourism Toronto. Under this innovative program, visitors to Toronto are matched with volunteer greeters, who show them around the city and share their insights and interests. About 170 tours were delivered in 2006-07.
- Upgraded ministry tourism attractions to improve accessibility for all visitors.
- Developed new signage options (e.g., Topiary signs) for Prescott-Russell at its gateway, in partnership with Canadian TODS and the Ministry of Transportation.
- Ran a successful pilot partnership program to enable the City of Toronto to provide material promoting its attractions within the Ontario Travel Information Centre located in downtown Toronto.

Developing Destinations and Experiences

- Established destination development teams in seven destinations — Toronto, Niagara Region, Ottawa-Gatineau, Georgian Bay, Muskoka, 1,000 Islands & St Lawrence Seaway, and Windsor, Essex County & Pelee Island — to raise the profile of Ontario as a tourist destination. The teams bring together local tourism leaders, as well as non-traditional partners, to develop a destination approach that is tailored to the priorities and potential of each destination.
- Supported the Eastern Ontario Trails Association in developing a provincial model for a sustainable trails system through ATV Ontario product development.
- Developed a handbook and delivered six workshops to help communities increase their understanding of key tourism motivators in their area and identify gaps.
- Supported province-wide experiences through:
 - Enhancement of a professional development program and consumer and industry website for Ontario’s festivals and events.
 - Ongoing consultations on festival and event classification and quality standards initiative. Developed and published methodology for the conduct of economic impact studies for festivals.
 - Improvements to francophone tourism offerings and market position, including *Circuit Champlain*.
 - Support for the 2005 Ontario Aboriginal Tourism Conference and a new website for the Aboriginal Tourism Association of Southern Ontario (ATASO).
- Provided organizational development support to establish the Rideau Heritage Route Tourist Association.
- Supported the completion of nine Premier-ranked Tourist Destination Frameworks across the province, and provided seed funding for eight regional projects to implement Premier-ranked recommendations.
- Supported Lanark County Tourism in developing a Tourism Business Database and Mapping System.

Building the Image and Influence of Tourism

- Supported industry capacity building and future sustainability by funding development of the Tourism Federation of Ontario’s strategic plan and providing support for industry conferences.
- Presented the “Making the Case for Tourism” toolkit at industry forums and conferences. The toolkit was also made available online.
- Launched the Tourism Regional Economic Impact Model (TREIM) on the ministry website. The model enables users to determine the economic impact of tourism spending in select geographic areas on local and provincial economies.
- Supported the operational review of the Northern Ontario Native Tourism Association (NONTA) in conjunction with the Ministry of Northern Development and Mines, Ontario Secretariat for Aboriginal Affairs and the federal government.
- Supported two Aboriginal tourism skills training workshops with the Northern Ontario Native Tourism Association.

Strengthening Strategic Marketing

- Completed Ontario tourism brand review.
- Conducted marketing partnerships with experiential and destination partners:
 - Niagara Falls — partnered on newspaper insert distributed to 2.5 million households in Ontario, Quebec and US border markets.
 - Ottawa — partnered on campaign for Spring, Summer and Fall, targeting Quebec and US markets.
 - Kingston — partnered on summer consumer campaign targeting the GTA
 - Blue Mountain — winter campaign targeting south western Ontario and the Michigan market.
 - Ontario's North — a collaborative, pan-northern \$1M dollar campaign including the five cities of Timmins, North Bay, Sudbury, Sault Ste. Marie and Thunder Bay.
- Reviewed www.ontariotravel.net website to identify potential enhancements and increase overall satisfaction.
- Staged Ontario Showcases in Buffalo and Detroit. Over 60 diverse Ontario experiences participated and provided an opportunity for over one million Americans to “See, Feel, Experience and Discover” Ontario.
- Launched a new Chinese-language tourism website www.ontariotravel.net/china to highlight Ontario's many attractions for potential Chinese visitors.
- Transferred responsibility for Travel Information Centres to Ontario Tourism Marketing Partnership Corporation in order to align marketing efforts.
- Held first Ontario Tourism marketing summit and industry awards program.
- Welcomed *The Amazing Race: Family Edition* TV show to Ontario. The season finale of the popular show showcased the province as a world-class tourism destination to more than 13 million North American viewers.
- Invested \$5.3 million annually to enhance tourism marketing in Northern Ontario.
- Provided the Northern Ontario Tourist Outfitters Association (NOTO) with \$250,000 to help produce and distribute its 2006 Ontario Outdoor Adventure Guide, designed to attract nature and outdoor tourism enthusiasts from around the world.
- Partnered with Industry Canada-FedNor on the second year of the Strategic Tourism and Marketing Partnership for Northern Ontario, investing \$767,250 to support training for tourism operators and the development of marketing strategies.

All of Government Approach

- Submitted Ontario's position on the Western Hemisphere Travel Initiative to the US government. Published report on economic impact of WHTI in Ontario.
- Made representation to the House of Commons Standing Committee on Transport regarding air travel issues and tourism.
- Continued Ontario's advocacy for a national tourism strategy.
- Ran a successful “Fun Pass” pilot program to select school boards, providing school children with free admission to provincial agencies and attractions.

- Held a successful summit involving the Northern Ontario Tourist Outfitters Association and the ministries of Tourism, Natural Resources and Northern Development and Mines, to deal with land tenure and fishery concerns of remote outpost camp tourist operators. Established working groups to address the issues on a long-term basis.
- Implemented a new \$5 million cultural tourism marketing campaign in partnership with the ministries of Culture, Economic Development and Trade and Finance. The campaign generated more than 50,000 user sessions on a dedicated website — www.ontarioculture.ca — that showcased and promoted Ontario’s diverse cultural experiences, attractions and products.

Enablers

- Infrastructure:
 - Provided ongoing support for construction and facility openings at such cultural tourism attractions as Drayton Festival Theatre and Soulpepper Theatre. Supported first stage of the Royal Ontario Museum expansion.
 - Opened new Sarnia travel information centre in summer 2005.
- Market Intelligence:
 - Expanded research outreach and communication and developed new brand, “We know, just ask.”
 - Provided access to TAMS-2000 database on the web (eTAMS).
 - Carried out two waves of the Travel Intentions study, which provides strategic information to ensure marketing efforts are effectively targeted.
- Tourism Investment:
 - Facilitated investment in the province through an enhanced website and maintaining a database of 1,560 investor contacts.
 - New hotel investment generated in the Town of Iroquois Falls as a result of listing on the investment web site.
 - Facilitated investment for two major facilities — an eco adventure attraction and a retail/entertainment/hotel expansion — with a combined value in excess of \$300 million.
- Information Technology:
 - Partnered with the Ministry of Economic Development and Trade on a pilot project to identify tourism information technology needs and solutions in the Peterborough/ Kawarthas area, with responses from 120 tourism operators.
- Business Skills Development:
 - Presented over 30 Market Readiness workshop modules across Ontario to 600 participants, including “Beyond the City Lights” rural tourism conferences.
 - Developed and presented workshops on business skills training with Northern Ontario Native Tourism Association for Aboriginal tourist operators.

Strong and Sustainable Agencies

- Invested \$30 million to support the Ottawa Congress Centre's continued efforts to work with local partners to attract more convention business to the city.
- Partnered with the Ontario Tourism Marketing Partnership Corporation and the Ontario Cultural Attractions Fund to help Ontario Place bring the North American premiere of the Rogers Chinese Lantern Festival to Toronto. This spectacular cultural festival featured 30 grand-scale lantern installations, an authentic marketplace, Chinese cultural performances and traditional art and red silk lanterns.
- Transferred the assets of the St. Clair Parks Commission to local municipalities. An agreement was reached with the City of Sarnia and St. Clair Township, and legislation subsequently passed, to protect public access to the green space and parks along the St. Clair riverfront and ensure their continued viability as an important community resource for recreation and tourism.
- Supported Fort William Historical Park in staging the first-ever Rock the Fort concert — the largest outdoor musical festival in Northern Ontario. Rock the Fort 2005 won the Tourism Federation of Ontario's award for Best Event in Ontario. Promoting sport and physical activity

The Ministry of Tourism and Recreation became the Ministry of Tourism in September 2005, with responsibility for sport and recreation transferred to the newly created Ministry of Health Promotion.

Prior to the transfer, the ministry continued to implement *ACTIVE2010*, with the launch in June 2006 of a province-wide walking strategy to encourage adults to start walking regularly. The campaign was promoted with posters by "For Better or Worse" comic artist Lynn Johnston.

The ministry also continued to implement the \$20 million Community Use of Schools initiative to make school facilities accessible to not-for-profit groups at reduced rates.

MINISTRY OF TOURISM
Table 2: Ministry Expenditures

	Ministry Actual Expenditures (\$M) 2005-06
Operating (1)	141.9
Capital (2)	67.8
Staff Strength (as of March 31, 2006)	486.14

Note 1: Operating total includes \$64.5M in consolidated adjustments.

Note 2: Capital total includes \$6.3M in consolidated adjustments.