

RTD IMPLEMENTATION PLAN

Recommendations	Description	Progress to Date	Next Steps
GOAL 1: IMPROVE THE VALUE PROPOSITION			
Adopt a “We’ve Been Expecting You” attitude	<p>Implement a program that positively addresses the perception that visitors to Toronto don’t feel welcomed.</p> <p>The initiative will start within the hospitality industry and be expanded to include any individual that could encounter a visitor.</p> <p>If Torontonians adopt an attitude that suggests they were expecting visitors they would take a more caring and accommodating approach greeting and servicing that particular guest.</p>	<p>We’ve Been Expecting You (WBEY)</p> <p>Project Goals: EDCT and Tourism Toronto are working together to develop a WBEY program to:</p> <ul style="list-style-type: none"> • Make visitors feel welcomed, appreciated and informed as they travel throughout Toronto • Increase awareness of tourism and its value to the city <p>Project Support / Partnerships: There is an agreement in principle for a 3-way split for core funding between the Ministry of Tourism, Tourism Toronto, and City of Toronto.</p>	<p>Program Roll Out</p> <p>To be determined: Formal Media / Industry launch</p>
Raise Service Standards – at all visitor touch points	<p>Service training exists currently within individual businesses in Toronto. However, it appears the delivery of consistent service is the issue.</p> <p>We need to “raise the bar” and eradicate poor service levels by promoting “best practices” and investigating ways of addressing poor service standards.</p>	<p>WBEY targets include:</p> <ul style="list-style-type: none"> • Visitors • Front line staff encountered by visitors: • Residents 	<p>Link to Phase 2 of WBEY</p> <p>Prioritize front line staff campaign targets</p>
		<p>“Secret shopping” will help identify weak service points and benchmark. This has been incorporated into Phase 2 of WBEY.</p>	<p>Link to Phase 2 of WBEY</p> <p>Implement Secret Shopper project</p>
		<p>The City of Toronto is exploring the “first response” work with taxi drivers, TTC, etc. City staff consulted with the City’s Municipal Licensing and Standards (MLS) to identify work that the City is</p>	<p>WBEY has been incorporated into Taxicab Recognition Day</p>

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		<p>doing to improve service standards. A review of taxi driver training includes adequate tourism training. Taxicab Recognition Day on Oct 14/09 will focus on recognizing and delivering customer service.</p>	
		<p>Canadian Tour Guide Assoc. of Toronto has contacted the City of Toronto with regards to investigating 'Guide Licensing' options similar to Niagara Falls and Montreal.</p>	<p>City of Toronto to set up key stakeholder meeting to discuss benefits and possible implementation process</p>
		<p>Ministry of Tourism is working with Ministry of Education on pilot projects to support training initiatives in regions across the Province.</p> <p>The Ontario Tourism Education Corporation (OTEC) delivers over 40 training programs designed for all types of teams and employees, from front line to management</p>	
<p>Mobilize Residents – Engage Them as Tourism Ambassadors</p>	<p>Educate local residents and equip them to be good hosts, active, proud, informed and engaged, inviting friends and relatives to visit the City's tourism attractions</p>	<p>Tourism Toronto has recruited Toronto-born comedian Russell Peters as a new Global Ambassador</p>	<p>Link to Phase 2 of WBEY</p>
	<p>Since 51% of Toronto's population are new Canadians who may not know the city, a resident based "experience Toronto" programme for first generation Canadians should be developed.</p>	<p>Under Assessment</p>	
	<p>Toronto's residents offer a significant opportunity to positively impact tourist's experiences by capitalizing on the inherent notion of "pride of place", enlist Torontonians to serve as ambassadors for tourism</p>	<p>Tourism Toronto has recruited Toronto-born comedian Russell Peters as a new Global Ambassador.</p> <p>Tap Into T.O. is a volunteer program coordinated by EDCT that enlists Toronto residents as "greeters" for visitors. There are 80 active greeters and services are</p>	

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Destination Animation – create a “buzz”	The idea is to achieve a higher degree of destination animation, such as programming of public squares and encouraging public art, at locations where tourists congregate outside of a formal festival or event.	offered in 17 languages.	
		City of Toronto staff met with MLS to explore the feasibility of implementing a “street performers” licensing program similar to the TTC model. The City’s BIAs often fund street entertainment.	Determine priority / need and next steps
		Ministry of Tourism Celebrate Ontario initiative can be accessed for festival and event funding (through a competitive application process)	
Visual Appeal	Interviews with stakeholders in the travel trade sector identified the deterioration of Toronto’s visual appeal as a deterrent to repeat visitation.	BIAs could take on the issue of visual appeal and could be provided incentives to do so through matching funding for beautification projects.	City of Toronto - Public Realm Office is working on a Street Furniture Program.
	Toronto traditionally has enjoyed a reputation for being clean, green and safe, but that perception seems to be eroding.	City’s Prosperity Agenda speaks of a plan to regulate the Central Financial District, with zero tolerance for panhandling. Processes are in place to deal with panhandling issue. The Downtown Yonge BIA is working with Toronto Police and by-law enforcement to conduct regular patrols. The new Entertainment District BIA could be engaged to manage visual appeal issues (in particular, panhandling and homelessness) surrounding Roy Thomson Hall and other areas of the Entertainment District.	
Visitor Information	Providing relevant information to visitors once they are in the destination is key to	City of Toronto with funding support from	Install 120 information

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	<p>ensuring they have an enjoyable experience. An extensive review of the current levels of visitor information distribution mechanisms should be undertaken.</p> <p>Once this is complete, specific strategies can be developed to address gaps.</p> <p>City's Tourism Section has been active in this area, and it is suggested they spearhead this initiative and incorporate the needed strategies into the implementation phase of the Destination Development Plan.</p>	<p>the Ministry of Tourism and Tourism Toronto has launched 6 visitor information service initiatives since 2002; Most are pilot projects and rely on year to year funding sources.</p> <p>Strong performance metrics in terms of impact on visitor satisfaction, intent to return to Toronto and visitation to attractions/events.</p> <p>City of Toronto will undertake business plan for long term visitor information service provision in late 2009 (Co-funded with Tourism Toronto).</p>	<p>kiosks along sidewalk</p> <p>Future goals: 1. Extend reach; 2. Promote availability; 3. Formalize as ongoing services (develop sustainable funding model); 4. Develop a physical "Toronto Visitor Centre" (mid term)</p>
Waterfront Development – connect to tourism experiences	Toronto's harbour lands have been for several decades an underdeveloped city asset. A content analysis of the open-ended questions from the Resource Audit revealed that tourism stakeholders believe that waterfront development was a key area that needs to be improved	The Leadership Committee has met with representatives of Waterfront Toronto (formerly known as the Toronto Waterfront Revitalization Corporation) to discuss tourism issues as they relate to the City's precinct plans.	

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<p>Ontario Place Revitalization</p> <p>Exhibition Place Development</p>	<p>These two assets are probably Toronto's most significant underdeveloped opportunity for creating an exciting attractor. Ontario Place holds potential for development as a new, year round visitor attraction. Similarly, the ongoing development of Exhibition Place offers a major future opportunity.</p>	<p>The revitalization of Ontario Place and development of Exhibition Place should be placed high on the Leadership Committee's prioritized list of tourism issues. However, it is constituents who will have to push this effort.</p> <p>The 160,000 square foot Automotive Building is undergoing a \$46.88 million renovation to create a new Conference Centre. The venue will include 20 meeting rooms and a ballroom with capacity of 3,000 people.</p> <p><i>The Tourism Competitiveness Study</i> identified Ontario Place should be revitalized by the 150th anniversary of Confederation in 2017</p>	
<p>Visitor Way Finding/Signage – this must improve</p>	<p>Gaps exist in Toronto tourism signage and wayfinding</p>	<p>The City is working on visitor way finding/signage issues:</p> <ul style="list-style-type: none"> • 120 information kiosks to be rolled out along Toronto sidewalks in 2009/10 include maps • 15 other discrete project specific directional signage initiatives also are underdevelopment • Need for a coordinated approach to destination directional signage throughout the City which links highway – road – sidewalk has been identified by the City Public Realm Office; City has formed a Wayfinding project team to develop an action plan • Leadership Committee has nominated a signage sub-committee to work with City staff 	<p>City staff will arrange that Transportation Services meet with the Leadership Committee.</p> <p>City staff to liaise with stakeholders and develop an action plan accomplishing the goal of making Toronto more legible for the public, including visitors.</p>

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		<ul style="list-style-type: none"> • City's Public Realm office deals with signs (under auspices of General Manager of Transportation Services). • City staff will arrange that Transportation Services representatives meet with the Leadership Committee. <p>The <i>Tourism Competitiveness Study</i> identified the need of a long-term strategy for way-finding and signage. The strategy would encourage tourists to visit more destinations and attractions</p>	
Traffic Congestion – airport link, public transportation improvements	It is recommended senior tourism officials begin to participate in discussions around improving and dealing with Toronto's accessibility challenges. The belief among the industry is that there is not a tourism perspective being presented in the context of discussion and planning. The tourism industry must identify what it needs and wants related to growing traffic congestion issues to positively affect its ability to compete more successfully.	<p>Metrolinx (formerly known as the Greater Toronto Transportation Authority) should be invited to talk to the Leadership Committee about its efforts to reduce traffic congestion in the City, as well as the airport link.</p> <p>The <i>Tourism Competitiveness Study</i> identified that Toronto will have a rail link to Pearson Airport by 2015</p>	<p>Robert Prichard appointed by the province as transition advisor March 31.</p> <p>Organization currently in transition.</p>
Become More Motor Coach Friendly	<p>With leadership from the Ontario Motor Coach Association, the Destination Development Plan must identify the specific issues that are having a negative impact on motor coach operators who travel to and within Toronto. The City has been successful in understanding and dealing with some of the issues. However, barriers still exist for motor coach operators:</p> <ul style="list-style-type: none"> • Motor coaches frequently experience difficulty with City regulations and enforcement when loading / unloading 	City staff is working with Transportation Services, Toronto Police Service and the industry to identify and resolve issues.	Transportation Services will be recommending the harmonization of by-laws to allow all motorcoaches to use "bus only" lanes. Waterfront Toronto and the Waterfront Secretariat are working with the industry on a Motorcoach Management Plan for the waterfront.

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	<p>passengers</p> <ul style="list-style-type: none"> • While recent improvements mean motor coach parking currently is adequate, this may change as demand increases • Decisions are sometimes made about road closures, etc., without regard for needs of sector • Ontario License requirements a disincentive to out-of-province coach companies who would otherwise occasionally bring in tours • Modern state-of-the-art bus terminal near expressway and transit hub would improve efficiency of operations and customer service levels <p>Motor coaches are not permitted access to bus-only lanes in city</p>		
<p>Blockbuster Exhibits AGO/ROM – Attract the exhibits that demand visitation</p> <p>Attract Major Events – when we need them</p>	<p>A more strategic and coordinated approach must be taken to identifying key international blockbuster opportunities and attracting them to a Toronto venue. At the present time, each venue undertakes this activity on its own. Toronto's key venues capable of hosting a large scale blockbuster exhibition include the recently renovated ROM and AGO, as well as the Ontario Science Centre and Toronto Zoo. Creative cooperative partnerships among venues might also be considered, thereby expanding our hosting capacity.</p> <p>The industry is encouraged to work with City Tourism staff as well as others, to secure events that are demand generators for visitors. The Business Management Model speaks to attracting exhibits and events, and at the time of year when incremental tourism business</p>	<p>Ministry of Culture has a program to attract blockbuster events.</p> <p>Leadership Committee would like Ministry of Culture staff to present their ideas to the group.</p> <p>Toronto needs to pursue or develop strategic events that can help brand the City (such as what the Calgary Stampede has done for Calgary).</p> <p>Ministry of Tourism <i>Festival and Event Attraction and Support Program</i> (announced in 2008 Budget) can be accessed for major event funding (through a competitive application process).</p> <p>The <i>Tourism Competitiveness Study</i> recommends that Ontario should strategically invest in major festivals and events with the highest potential for</p>	<p>The development of a Forecast Calendar to determine need periods will be developed.</p>

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	is most needed.	growth in terms of total tourist expenditures.	
Upgrade Heritage Sites – tell the Toronto heritage story	<p>Toronto has a rich heritage that is celebrated in any number of historic sites located throughout the City. Unfortunately those sites have, for the most part, been underdeveloped in terms of their ability to present compelling experiences and attract large numbers of tourists. It is recommended that under the Destination Development Plan, action be taken to identify those facilities that offer the greatest potential to attract visitors and that a strategy be developed to enhance those properties.</p> <p>War of 1812 Bicentennial offers an opportunity to elevate the profile of Toronto’s heritage story and build synergies and connections between individual attractions. An opportunity exists to use this occasion as a target date to have a select group of Toronto’s historic attractions upgraded and offering enhanced experiences.</p>	<p>Ministry of Tourism is supporting regions across the province and is developing a <i>War of 1812 Bicentennial Strategy</i>.</p> <p>Work is also underway by the Heritage Trust to renew the Toronto site of Canada’s first Parliament.</p> <p>The <i>Tourism Competitiveness Study</i> recommends that Ontario Invest in major commemorative festivals and events with the highest potential for growth in terms of total tourist expenditures. One project could be confirming government provincial and federal government support for commemorations of the 200th anniversary of the War of 1812.</p> <p>Fort York is developing a new Visitor Information Centre</p>	
Mass Entertainment Complex – a year round attractor.	Continue to be proactive in attracting and pursuing the next major new visitor attraction. It has been several years since a new entertainment complex/attraction was built in Toronto.	In October, 2008, City Council approved \$120 million in tax incentives for Woodbine Live! The project is expected to create as many as 2,500 full-time jobs. Woodbine Live is a \$1 billion multi-use entertainment /retail complex on 25 acres beside Woodbine Racetrack.	
GOAL 2: ESTABLISH ANNUAL TOURISM BUSINESS MANAGEMENT MODEL			
Tourism Investment Strategy	The goal of an annual strategy is to:	The City’s TIEG program tourism	The City and Ministry of

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	<ul style="list-style-type: none"> • Direct investment where it is needed most • Direct investment initially where it will garner “quick wins” • Maximize the effectiveness of attracting new investment by having collective agreement on what is needed • Leverage public investment by “speaking with one voice” 	attraction developments are eligible for property’s tax incentives. The <i>Tourism Competitiveness Study</i> recommends that Ontario government identify its high-potential destinations for investment. It should undertake a campaign to target investors, provide selective incentives and make it easier to work with government	Tourism participated in a major international real estate development conference and work together on attracting new tourism investments.
Forecast Calendar	The goal would be to have a significant demand generator taking place during every season, and to avoid scheduling conflicts between demand generators.	.	In 2009, City staff will present to the Leadership Committee a 5-year populated Forecast Calendar and a framework to fill it out in the future
Convention and Meeting Facility Expansion	As part of the Business Management Model a process must be established to determine Toronto’s ability to compete in the meetings and convention market specifically related to capacity restrictions and configurations of its current facilities and venues.		
Strategies to deal with labour shortages, capitalizing on work already being done with the tourism sector	Another key component of the Business Management Model deals with labour shortages Toronto’s tourism industry will encounter in the future	The <i>Tourism Competitiveness Study</i> recommends that the Ministry of Tourism works with the Ministry of Training, Colleges and Universities so that tourism needs are included in strategies to develop a knowledge-based economy.	
GOAL 3: INCREASE AWARENESS OF THE IMPORTANCE OF TOURISM			
Effectively Communicate and Speak With One Voice	It is crucial to tell a consistent tourism impact story ensuring that at every opportunity a standard message can be delivered, and through this consistent and frequent communication, awareness		Create strong communication plan for targeted audiences

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	levels will increase		
Utilize the City's <i>Agenda for Prosperity</i> to Reinforce the Message	Tourism is imbedded as a sector throughout the 4 pillars of the City's <i>Agenda for Prosperity</i> ; it provides a spring board to reinforce the importance of tourism messages.		