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Algonquin Park, Almaguin Highlands, Loring-Restoule, Muskoka,
Parry Sound & South Algonquin
www.explorersedge.ca



Explorers' Edge Onboarding

Session One

Additional Onboard Topics / Video Presentations

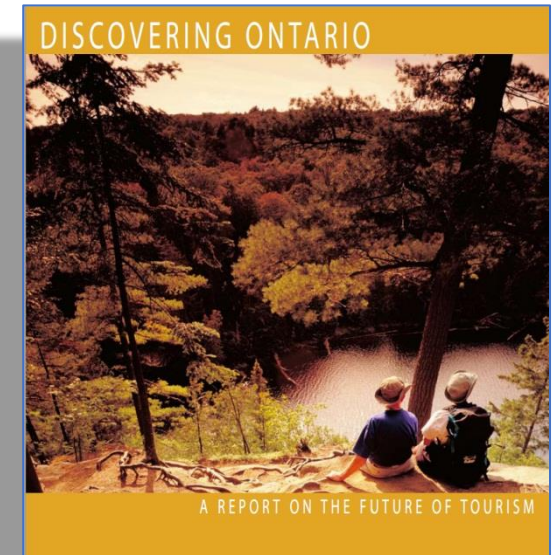
- Regenerative Tourism Strategy / Region-Centric approach
 - (includes accent on revenue generation)
- Marketing, Product Dev, Travel Agency (TICO)
- Workforce Thrusters Strategy (Training, Housing, Currency/incentivization)
- Stakeholder Relations & Strategic Collaboration

Agenda

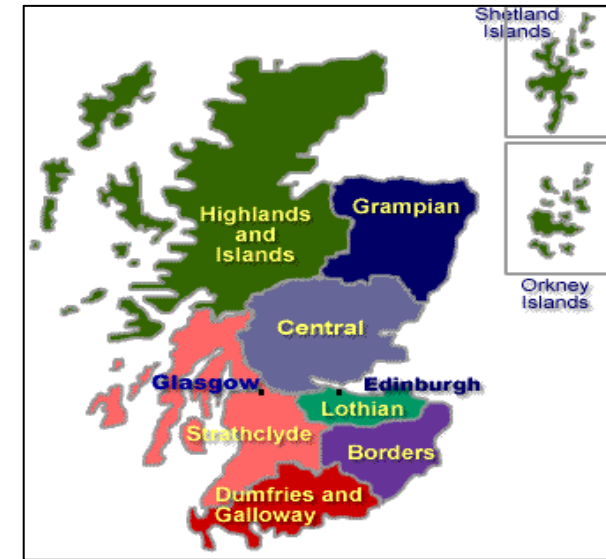
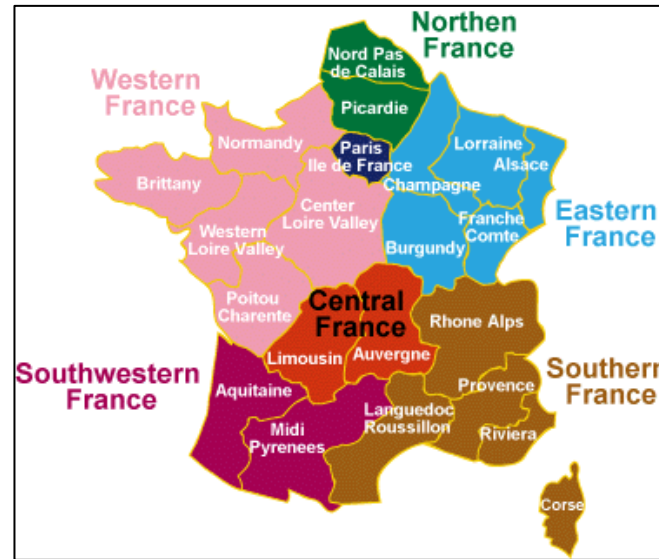
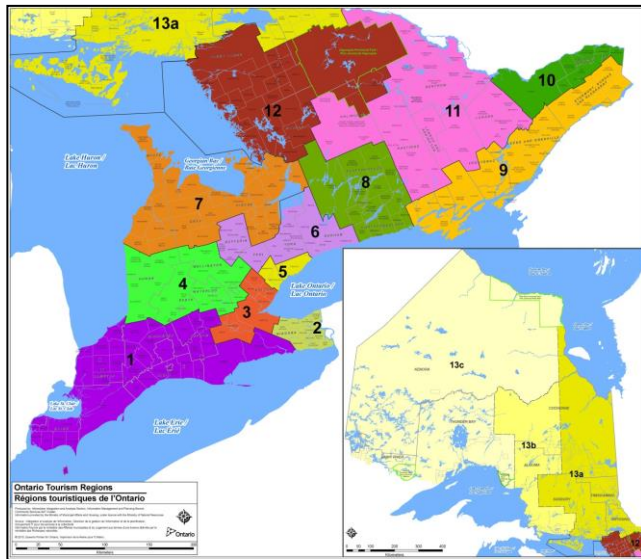
- Ministry of Tourism, Culture and Sport
- Transfer Payment Agreement
- Financials
- Bylaws & Policies

Need Change to Support Industry

- **Recommendations around four strategies:**
- Work together
- Set Standards for Success
- Invest Wisely
- Reach Out
- **“Previous structure a barrier to achieving industry potential”:**
- Over 180 organizations are involved in tourism across the province



Regionalism



Regionalism has long been considered the **holy grail of tourism marketing**, but it has been defeated over and over by **narrow loyalties to small destinations** that alone do not have the assets to attract significant visiting nor the resources to carry out efficient marketing.

Creation Regional Model



- Established 13 Regional Tourism Organizations
 - Industry - Regional Tourism Organization 12
 - Consumer – Explorers' Edge
 - Algonquin Park, Almaguin Highlands, Muskoka & Parry Sound
- 40 Million for the RTO Model
 - RTO12 Annual Budget of 1.3 million (third smallest)
 - Governance, Marketing, Product Development, Investment Attraction, Workforce Development

Base

Proportional

Partnership
2014

Region Called “Great Canadian Wilderness”

- Regional Tourism Organization 12 Parry Sound Muskoka
 - Business & Operating Name
- RTO12 - Explorers' Edge
 - Outcome of Sorbara Report
 - Currently transitioning into our Operating and Industry Name
- Great Canadian Wilderness
 - Consumer Brand

Explorers' Edge / Great Canadian Wilderness

- Encompasses
 - District of Muskoka
 - District of Parry Sound
 - its boundaries are District of Muskoka to the south, the Sudbury District to the north-northwest, the French River and Lake Nipissing in the north
 - Port Loring / Restoule
 - Algonquin Park
 - South Algonquin
- BOP is developed to serve operators, stakeholders, communities
 - Ecosystem



Transfer Payment Agreement (TPA)

- Annual Business & Operational Plan
 - Foundation for TPA
 - Due January 15 Annually
 - Built to serve government process & tax payer investment and the business of tourism – being nimble
 - *** Pandemic 2020 - 2022
- Fiscal Year runs April 1 – March 30
- All receipts fall into the fiscal year
- TPA funding arrives Mid May as late as Mid June
 - Additionally we carry provincial and federal tax receipts – will cover shortly

TPA Pillars / Sections

- Marketing
 - Investment Attraction
 - Workforce Development
 - Product Development
 - Partnership
 - Governance
-
- Different % depending on annual focus

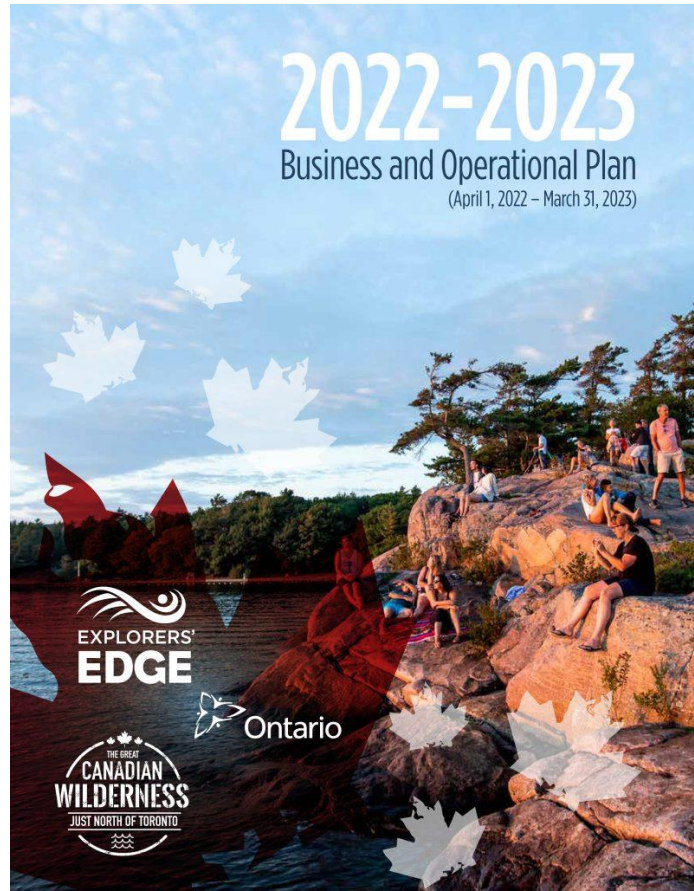
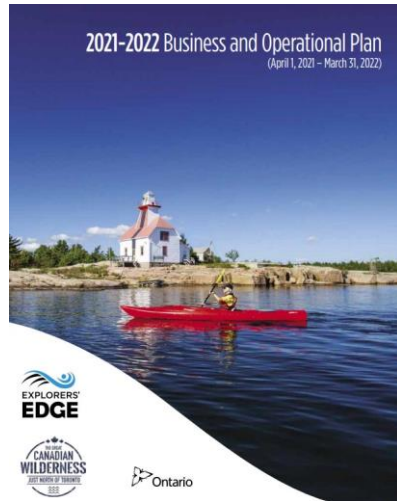
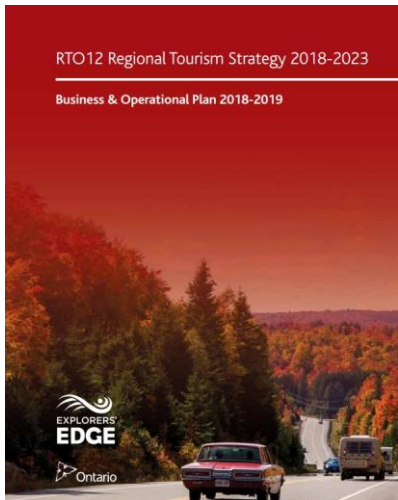
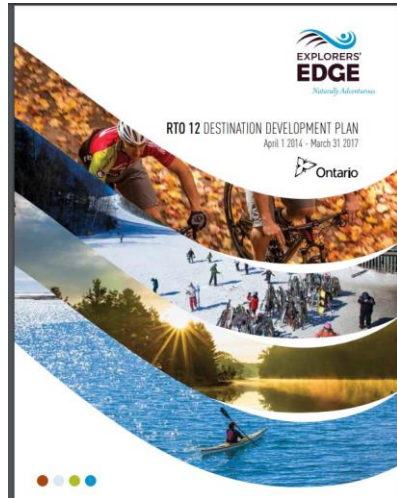
rto12



DESTINATION DEVELOPMENT PLAN – FINAL REPORT

August, 2011

TCI MANAGEMENT CONSULTANTS
MILLIER DICKINSON BLAIS
GGA MANAGEMENT CONSULTANTS



Historical TPA Funding

- 2011 - 2015 \$1,498,000
- 2016 – 2018 \$1,423,849
- 2019 – Present \$1,148,107 (*Ottawa and Toronto no longer funded)

Provincial Funding

- 40 million Budget has been altered over the duration of the RTO's
- 25% reduction
- Ottawa & Toronto excluded

- Current transfer payment \$1,148,107.00
- Base \$500,000.00
- Proportional \$482,107.00 (based on roofed accommodation)
- Partnership \$166,000.00

Ministry Funding & Transient Accommodation Tax

- Goal was to establish accommodation tax to be collected and distributed by the provincial government
- December 1, 2017
 - Municipal Act, 2001
 - Ontario Regulation 435/17
 - Transient Accommodation Tax
- 2019 – Huntsville
- 2022 - Gravenhurst

Transparency

- <https://explorersedge.ca/operational-plan/>

RTO12 Planning Documents

Updated April 2022

In 2016, EDC undertook a massive Product Development Research & Promotion study which determined that an "irreversible gap" for the organization, for the industry, and for the natural product (the region's main draw) is sustainability. Since that study was released, sustainable development is no longer considered by mass populations as a niche or "environmental" concept, but instead it is now universally acknowledged as an important strategic approach that can help the region (and global industry) to recover and thrive. Therefore, by infusing sustainability principles into solid and innovative tourism business strategies, RTO12 will turn the spotlight on more, and embrace "regenerative tourism development" as the primary organizational direction to ensure the survival, recovery and longevity of our regional industry.

The days of relying solely on "tourism receipts" or increasing visitation and spend as measurements for success are done. Instead, implementing the RTO's new "regenerative approach", our regenerative destination development strategy will feature:

additional KPIs relevant to industry and organizational sustainability;

In 2021 Explorers' Edge will embark on a new mission to become a leading Destination Development Organization in Canada to create sustainability for all regional stakeholders (including tourism SMEs, employees and residents) by implementing initiatives that consider economic, social, cultural and environmental impacts, in order to ensure our communities will thrive well into the future and regardless of economic or natural disasters (i.e. flooding, wildfires, etc.) that may occur.

Positioning "the business of tourism" as a catalyst for recovery, rebuilding and renewed prosperity for all community stakeholders, Explorers' Edge will seek to steer the regional industry towards greater empowerment and far better days, for the long-term benefit of all.

Destination Development Plan (DDP)

- [RTO 12 Regional Tourism Strategy 2015 - 2020](#)
- [RTO 12 Regional Tourism Strategy 2018 - 2020](#)
- [RTO 12 Destination Development Plan 2014 - 2017](#)
- [RTO 12 Destination Development Plan 2011 - 2014](#)

Operational Plan

- [Explorers' Edge Operational Plan 2020 - 2020](#)
- [Explorers' Edge Operational Plan 2021 - 2021](#)
- [Explorers' Edge Operational Plan 2020-2020](#)
- [Explorers' Edge Operational Plan 2019 - 2020](#)
- [Explorers' Edge Operational Plan 2018 - 2019](#)
- [Explorers' Edge Operational Plan 2017 - 2018](#)
- [Explorers' Edge Operational Plan 2016 - 2017](#)
- [Explorers' Edge Operational Plan 2015 - 2016](#)
- [Explorers' Edge Operational Plan 2014 - 2015](#)
- [Explorers' Edge Operational Plan 2013 - 2014](#)

Ministry of Tourism Culture and Sport Guiding Documents

- [Local Model](#)
- [Provincial Regional Tourism Organization Performance Measures](#)
- [RTO Guide - 2014](#)
- [RTO Guide for 2015-16](#)
- [RTO Guide for 2016-17](#)
- [RTO Guide for 2017-18](#)

Transfer Payment Agreements

- [RTO 12 2016-17 TPA April 16](#)
- [RTO 12 TPA 2015 - 2016 April 8](#)
- [RTO 12 TPA 2016 - 2017 April 18](#)
- [RTO 12 TPA 2017 - 2018 May 18](#)
- [RTO 12 TPA 2018 - 2019 April 11](#)
- [RTO 12 TPA 2019 - 2020 April 11](#)
- [RTO 12 TPA 2020 - 2021 April 11](#)
- [RTO 12 TPA 2021 - 2022 May 28](#)

Audited Financial Statements

- [Financial Statements March 21, 2021](#)
- [Financial Statements March 21, 2020](#)
- [Financial Statements March 21, 2019](#)
- [Financial Statements March 21, 2018](#)
- [Financial Statements March 21, 2017](#)
- [Financial Statements March 21, 2016](#)
- [Financial Statements March 21, 2015](#)
- [Financial Statements March 21, 2014](#)
- [Financial Statements March 21, 2013](#)
- [Financial Statements March 21, 2012](#)

[RTO 12 Explorers' Edge 2021-2022 February 08-2022](#)

Financial Transparency

- Board Approves Business and Operational Plan (BOP)
 - Budget within BOP
- TPA Requirement - Quarterly Budget Forecast
 - Provided to the board & broken out by quarter then by month
- Board Budget
 - Provided to board - broken out by month with in Simply Accounting
 - Three Column Board Reporting
 - Current YTD – Monthly Budget – Annual Budget

2022-2023 Budget

Budget Items	Q1	Q2	Q3	Q4	TOTAL
Governance and Administration					
Salaries & Benefits	27,500	27,500	27,500	27,500	110,000
Governance	2,000	2,000	2,000	2,000	8,000
Overhead / Facilities	15,000	15,000	15,000	16,000	61,000
Finance and Administration (Accounting, Audit, Legal)	5,000	5,000	5,000	10,000	25,000
Travel	8,750	8,750	8,750	8,750	35,000
Industry Relations / Stakeholder Engagement	1,625	1,625	1,625	1,625	6,500
Information Technology	2,000	500	500	2,000	5,000
				SUBTOTAL	250,500
Product Development					
Salaries & Benefits	5,750	5,750	5,750	5,750	23,000
Product Development Engagement	20,000	5,000	5,000	2,000	32,000
Sustainability	0	4,000	0	0	4,000
Research	0	5,000	0	0	5,000
				SUBTOTAL	64,000
Marketing and Promotion					
Salaries and Benefits	25,000	25,000	25,000	25,000	100,000
Marketing / Advertising	20,000	0	2,000	8,000	30,000
Commercial Air Service	100,000	0	0	50,000	150,000
Content Development / Guest Authors / FAM Tours	1,250	1,250	1,250	1,250	5,000
Promotions/Contests/Incentives	2,000	3,000	1,000	4,000	10,000
Creative Development	1,250	1,250	1,250	1,250	5,000
Project Mgmt. Ad Trafficking	4,000	0	0	2,000	6,000
Strategist (Retainer)	7,500	7,500	7,500	7,500	30,000
TICO	0	0	0	3,000	3,000
Newsletter	750	750	750	750	3,000
Shuttle Service	0	50,000	0	0	50,000
Reservation Platform	4,000	0	0	6,000	10,000
Transacting / Dispersion / Tracking	0	50,000	0.00	0.00	50,000
				SUBTOTAL	452,000
Investment Attraction					
Salaries & Benefits	5,000	5,000	5,000	5,000	20,000
Outreach / Meetings	0	1,000	2,000	607	3,607
				SUBTOTAL	23,607
Workforce Development					
Salaries & Benefits	15,250	15,250	15,250	15,250	61,000
Workforce Recruitment, Training and Outreach	10,000	5,000	2,500	2,500	20,000
Workforce Research & Development	40,000	20,000	20,000	15,000	95,000
				SUBTOTAL	176,000
Partnership					
Salaries & Benefits	4,000	4,000	4,000	4,000	16,000
Marketing & Communication	50,000	25,000	10,000	25,000	110,000
Regional Marketing / Workforce	5,000	30,000	15,000	6,000	56,000
				SUBTOTAL	182,000
TOTAL AGREEMENT COSTS					1,148,107



 Marketing (continued)

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Dispersion / Shuttle Service			
Facilitate a summer shuttle service coinciding with commercial air service ensuring traveler dispersion throughout the region.	Provide air travelers to the region the opportunity to disperse into sub regions of RTO12 / Explorers' Edge.	<p>Re-establish 2019 scheduled stops with regional business(s).</p> <p>Re-visit reservation platform, updating and making necessary changes.</p> <p>Communicate shuttle service to travellers to the region.</p> <p>Update terms and conditions along with the schedule to transportation AOR.</p>	Total # of travellers using the service (target – 300).
Transacting			
To assist tourism SMEs with liquidity issues and stimulate travel during the pandemic through out the rebuild phase.	Ensure markets are dispersed throughout the region exploring tourism product via either hyper local or domestics depending on the current travel advisories.	<p>Update the scope of the RTO long standing voucher program (hyper local and domestic program) examining applicability and viability along side the current and future travel needs for the region.</p> <p>Coordinate with local chambers of commerce, BIA's and DMO's to identify local, regional, and provincial tourists.</p> <p>Communicate outcomes with the board of directors and stakeholders on the commencement of the program.</p> <p>Provide stakeholders with information related to transacting programs on a regular basis.</p> <p>Survey past package recipients related to applicability and use of the voucher program.</p>	<p>Dispersion – continue traveller spending & dispersion in the region (target – voucher redemption in all sub regions).</p> <p>Redemption rate of vouchers (target – 70%).</p> <p>Transacting Visitor Exit Survey (target – 50 responses).</p> <p>Operator Satisfaction with the transacting program (target – 85% satisfied or highly satisfied).</p>
Package Development			
The development of high yield packages to generate revenue filling an identified gap in the consumer purchase funnel.	Development of high yield packages aligning with organizational KTAs.	<p>Work with the Travel Industry Council of Ontario (TICO) to launch our inbound travel division.</p> <p>Outreach to tourism operators regarding criteria and scope of the high yield packages.</p> <p>Organization of travel packages that coincide with commercial air service.</p> <p>Communication of RTO specific travel packages.</p> <p>Monitoring, follow-up and reporting on RTO packages.</p>	<p>During first year of TICO Licence benchmark revenue & expenses.</p> <p>Targets associated with package development:</p> <ul style="list-style-type: none"> • 10 packages developed • 20 stakeholders participating • 50 packages sold

SCHEDULE "B"
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	\$1,148,107	
Funding by Category	Core	Partnership
	\$982,107	\$166,000
Expiry Date	March 31, 2023	
Amount for the purposes of section A5.2 (Disposal) of Schedule "A"	N/A	
Insurance	\$ 2,000,000	
Contact information for the purposes of Notice to the Province	Geneviève Blanchet-Frost Senior Policy / Program Advisor Ministry of Heritage, Sport, Tourism and Culture Industries 400 University Avenue, 5th floor Toronto, ON M7A 2R9 Tel: 647-328-4416 genevieve.blanchet-frost@ontario.ca	
Contact information for the purposes of Notice to the Recipient	James Murphy Executive Director, RTO 12 / Explorers' Edge 3 Taylor Road Bracebridge, ON P1L 1S6 Tel: 705-706-1649 james@explorersedge.ca	
Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement	James Murphy Executive Director, RTO 12 / Explorers' Edge 3 Taylor Road Bracebridge, ON P1L 1S6 Tel: 705-706-1649 james@explorersedge.ca	

Additional Provisions:

None

**SCHEDULE "E"
PAYMENT PLAN**

PAYMENT DATE OR MILESTONE	AMOUNT
Provided this Agreement has been signed by both parties	\$574,054 (50%)
Submission of a 2021-22 Final Report and the Province is satisfied with the same DUE: May 27, 2022	\$344,432 (30%)
Submission of a 2022-23 Progress Report, Audited Financial Statements and Schedule of Revenues and Expenses as per the TPA 2021-22 and the Province is satisfied with the same DUE: October 28, 2022	\$229,621 (20%)

**SCHEDULE "F"
REPORTS**

Name of Report	Due Date
1. Business Plan for 2023-24	January 13, 2023
2. Final Report for 2021-22	May 27, 2022
3. Progress Report 2022-23, Audited Financial Statement and Schedule of Revenues and Expenses as per the TPA for 2021-22	October 28, 2022
4. Reports specified from time to time	On a date or dates specified by the Province.

Report Details

1. The recipient will complete the Final Report for the 2021-22 fiscal year on the template provided.
2. The recipient will complete the Progress Report for the 2022-23 fiscal year on the template provided. In addition, the recipient will provide an Audited Financial Statement and Schedule of Revenues and Expenses for the 2021-22 fiscal year.
3. Reporting as requested from the Ministry.

Mirrors BOP Document

SCHEDULE "D" BUDGET

Item	Amount
Governance and Administration	
Salaries & Benefits	\$110,000
Governance	\$8,000
Overhead / Facilities	\$61,000
Finance and Administration (Accounting, Audit, Legal)	\$25,000
Travel	\$35,000
Industry Relations / Stakeholder Engagement	\$6,500
Information Technology	\$5,000
SUBTOTAL	\$250,500
Product Development	
Salaries & Benefits	\$23,000
Product Development Engagement	\$32,000
Sustainability	\$4,000
Research	\$5,000
SUBTOTAL	\$64,000
Marketing and Promotion	
Salaries and Benefits	\$100,000
Marketing / Advertising	\$30,000
Commercial Air Service	\$150,000
Content Development / Guest Authors / FAM Tours	\$5,000
Promotions/Contests/Incentives	\$10,000

Creative Development	\$5,000
Project Mgmt. Ad Trafficking	\$6,000
Strategist (Retainer)	\$30,000
TICO	\$3,000
Newsletter	\$3,000
Shuttle Service	\$50,000
Reservation Platform	\$10,000
Transacting / Dispersion / Tracking	\$50,000
SUBTOTAL	\$452,000
Investment Attraction	
Salaries & Benefits	\$20,000
Outreach / Meetings	\$3,607
SUBTOTAL	\$23,607
Workforce Development	
Salaries & Benefits	\$61,000
Workforce Recruitment, Training and Outreach	\$20,000
Workforce Research & Development	\$95,000
SUBTOTAL	\$176,000
Partnerships	
Salaries & Benefits	\$16,000
Marketing & Communication	\$110,000
Regional Marketing / Workforce	\$56,000
SUBTOTAL	\$182,000
TOTAL AGREEMENT COSTS	\$1,148,107

Stage is Set – BOP & TPA

Financials

- Income Statement
 - Reflective of the TPA
- Keeping Simply Accounting Lines Year over Year
 - Allows for YoY comparison
 - Provides contrast to historical spending
- Not For Profit Tax Remittance
 - Spend more than our actual allocation because we receive back Federal and Provincial Credits

2022-2023 Budget

Budget Items	Q1	Q2	Q3	Q4	TOTAL
Governance and Administration					
Salaries & Benefits	27,500	27,500	27,500	27,500	110,000
Governance	2,000	2,000	2,000	2,000	8,000
Overhead / Facilities	15,000	15,000	15,000	16,000	61,000
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Workforce Research & Development	40,000	20,000	20,000	15,000	95,000
				SUBTOTAL	176,000
Partnership					
Salaries & Benefits	4,000	4,000	4,000	4,000	16,000
Marketing & Communication	50,000	25,000	10,000	25,000	110,000
Regional Marketing / Workforce	5,000	30,000	15,000	6,000	56,000
				SUBTOTAL	182,000
TOTAL AGREEMENT COSTS					1,148,107

**SCHEDULE "D"
BUDGET**

Item	Amount
Governance and Administration	
Salaries & Benefits	\$110,000
Governance	\$8,000
Overhead / Facilities	\$61,000
Finance and Administration (Accounting, Audit, Legal)	\$25,000
Travel	\$35,000
Industry Relations / Stakeholder Engagement	\$6,500
Information Technology	\$5,000
SUBTOTAL	\$250,500
Product Development	
Salaries & Benefits	\$23,000
Product Development Engagement	\$32,000
Sustainability	\$4,000
Research	\$5,000
SUBTOTAL	\$64,000
Marketing and Promotion	
Salaries and Benefits	\$100,000
Marketing / Advertising	\$30,000
Commercial Air Service	\$150,000
Content Development / Guest Authors / FAM Tours	\$5,000
Promotions/Contests/Incentives	\$10,000

Creative Development	\$5,000
Project Mgmt. Ad Trafficking	\$6,000
Strategist (Retainer)	\$30,000
TICO	\$3,000
Newsletter	\$3,000
Shuttle Service	\$50,000
Reservation Platform	\$10,000
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SUBTOTAL	\$452,000
Investment Attraction	
Salaries & Benefits	\$20,000
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SUBTOTAL	\$23,607
Workforce Development	
Salaries & Benefits	\$61,000
Workforce Recruitment, Training and Outreach	\$20,000
Workforce Research & Development	\$95,000
SUBTOTAL	\$176,000
Partnerships	
Salaries & Benefits	\$16,000
Marketing & Communication	\$110,000
Regional Marketing / Workforce	\$56,000
SUBTOTAL	\$182,000
TOTAL AGREEMENT COSTS	\$1,148,107

	01/04/2022 - 31/03/2022	01/04/2022 - 31/03/2022	Year Ending March 31, 2023
	Actual	Budget	
REVENUE			
4013 Partnership Revenue	153,792.00	130,000.00	166,000.00
4014 Ministry of Tourism	918,486.00	918,486.00	1,148,107.00
4030 Interest Revenue	51.65	52.50	0.00
4045 Program Contribution	195.26	200.00	0.00
4050 Membership Revenue	65.00	50.00	0.00
TOTAL REVENUE	1,072,579.91	1,048,788.50	1,314,107.00
TOTAL REVENUE			
TOTAL REVENUE	1,072,579.91	1,048,788.50	1,314,107.00
EXPENSE			
Administrative & Overhead			
5105 Insurance	0.00	0.00	15,000.00
5120 Staffing & Benefits	5,983.36	5,200.00	15,000.00
5132 Total Office Rent	9,258.42	9,110.00	36,000.00
5135 Bank Charges	392.73	425.00	1,000.00
5140 Communication/Office Equipment	5,958.59	7,300.00	15,000.00
5150 Board Travel - General Expenses	9,816.99	8,200.00	10,000.00
5151 Staff Travel	9,560.51	10,000.00	20,000.00
5160 Professional Fees-Acctg/Legal	4,565.11	3,000.00	9,000.00
5181 Board Meetings/Conf Call	168.99	2,500.00	5,000.00
5196 Telephone	5,019.20	5,166.75	10,000.00
Total - Administrative & Overhead	50,723.90	50,901.90	136,000.00
Industry Relations			
5201 Governance/Policy&Procedure Consult	3,718.73	4,001.00	8,000.00
5205 Membership	2,998.49	4,000.00	6,000.00
5206 Website	6,045.44	5,000.00	5,000.00
5208 Committee Meeting Expenses	3,076.02	3,000.00	500.00
Total Industry Relations	15,838.68	16,001.00	19,500.00
Program Development			
5435 Transacting	6,000.00	6,000.00	110,000.00
5440 Marketing	162,377.63	155,000.00	242,000.00
5475 Product Development	3,738.55	5,000.00	35,607.00
5484 Research	0.00	5,000.00	9,000.00
5486 Workforce Development	551.52	500.00	115,000.00
5487 Partnership Activities	204,861.23	205,000.00	332,000.00
5488 Workforce / Supplementary	54,888.19	50,000.00	
Total Program Development	432,417.12	426,500.00	843,607.00
Payroll Expenses			
5505 Wages and Salaries	121,856.57	122,947.50	294,000.00
5510 EI Expense	2,071.41	2,500.00	6,000.00
5515 CPP Payable	5,479.65	6,207.90	15,000.00
Total Payroll Expenses	129,407.63	131,655.40	315,000.00
TOTAL EXPENSE	628,387.33	625,058.30	1,314,107.00
NET INCOME	444,192.58	423,730.20	0.00

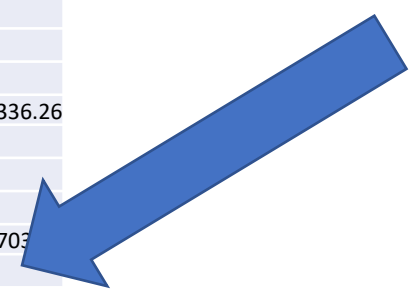
Program Development			
5435	Transacting	6,000.00	110,000.00
5440	Marketing	162,377.63	242,000.00
5475	Product Development	3,738.55	35,607.00
5484	Research	0.00	9,000.00
5486	Workforce Development	551.52	115,000.00
5487	Partnership Activities	204,861.23	332,000.00
5488	Workforce / Supplementary	54,888.19	
Total Program Development		432,417.12	843,607.00

Multiple Projects Outlined in the TPA

RTO 12			
Project Allocation Summary Apr 01, 2022 to Aug 31, 2022			
	Account Number	Account Name	Amount
2022 - 1 - Marketing - Advertising	5440	Marketing	203.23
Amounts do not include balance forward			
2022 - 10 - Marketing - Shuttle	5440	Marketing	8,845.02
Amounts do not include balance forward			
2022 - 2 - Marketing - Commercial Air Service	5440	Marketing	105,693.97
Amounts do not include balance forward			
2022 - 4 - Marketing - Promotions & Contests	5440	Marketing	1,733.53
Amounts do not include balance forward			
2022 - 5 - Marketing - Creative Website	5440	Marketing	5,483.05
Amounts do not include balance forward			
2022 - 6 - Marketing - Project Management	5440	Marketing	23,906.20
Amounts do not include balance forward			
2022 - 7 - Marketing - Strategist	5440	Marketing	12,472.80
Amounts do not include balance forward			
2022 - 9 - Marketing - Newsletter	5440	Marketing	336.26
Amounts do not include balance forward			
Content Development / Guest Authors	5440	Marketing	3,703.37
Amounts do not include balance forward			162,377.38

Projects Match TPA Line items

Matches Marketing Line Expense



Considering NFP tax implications ...

- If we want to show a \$100,000 expense ...

- Contract is \$96,209.35
- Part of the expense is tax
- We receive a rebate

- RTO carries the expense

- Rebate twice a year
- Shown on the Balance Sheet

Contract			\$ 96,209.35
HST		13%	12,507.22
Total			108,716.57
Rebate	5 % Fed.	50%	2,405.23
	8 % Prov.	82%	6,311.33
			8,716.57
Expense			\$ 100,000.00

- Compounded with multiple TPA's and Funding agreements ...

RTO 12
Balance Sheet As at Aug 31, 2022

ASSET

Current Assets

CIBC Bank Account	110,806.84	
CIBC Savings Account	1,290.95	
Petty Cash	1,671.74	
Total Cash and Deposits		113,769.53
Accounts Receivable		416,842.26
Prepaid Expenses		32,024.10
Total Current Assets		562,635.89

Fixed Assets

Office Equipment Capital Lease	13,456.73	
Amort. - Office furn. Capital Lease	-7,150.97	
Net- Office Equipment Capital Lease		6,305.76
Computer Equipment	2,465.46	
Amort - Computer Equipment	-1,746.66	
Net - Computer Equipment		718.80
Total Fixed Assets		7,024.56

TOTAL ASSET

569,660.45

LIABILITY

Current Liabilities

Accounts Payable		59,952.10
Accrued Liability - CCSW		1,810.00
Accrued Severance		25,000.00
HST- Federal Recoverable	-9,954.69	
HST - Provincial Recoverable	-26,123.64	
HST/GST: Net		-36,078.33
Deferred Revenue		71,400.00
Total Current Liabilities		122,083.77

TOTAL LIABILITY

122,083.77

EQUITY

SURPLUS / -DEFECIT

Retained Surplus	3,384.10	
Current Surplus	444,192.58	
TOTAL SURPLUS	447,576.68	

TOTAL EQUITY

447,576.68

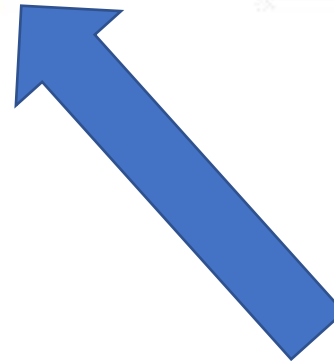
LIABILITIES AND EQUITY

569,660.45

Balance Sheet Tax

Current Liabilities

Accounts Payable		59,952.10
Accrued Liability - CCSW		1,810.00
Accrued Severance		25,000.00
HST- Federal Recoverable	-9,954.69	
HST - Provincial Recoverable	-26,123.64	
HST/GST: Net		-36,078.33
Deferred Revenue		71,400.00
Total Current Liabilities		122,083.77



Multiple TPA's

- In any given year the organization could be executing multiple TPA's
- Opportunity to take on additional TPA's often happen with little to no notice
- The organization and its administration has been established / set-up to execute one TPA
- Due the short nature of additional TPA's it is difficult to onboard, train, and instruct additional staff
- Rely on Strategy and Process in order to handle additional TPA's

Reporting

- TPA reporting – multiple components
- Executive Summary
 - Summary, Successes to date, challenges, Next Steps, Recommendations
- Each Pillar
 - Strategic Overview - *Explain any major changes/updates from your approved business plan.*
 - Each Objective within each pillar – Activity, results, changes to the business plan, next steps, recommendations
 - Performance Measurement – both standard and specific to RTO TPA

Reporting Continued

- Partner Attestation
 - Partner Contribution and RTO Contribution
 - MOU's, Outcomes, ROI
 - Compounded with partner complacency *** important to note
- Financial Reporting
 - Budget vs Actuals
 - Additional reporting if budget exceeds 10% or \$10,000

Governance

- 2018 Overhaul of By-laws

- Review of the role and responsibilities of the Board versus the role and responsibilities of the ED
- Role of the Board Chair
- Legal obligations of Board members
- What Board members need to know

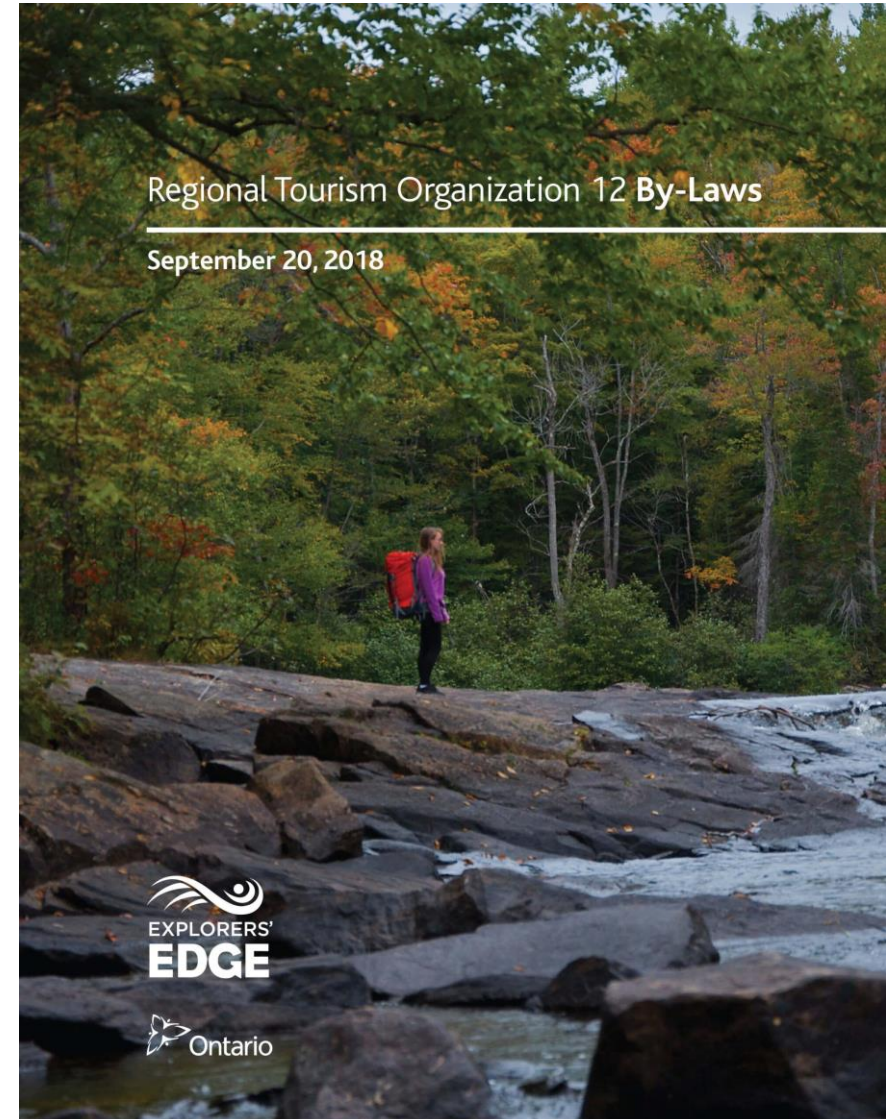
Outcome – distinction between policies and bylaws

Outcomes – committee development & members

- If the Executive Director / CEO requires a committee to help achieve an operational goal, it's up to him/her to develop a committee and appoint committee members

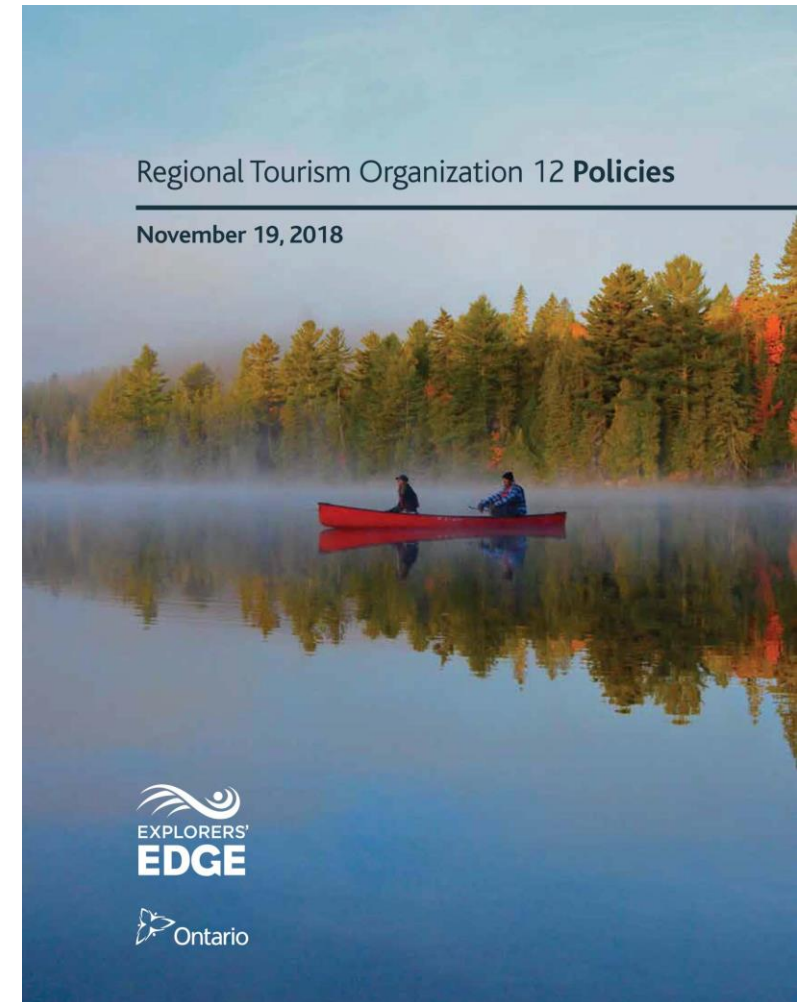
Governance By-laws

- The by-laws of the organization are those policies that cannot be adopted or changed without approval of the membership at a general meeting and any changes must be reported to the appropriate government department.
- By-laws may include a statement on how the board of directors was formed; when and how future directors will be elected; an outline of the board's powers and duties; or the process for setting up committees and their powers.



Governance - Policy

- General policies are subject to change by the board of directors at any time.
- Policies gives the board of directors the flexibility and opportunity to identify the organizational practices that are important to them in such a way that they can be easily modified when the need arises.
- Key areas of Policy
 - Organizational mission, objectives and values.
 - Role and responsibilities of the board.
 - Board decision-making and meeting practices
 - Conflict of interest.
 - Board member conduct.
 - Role, responsibilities, and authority of the executive director or CEO.
 - Financial management.
 - Advocacy and public education.
 - Accountability to members, stakeholders and community



Questions



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