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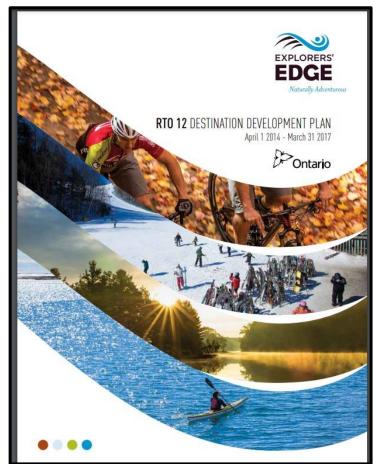
Explorers' Edge Onboarding

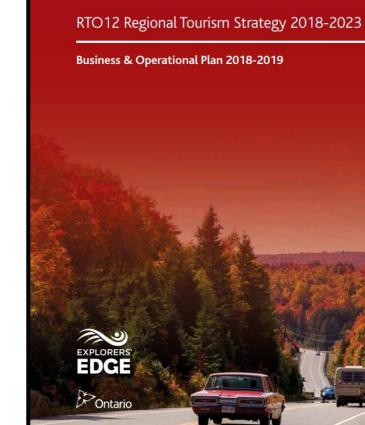
Regenerative Tourism Strategy & Region-Centric Approach

Session Two



2011 to 2014



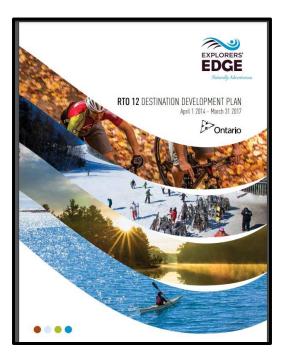


2014 to 2017

2018-2023

Multi-year strategies with annual BOPs

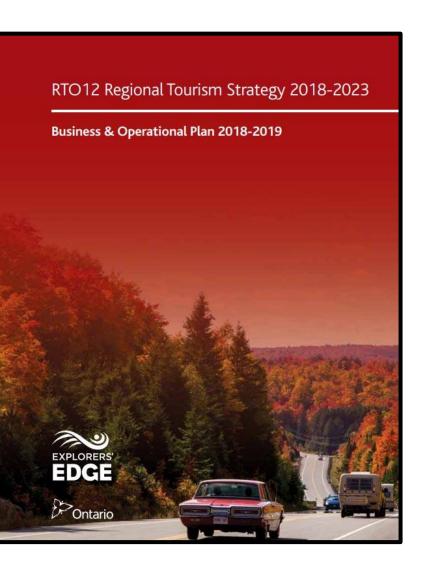






"Double Tourism Receipts"

- Change perceptions of region as summer-only destination for cottagers with docks
- Develop new audiences for the region ("discoverers")
- Build the shoulder seasons
- Engage multiple operators in any initiative ("float all boats")



- Attract international visitors for higher yield
- Tested with 2017 Direct-to-Consumer campaign & research
- Product Development Framework establishment of the "KTAs"

Figure 3: RTO12 Evolution of Competitive Strategy

RT012 Evolution of Competitive Strategy

Industry-Centric Approach: 2011-2014

(No cohesion or overall strategy)

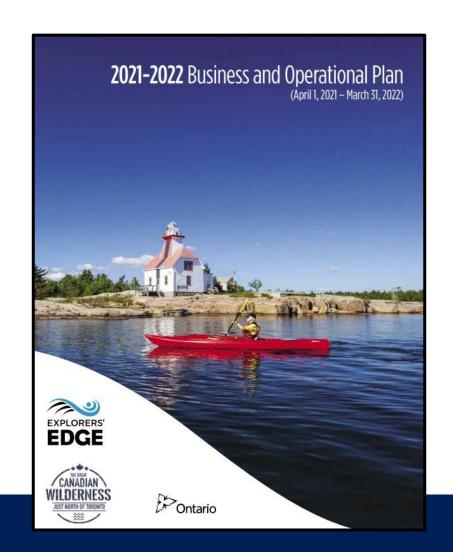
Consumer-Centric Approach: 2015-2020

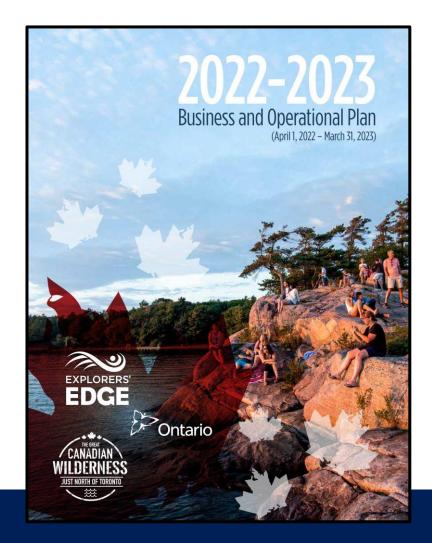
(Increase visitation and spend)

Region-Centric Approach (or Community-Centric Approach): 2021-Present

(Leverage the business of tourism to develop strong, resilient communities that thrive no matter the economic situation of the day)

Covid Reset – Launching the Regenerative Strategy

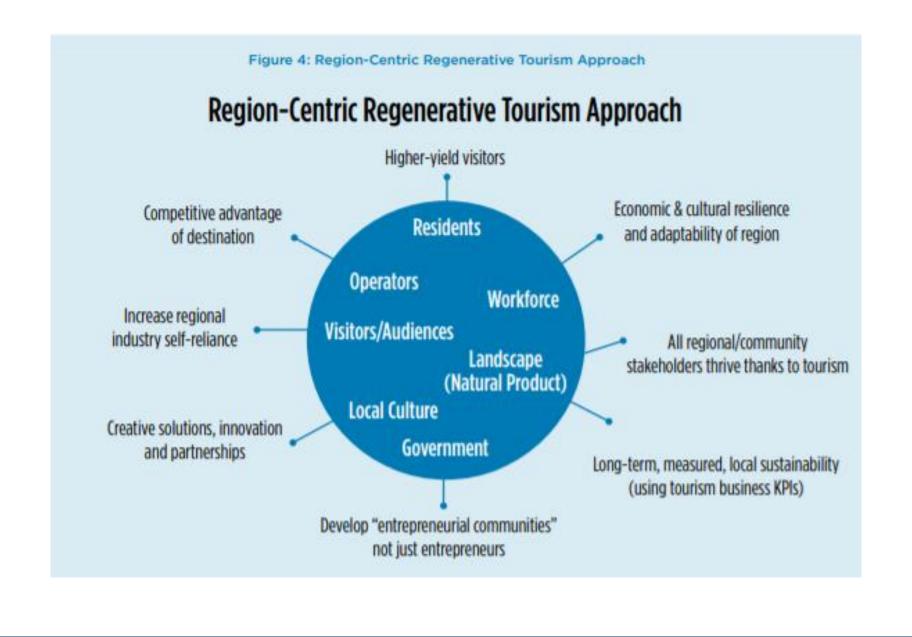




Key Pillars of the Region-Centric Regenerative Tourism Approach

- 1. Work to ensure the economic, social, cultural, and environmental resilience of the region through tourism development.
- Consider and weigh the desires and needs of all community stakeholders —
 not just those involved directly in the tourism industry, nor only those in
 ownership positions.
- 3. Increase regional self-reliance to solve local challenges and increase revenue generation to stabilize and develop the tourism industry. Build membership program.
- 4. Seek and implement creative solutions, innovation, and strategic partnerships to solve community development and industry sustainability challenges.

 Develop timely research and attract digital and tech innovation for the industry.
- 5. Develop KPIs to reflect improvement of the tourism industry in relation to economic, social, cultural, and environmental objectives (a holistic measurement).
- 6. Concentrate on developing higher-yield visitation (spend more, stay longer in the region) rather than on mass tourism.
- 7. Build an extremely robust communications plan to promote the ongoing development of the regional tourism business ecosystem.
- 8. Position EE as a Destination Development Organization that champions 'the business of tourism as a catalyst for thriving communities.'

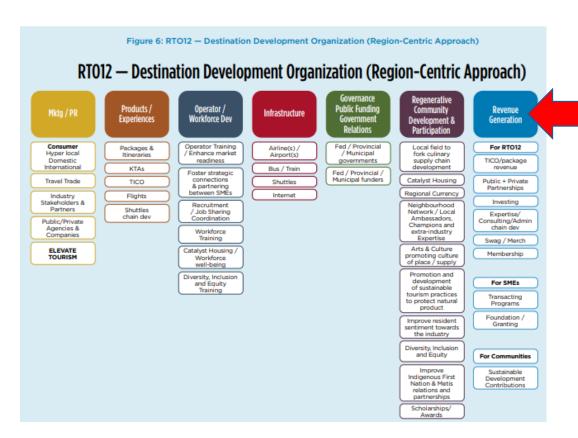


New KPIs

Not just "double tourism receipts" or increase visitation and spend

Regional Data Hub

- Business Confidence Index
- Labour Gaps & Shortages
- Employee Survey
- Resident Sentiment Survey
- Environmental Impact
- Occupancy
- Seasonality
- Visitation & Spend (CBRE)
- Macro Environment
- OVERALL: MEASURE IMPACT



Social Entrepreneurship: The unique opportunity for the RTO

Use commercial enterprise model (increase profit) to instead increase sustainability impact.

e.g. Tourism Industry Council of Ontario Licence: "Explorers' Edge Regenerative Travel Agency"

Figure 6: RTO12 - Destination Development Organization (Region-Centric Approach)

RT012 — Destination Development Organization (Region-Centric Approach)

Governance Products / Public Funding Operator / Infrastructure Experiences Workforce Dev Government Relations Fed / Provincial Consumer Operator Training Packages & Airline(s) / Hyper local Enhance market / Municipal Itineraries Airport(s) Domestic readiness governments International **KTAs** Bus / Train Foster strategic Fed / Provincial / Travel Trade connections Municipal funders TICO Shuttles & partnering between SMEs Flights Internet Industry Stakeholders & Recruitment Partners Shuttles / Job Sharing chain dev Coordination Public/Private Agencies & Workforce Companies Training ELEVATE Catalyst Housing / TOURISM Workforce well-being Diversity, Inclusion and Equity Training

Regenerative Community Development & Participation

Local field to fork culinary supply chain development

Catalyst Housing

Regional Currency

Neighbourhood Network / Local Ambassadors, Champions and extra-industry Expertise

Arts & Culture promoting culture of place / supply

Promotion and development of sustainable tourism practices to protect natural product

Improve resident sentiment towards the industry

Diversity, Inclusion and Equity

Improve Indigenous First Nation & Metis relations and partnerships

Scholarships/ Awards Revenue Generation

For RTO12

TICO/package revenue

Public + Private Partnerships

Investing

Expertise/ Consulting/Admin chain dev

Swag / Merch

Membership

For SMEs

Transacting Programs

Foundation / Granting

For Communities

Sustainable Development Contributions Marketing
Investment Attraction
Workforce Development
Product Development
Partnership
Governance

Different % depending on annual focus

Historical TPA Funding

• 2011 - 2015 \$1,498,000

2016 – 2018 \$1,423,849

• 2019 – Present \$1,148,107 (*Ottawa and Toronto no longer funded)

Questions?

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