



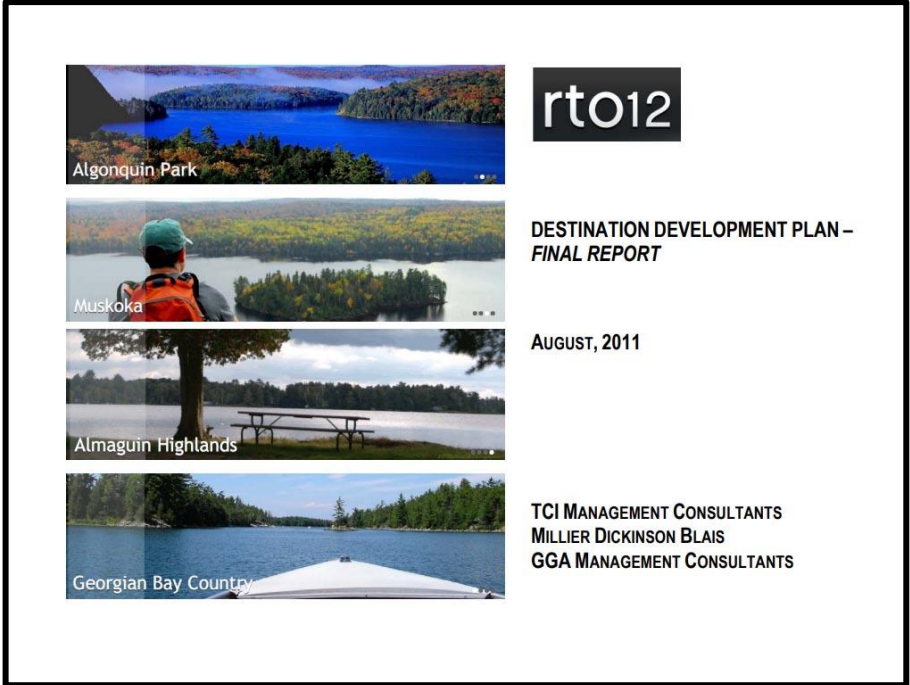
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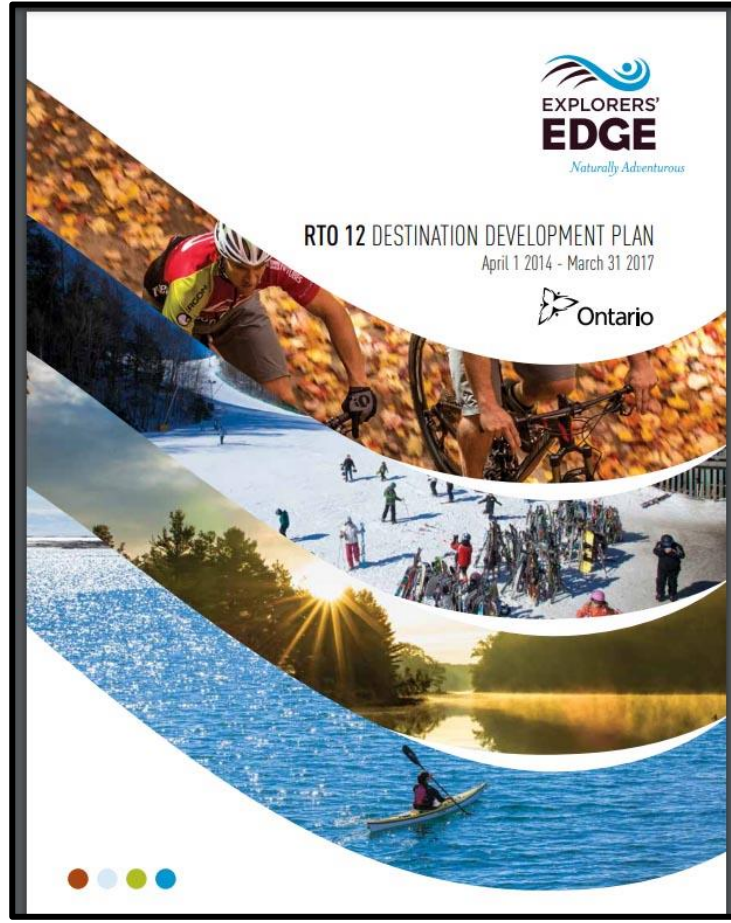
# Explorers' Edge Onboarding

Regenerative Tourism Strategy & Region-Centric Approach

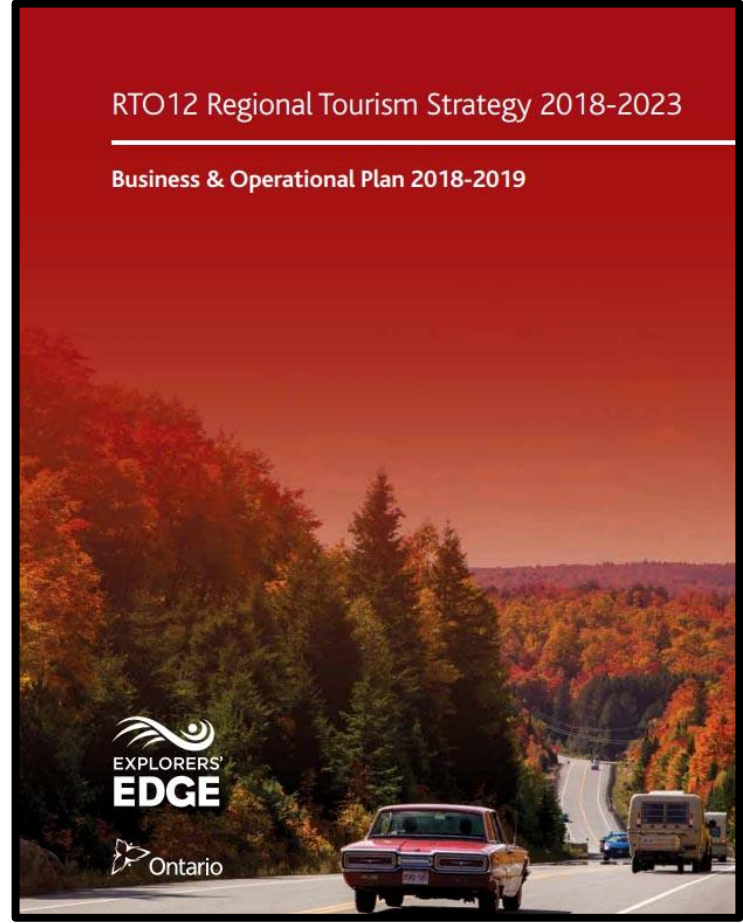
Session Two



2011 to 2014

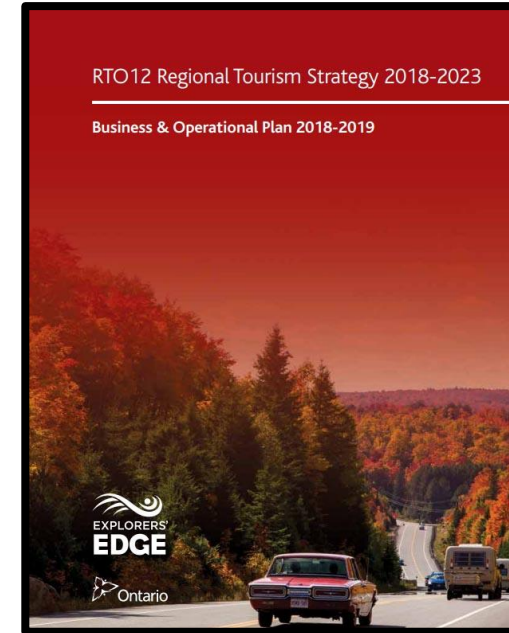
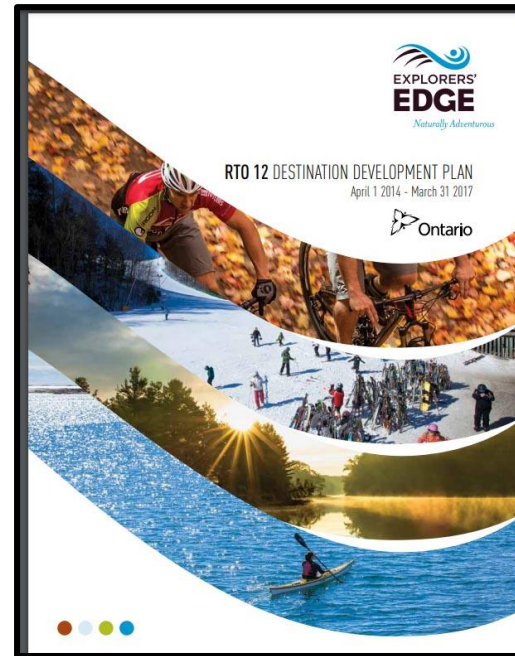


2014 to 2017



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)

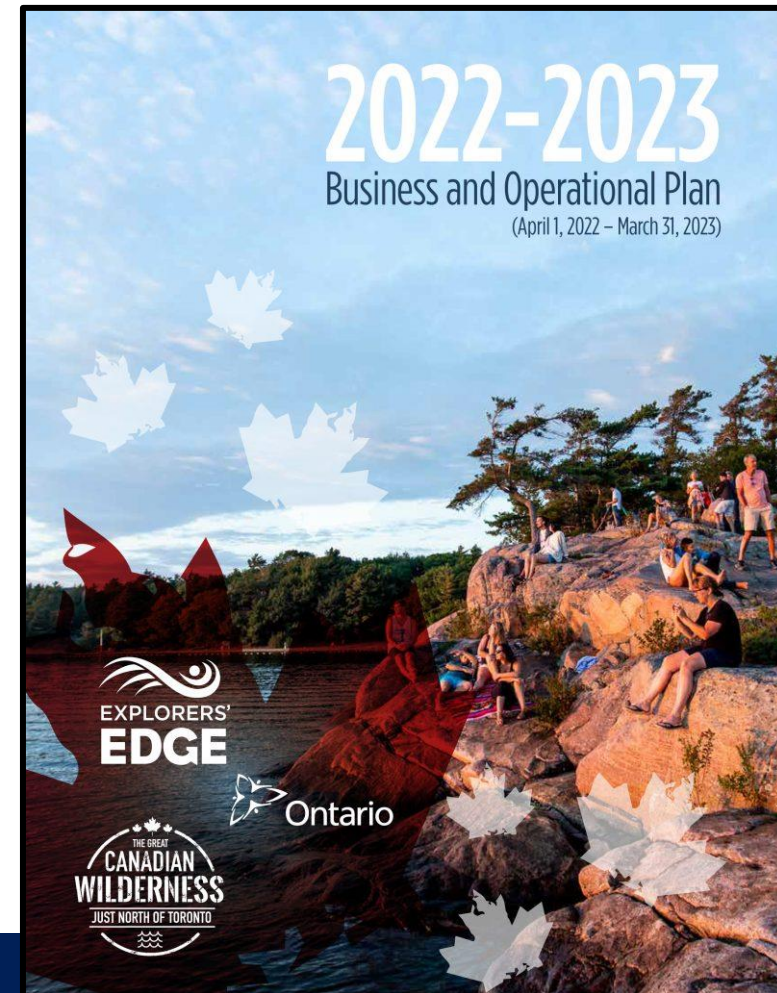
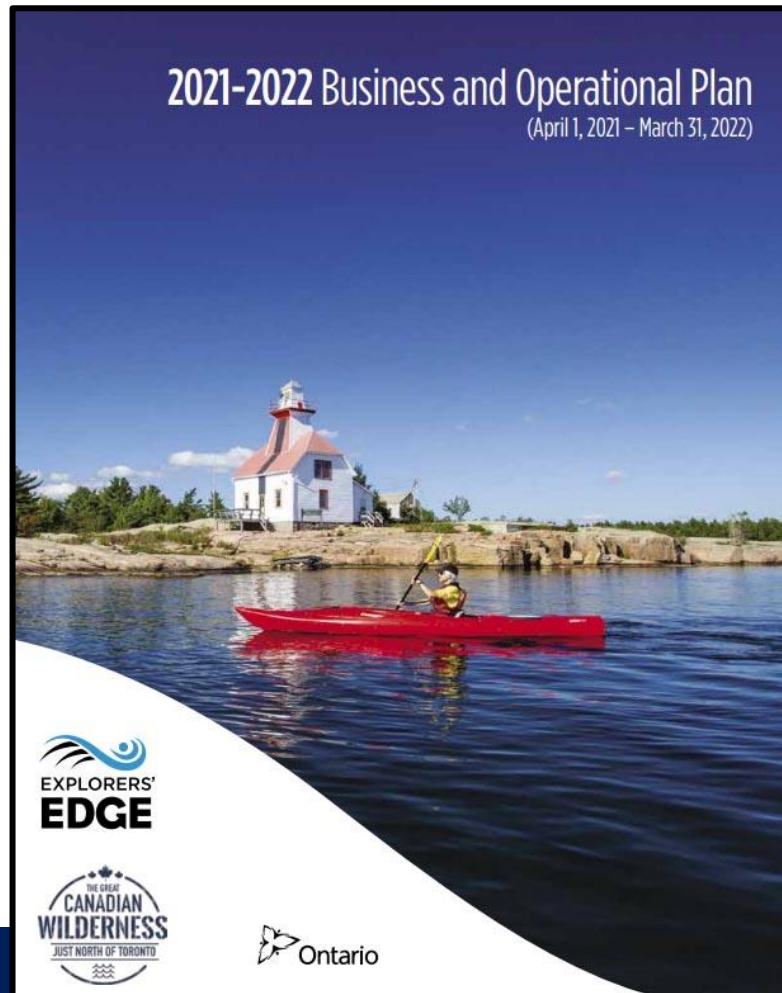
### Consumer-Centric Approach: 2015-2020

(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.
2. 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.’

Figure 4: Region-Centric Regenerative Tourism Approach

## Region-Centric Regenerative Tourism Approach





# New KPIs

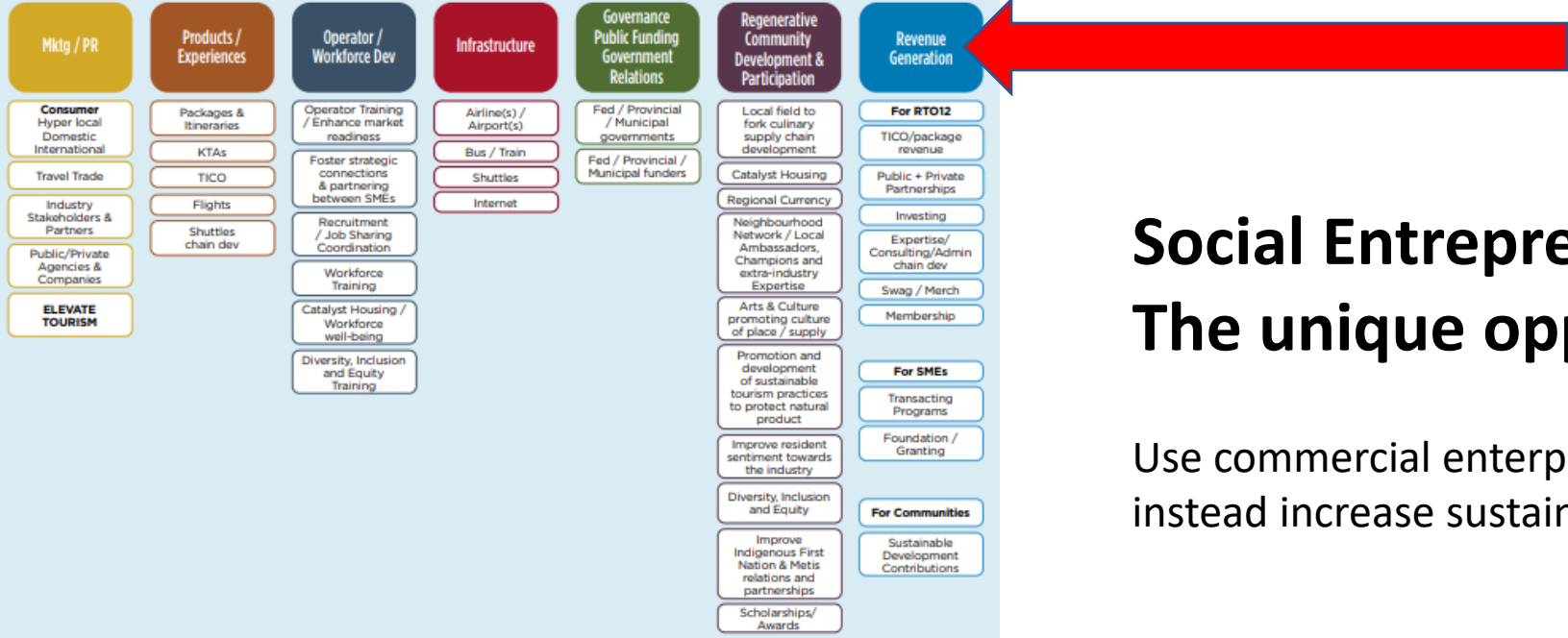
Not just “double tourism receipts” or increase visitation and spend

# 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**

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

## RTO12 – Destination Development Organization (Region-Centric Approach)



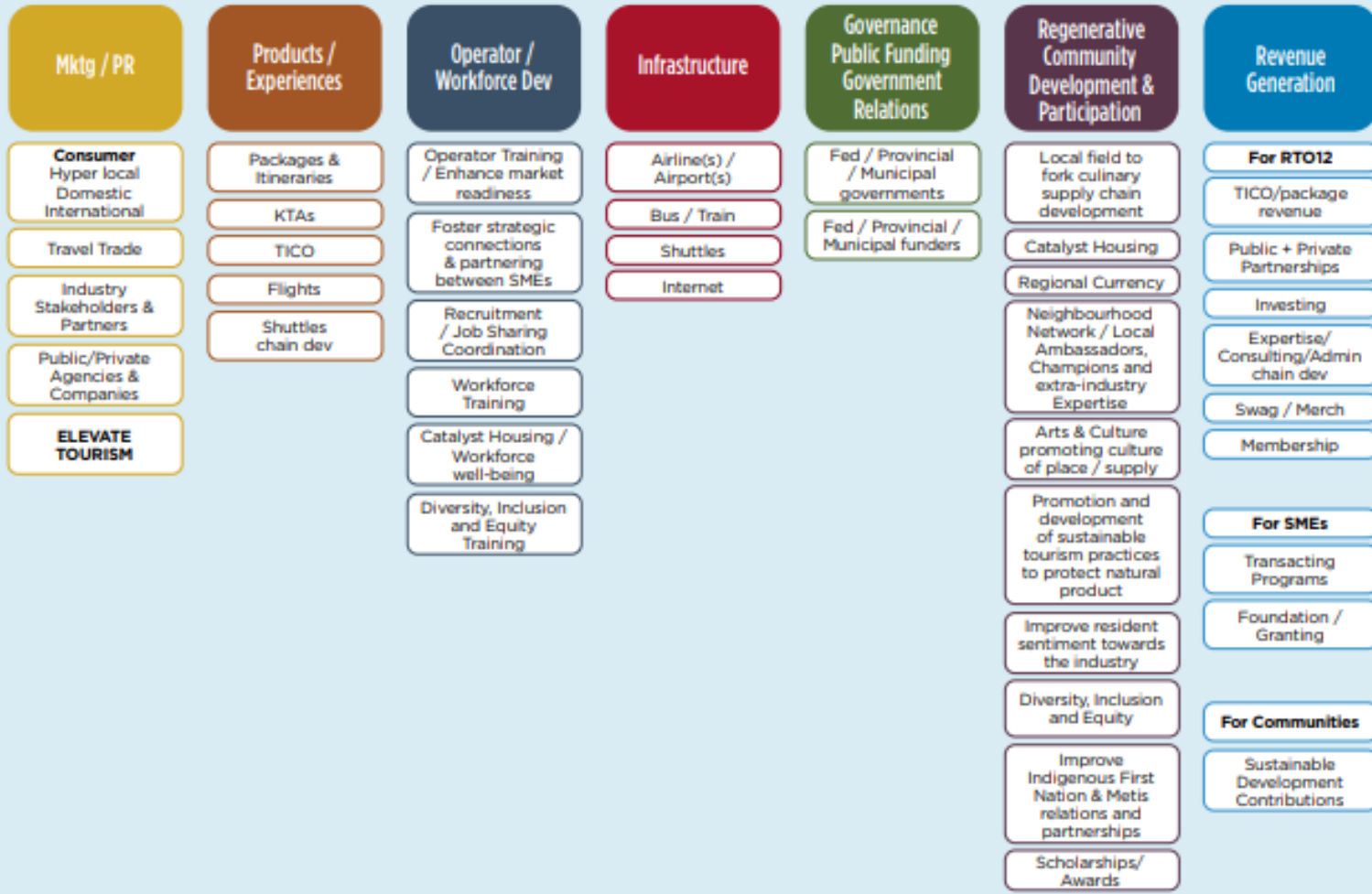
## Social Entrepreneurship: The unique opportunity for the RTO

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)

## RTO12 — Destination Development Organization (Region-Centric Approach)



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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