



2024 - 2025 Business and Operational Plan

April 1, 2024 - March 31, 2025



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Executive Summary

Established in 2010 by the Ontario Ministry of Tourism, Culture & Sport (MTCS), Explorers' Edge (EE) is one of eleven Regional Tourism Organizations (RTOs) in the province. Representing stakeholders in the geographic areas of Algonquin Park, the Almaguin Highlands, Loring-Restoule, Muskoka, west Parry Sound district and South Algonquin, Ontario, Canada, the company is governed by an independent Board of Directors.

The region is located on the traditional lands and waterways of the Anishinabek, Algonquin, Métis and Mohawk peoples, and is part of the Robinson Huron (1850) and Williams (1923) Treaties territory, as well as the unceded territory of the Algonquins.

This Business and Operational Plan (BOP24-25) provides a brief background on the status of the organization and the state of the regional tourism industry. It also identifies specific goals, activities, timelines, performance measures and budget that have been developed to meet the requirements of the annual Transfer Payment Agreement (TPA) with the MTCS for the upcoming fiscal year. BOP24-25 priorities were finalized by the Board of Directors during an in-person meeting that was held on January 16, 2024 in Gravenhurst, Ontario.

This BOP continues work established in the Regenerative Tourism Strategy (see BOP21-22) that positioned EE as a destination development organization within the Canadian tourism industry. It also provides updates on “Year-1” of the **“Transformation in 3 Years Blueprint”**, an internal guide for successful completion of longer-term projects that the company focuses on, but which may not fit entirely within the annual reporting structure of the TPA. Annual BOPs for each fiscal year contained within this three-year time frame (2023-2026) will build upon the previous year's work. **“T3Y”** encompasses the umbrella goals of internal and industry “transformation over three years,” and is intended to guide the EE team in its daily work.

Key areas for BOP24-25 consideration are: the launch of the branded “regenerative travel agency” and the “higher yield” strategy; the launch of a new competitive marketing strategy that will also eliminate duplication in the crowded domestic market (which also involves onboarding a new marketing agency of record); the development and launch of a community and stakeholder communications plan pertinent to the company's work-integrated training project (known as “Catalyst Housing”); and the development of training programs also pertinent to the latter. The Foundational Framework (developed in 2023) for the Catalyst Housing Project will be entrenched into measurable objectives, and the Workforce Infrastructure Strategy of “Train, House, Incentivize, Partner” will be the guiding principles for workforce development in general.

Additionally, the CEO and the Board's Governance Chair will undertake a review of current governance to determine how it can be strengthened and/or enhanced to support the longer-term projects and expected outcomes of the RTO's yearly plan.

As part of its “community-centric approach,” in the last fiscal year, EE introduced the “Explorers' Edge Co-Creation Lab” (CCL), a dynamic entity that allows us to engage community members and to solicit insights from external technical experts to assist with the development of programs. The CCL will help to ensure long term success of and buy-in for multiple projects, while acting as a function of a broader communications effort. The first session was launched at the Fall 2023 Regional Tourism Summit, in the form of a hosted event called “The Women in Tourism Luncheon.” An outcome of this session was the development of the EE Women in Tourism Social Clubs - scheduled gatherings in Muskoka and Parry Sound to support women in the industry and to encourage more to consider a career in the sector.

Governance

EE has maintained an open and transparent governance philosophy since its inception and has adopted an unwavering reliance on process to do so. Composition of the Board of Directors is developed using a nomination process, and representation on the Board pertains to geographic, sector, gender and skill set considerations. As priority membership is given to business owners or their key GMs/presidents, the EE Board of Directors has been composed of private sector tourism operator stakeholders since it was created. Ex-Officio members also sit at the table to lend expertise and input. The Board meets bi-monthly, with the Executive conferring weekly.

Board of Directors

The Directors as of January 2024 are as follows:

Hilary Chambers, Chair

Pine Grove Resort, Port Loring, ON

Angela Pollak, Vice Chair

Four Corners Algonquin Camping and Glamping, Whitney, ON

Darren Smith, Treasurer

Lake of Bays Brewing Company, Baysville, ON

Dave Anderson

30,000 Island Cruise Line Inc., Parry Sound, ON

Didier Dolivet

JW Marriott The Rosseau Muskoka Resort & Spa, Minett, ON

Gabriela Hairabedian

Four Seasons Algonquin Cabins, Madawaska, ON

Jackie Leung

Fern Glen Inn, Emsdale, ON

James Roberts

Ontario Sea Kayak Centre & Georgian Bay Tours, Parry Sound, ON

Michael Martyn

Festival of the Sound, Parry Sound, ON

Anubandh Lakhera

Jolly Roger Inn, Parry Sound, ON

Resource Member(s)

Laura Ross, Regional Development Advisor - Tourism Portfolio
Regional Services Branch

laura.ross@ontario.ca (705) 641-8349

Ministry of Tourism, Culture and Sport

Explorers' Edge is governed by a ten (10) member Board of Directors representing each of the six sub-regions (Algonquin Park, Almaguin Highlands, Loring-Restoule, Muskoka, west Parry Sound district, and South Algonquin). Two committees report to the Board:

1. Executive Committee
(works directly with the CEO on regular basis)
2. Governance Committee

Ad Hoc Committees can be struck at the discretion of the CEO. Committee Terms of Reference are available on the administrative website, ExplorersEdge.ca. Committee updates are provided at each Board meeting.

In 2017 the Governance Committee reviewed bylaws, policies and procedures as well as the Terms of Reference for each Committee. In addition, Explorers' Edge undergoes annual financial audits as a requirement of its open and transparent philosophy. The organization is in sound financial standing.

In 2022, EE became an incorporated non-profit under the legal entity name of "Explorers' Edge." This is now the consumer-facing name and brand, as "RTO12" is less recognized or understood as an operating name. All governance, policies and programs can be found on the administrative website, ExplorersEdge.ca.

In 2024, the Board of Directors' Governance Chair and the CEO will undertake a review of governing policies to ensure the priority projects of the organization are supported for long-term success, particularly revenue generation, Catalyst Housing, and the regenerative travel agency.

Staffing

EE maintains a permanent staff of four (4), including the CEO; VP, Strategy & Corporate Programs; Administrative Manager; and Social Media Coordinator. A contracted part-time Sustainability Specialist is also part of the regular team, as is a part-time Bookkeeper.

In 2024, senior staff will undertake to hire three consultants to fulfil significant work deliverables in the following areas:

- Marketing Strategy Development & Execution
- Corporate Communications
- Training & Curriculum Development

Figure 1 Organizational Chart



Current Staff

CEO: James Murphy

After completing a college diploma in Hotel & Resort Management, James did an undergraduate degree at the University of New Brunswick with a Bachelor of Applied Management in Hospitality & Tourism in 2004. In 2008 James received his Master of Arts, Recreation and Leisure Studies, Tourism Planning and Policy degree from the University of Waterloo. Post-graduation, James served as the general manager of Savour Muskoka, a culinary tourism initiative aimed at bridging the gap between supplier and restaurant chef while at the same time creating a culinary identity for the region of Muskoka and Parry Sound. During this time, he was involved in tourism initiatives on district and provincial levels, and was a Board member with Muskoka Tourism, the Ontario Culinary Tourism Association (OCTA) and the Muskoka Lakes Chamber of Commerce. James has also worked on projects with the Canadian Tourism Commission (now Destination Canada), Canadian Relais & Chateaux Association and Statistics Canada. James joined EE in 2011 as Executive Director, and was promoted to CEO in 2022. He is responsible for stewarding strong governance and administrative procedures, for procuring significant revenue and investment to support EE's Regenerative Tourism Strategy, and for establishing the incorporated non-profit as one of Canada's leading destination development organizations.

Vice President, Strategy & Corporate Programs: Kate Monk

Kate holds a Bachelor of Arts (Hons) from the University of Toronto. She also earned post-graduate certificates in public relations and media copywriting from Humber College in Etobicoke, Ontario. In 2021 she earned her Professional Certificate in Sustainable Tourism from the Global Sustainable Tourism Council, and in 2022, she completed sustainability micro-training at the University of Toronto's Rotman School of Management, and at Cambridge University's Institute for Sustainability Leadership. She also completed the Ready, Set, (Re)Build course from the Ontario Non-Profit Housing Association. In 2023 she obtained the Transformational Travel Designer Certificate from the Transformational Travel Council. Kate joined EE in 2011 and has been responsible for the creation of its innovative strategies and programs.

Administration Manager: Erin Smit

Erin holds a BA in sociology from Laurentian University and a diploma in Hotel & Resort Operations from Georgian College in Barrie. She joined EE under a one-year FedNor contract in 2012, and then joined the team permanently. She is the lead on project management for most undertakings at the company, and for operator outreach. Erin also acts as the organization's office administrator.

Social Media & Content Development Coordinator: Jake Good

A journalist by training, Jake has an extensive background in social media management and content development, most recently in the craft brewing industry. He will be out of the office more than he's in it, hitting the road soon to start telling the wonderful stories of the regional tourism sector.

Part-Time Sustainability Specialist: Rebecca Francis

Rebecca has an extensive background in corporate and social sustainability, environmental education, stakeholder engagement and project management. She has held sustainability positions in the non-profit, public and private sectors, and she holds an MES in Environmental Studies.

Explorers' Edge Vision, Mission and Mandate

The impact of Covid-19 on the global tourism industry meant the need to revisit and revise EE's **Vision**, **Mission** and **Mandate** statements in Fiscal 2021-2022. The following summarizes the new priorities for the organization from an administrative and governance perspective, motioned by the Board in 2021.

Vision: EE is a Destination Development Organization that leads the Canadian tourism industry in regenerative development, ensuring that the region's communities and tourism stakeholders are resilient and able to thrive long-term.

Mission: EE's mission is to steward the regional tourism industry's recovery, rebuild and renewal by developing innovative regenerative programs to ensure long-term sustainability and success for all stakeholders.

Mandate:

- Steward / Lead
- Research / Innovate
- Recover / Build
- Sustain
- Train
- Collaborate

Explorers' Edge Guiding Principles:

- Develop regenerative strategies, programs and products that are the result of "out of the box" thinking, innovation and strategic collaboration.
- Use strategy, process and "the business of tourism" as guiding beacons to ensure the sustainability of the organization, tourism stakeholders and connected communities.
- Prioritize industry, stakeholder and community communications.

Explorers' Edge Operating Principles

- Lead the recovery and rebuild as the regional Destination Development Organization.
- Build programs and initiatives using the lens of regenerative business thinking.
- Leverage significant strategic partnerships.
- Engage various direct and indirect stakeholders to ensure wider sustainability and growth.
- Build revenue generation for the long-term sustainability of the organization and the regional industry.



Regional Overview:

March 2022 – December 2022

Provincial Travel Indicators

Prior to the pandemic, visitation and spend results from the Research Unit of the Ministry of Tourism, Culture & Sport showed that domestic travel to the RTO12 region remained strong up until the last year reported (2019):

RTO12 Estimated Visits:

2008: 3.5 million visits
2010: 3.8 million visits
2011: 4.8 million visits
2012: 4.1 million visits
2013: 4.3 million visits
2014: 4.3 million visits
2015: 4.4 million visits
2016: 4.7 million visits
2017: 4.5 million visits
2018: 3.7 million visits
2019: 4.4 million visits
2020: 2.8 million visits
2021: 4.5 million visits

RTO12 Estimated Spending:

2008: \$662 million in spending
2010: \$513 million in spending
2011: \$598 million in spending
2012: \$596 million in spending
2013: \$614 million in spending
2014: \$589 million in spending
2015: \$699 million in spending
2016: \$778 million in spending
2017: \$650 million in spending
2018: \$884 million in spending
2019: \$840 million in spending
2020: Not available
2021: 1 billion

RTO12 Businesses:

2008: 1,738 establishments
2010: 1,688 establishments
2011: 1,666 establishments
2012: 1,757 establishments
2013: 1,795 establishments
2014: 1,905 establishments
2015: 1,921 establishments
2016: 1,931 establishments
2017: 1,958 establishments
2018: 1,965 establishments
2019*: 841 Establishments
2020: Not Available
2021: 873 establishments

**2019 statics changed to not include "Retail" & "Other Services", moving forward, which accounted for 1,101 establishments in 2018.*



RT012 Occupancy Data

Occupancy data for regional accommodations for the eleven months ending in November 2023 showed that this region continued to have a strong performance despite a challenging socio-economic environment (persistent Covid infections, price of gas, cost of living, inflation, etc.). Of note, EE is working to expand representation in the data set collection and hopes to include more regional properties in the upcoming fiscal.

Figure 2 CRBE Eleven Months Ended November 2023

TRENDS IN THE CANADIAN HOTEL INDUSTRY
National Market Report: A monthly professional publication



Report of room operations for RTO 12 and the Province of Ontario MONTH OF NOVEMBER 2023

Location	Occupancy Percentage			Average Daily Rate			Revenue Per Available Room		
	2023	2022	**Point Change	2023	2022	Variance	2023	2022	Variance
HUNTSVILLE	37.4%	38.9%	-1.5	\$120.09	\$131.73	-8.8%	\$44.86	\$51.24	-12.5%
BRACEBRIDGE/GRAVENHURST	35.6%	49.5%	-13.9	\$146.78	\$149.96	-2.1%	\$52.19	\$74.18	-29.6%
RTO 12	37.6%	38.1%	-0.5	\$149.71	\$157.12	-4.7%	\$56.32	\$59.88	-6.0%
ONTARIO	65.8%	65.3%	0.4	\$192.89	\$181.57	6.2%	\$126.86	\$118.62	7.0%

**Please note that the variance between current and previous year occupancy is reported as a point change and not as a percentage variance.

SOURCE: CBRE Limited with reproduction and use of information subject to CBRA Disclaimer and Restrictions as detailed at <http://www.cbre.ca/en/services/invest-finance-and-value/valuation-and-advisory/hotels#disclaimer>

TRENDS IN THE CANADIAN HOTEL INDUSTRY
National Market Report: A monthly professional publication



Report of room operations for RTO 12 and the Province of Ontario ELEVEN MONTHS ENDED NOVEMBER 2023

Location	Occupancy Percentage			Average Daily Rate			Revenue Per Available Room		
	2023	2022	**Point Change	2023	2022	Variance	2023	2022	Variance
HUNTSVILLE	54.5%	58.7%	-4.3	\$186.31	\$193.08	-3.5%	\$101.48	\$113.43	-10.5%
BRACEBRIDGE/GRAVENHURST	57.3%	61.7%	-4.4	\$192.58	\$186.82	3.1%	\$110.35	\$115.28	-4.3%
RTO 12	54.0%	55.8%	-1.7	\$211.04	\$213.95	-1.4%	\$114.01	\$119.31	-4.4%
ONTARIO	69.4%	63.7%	5.8	\$200.13	\$180.12	11.1%	\$138.94	\$114.67	21.2%

**Please note that the variance between current and previous year occupancy is reported as a point change and not as a percentage variance.

SOURCE: CBRE Limited with reproduction and use of information subject to CBRA Disclaimer and Restrictions as detailed at <http://www.cbre.ca/en/services/invest-finance-and-value/valuation-and-advisory/hotels#disclaimer>

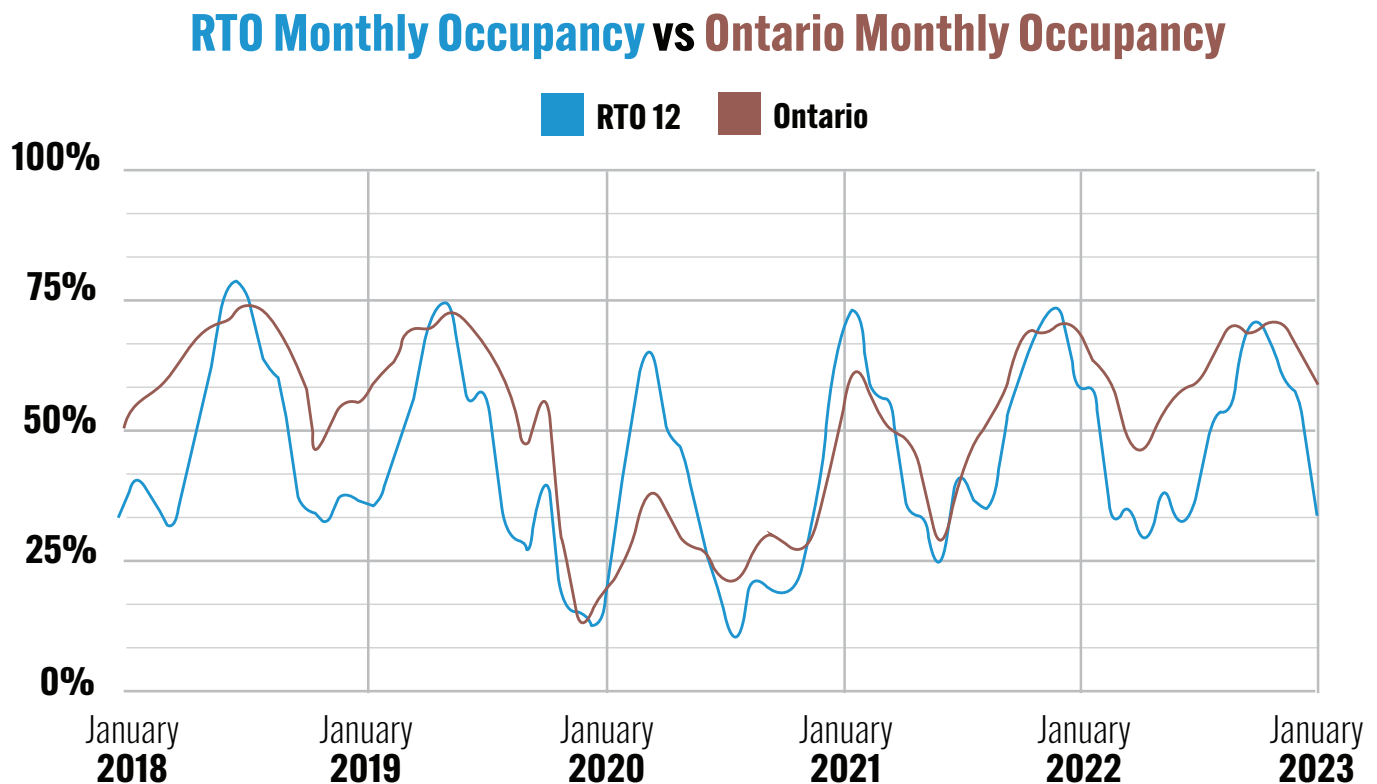
Historical Occupancy Review: January 2018 to November 2023

Since 2018, the region has out-performed the rest of Ontario in July and August, and had, up until 2022, closed the gap on shoulder season visitation (though was still somewhat behind the rest of the province).

In 2023, operators noted a considerable dip in summer bookings; EE mobilized a (rare) survey in July to determine the overall state of the regional industry, and the lower visitation and revenue was confirmed overall. EE also did an analysis of summer travel trends and noted the significant return of international travel by Ontarians in particular, which may have contributed to this situation. Additionally, extremely dry conditions meant that fire bans were in place for most of the summer – a detriment to encouraging travel because we are known as a destination for outdoor fires (particularly with camping fans). Wildfire smoke from the rest of Canada had an impact across the region as well, as air quality warnings were issued regularly. The global media reporting “Canadian wildfires” did not help, and images of other countries impacted by the smoke were prevalent as well (particularly New York City and Europe).

None-the-less, historically, EE has focused on building visitation and spend in the shoulder seasons to increase revenues, and this will continue in 2024-2025. This can also be unpredictable as winter now generally starts later and finishes later, and winter-only operators are facing considerable operational challenges as a result.

Figure 3. Comparative Monthly Occupancy



Regional Data Hub: Visitor Survey Added

In Fiscal 2022-2023, EE created the Regional Data Hub to measure key elements pertaining to the “region-centric regenerative approach”. Since then, the company measures the Business Confidence Index annually, and will measure Employee Sentiment and Resident Sentiment bi-annually (when budget allows).

In this Fiscal 2023-2024, the Visitor Sentiment Survey was deployed for the first time, garnering 114 survey submissions from November 1st to December 31, 2023.

Results of the survey indicate an overwhelming positive experience in the region, and an overwhelming positive impression of the destination based on primarily leisure stays. Most visits were in summer and fall, with the greatest opportunity for growth in visitation continuing to be winter and spring.

Interestingly, after “leisure”, the biggest reason for visiting was “remote work”, followed by “business travel”.

EE applied the Net Promoter Score calculation to the question “Would you recommend this region to others?” (question 9). We subtracted the percentage of those who said “Probably/Definitely” (83%) from those who said “Probably Not/Definitely Not” (8%). The range of possible NPS scores is therefore -100 to +100. The Net Promoter Score based on these survey responses is 75. This is an outstanding result.

Regional Data Hub: Climate Impact

A watch on year-over-year weather patterns suggests that winter operators in particular are increasingly facing challenges around having enough snowfall and ice formation to offer traditional winter products and experiences. Winter outdoor adventure activities got a late start for Winter 2024, as significantly warmer temperatures over the Christmas and holiday season meant operations could not get underway. Outdoor rinks and snowmobile trails were likewise hindered from operating, therefore shortening the revenue generation window considerably. In winter, more lakes and rivers now have open water longer, and Georgian Bay’s temperatures are rising annually.

Additionally, summer 2023 operators were highly impacted by scorching temperatures that caused extremely dry conditions, resulting in extended fire bans across the region; this meant cancellations in camping reservations in particular. And smoke from wildfires originating in other parts of the country means air quality was significantly impacted, with official warnings keeping people indoors more.

A consistent change in winter weather patterns may mean the necessity for businesses to adapt offerings to non-weather-dependent products and experiences in order to build or maintain revenue.

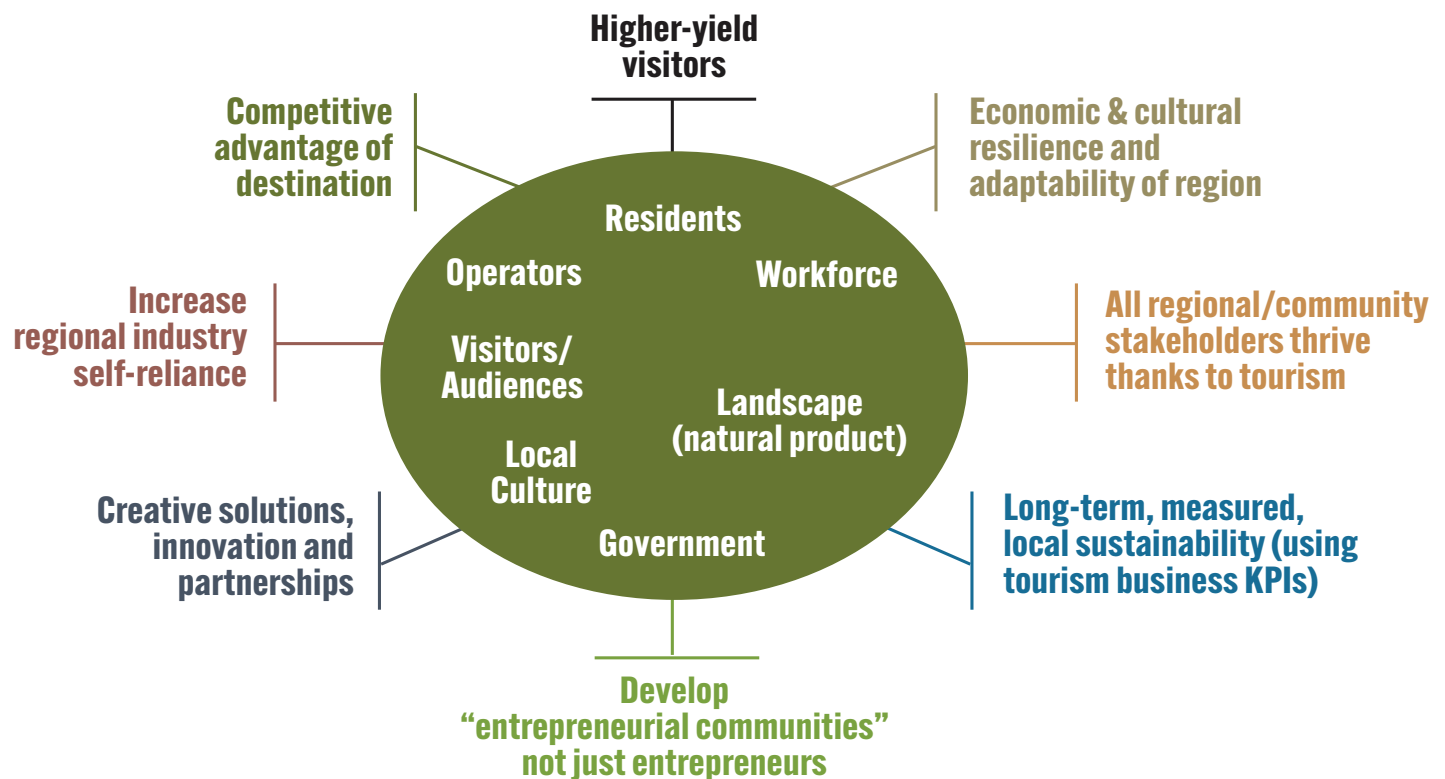


Regenerative Overview: The Long-Term Strategy for a Resilient Region

In 2021, EE embarked on an ambitious “Region-Centric Regenerative Tourism Approach” to create innovative solutions for industry sustainability, wider community development, and organizational sustainability (see BOP21-22).

Since that time, it is important to note that Destination Canada launched its own regenerative tourism strategy, which aligns with the principles set earlier by RTO12. In 2023, Destination Canada hosted its first International Stewardship Symposium, which focused on regenerative strategies for the global tourism industry.

Figure 4 Region-Centric Regenerative Tourism Approach, 2021



Within the circle are the community stakeholders.

Outside the circle are the intended outcomes of the region-centric regenerative approach.

The key pillars of the EE regenerative approach are:

- 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.
- 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.’

As part of this approach, BOP2021-2022 outlined pillars of work in addition to the ones established by the MTCS in the TPA. These include regenerative community development and revenue generation. In 2024-2025, these additional pillars will move to the forefront as EE builds its Catalyst Housing and regenerative travel agency projects.



Figure 5 RTO12 Destination Development Organization

RTO - Destination Development Organization (Region-Centric Approach)

Marketing / Promotions	Products / Experiences	Operator / Workforce Development	Infrastructure	Governance Public Funding Government Relations	Regenerative Community Development & Participation	Revenue Generation
<p>Consumer Hyper local Domestic International</p> <p>Travel Trade</p> <p>Industry Stakeholders & Partners</p> <p>Public / Private Agencies & Companies</p> <p>ELEVATE TOURISM</p>	<p>Packages & itineraries</p> <p>KTAs</p> <p>TICO</p> <p>Flights</p> <p>Shuttles chain development</p>	<p>Operator training / enhance market readiness</p> <p>Foster strategic connections & partnering between SMEs</p> <p>Recruitment / job sharing coordination</p> <p>Workforce training</p> <p>Catalyst housing / workforce well-being</p> <p>Diversity, inclusion and equity training</p>	<p>Airline(s) / airport(s)</p> <p>Bus / train</p> <p>Shuttles</p> <p>Internet</p>	<p>Federal / Provincial / Municipal governments</p> <p>Federal / Provincial / Municipal funders</p>	<p>Local field to fork culinary supply chain development</p> <p>Catalyst housing</p> <p>Regional currency</p> <p>Neighbourhood network/local ambassadors, champions and extra-industry expertise</p> <p>Arts & culture promoting culture of place/supply</p> <p>Promotion and development of sustainable tourism practices to protect natural product</p> <p>Improve resident sentiment towards the industry</p> <p>Diversity, inclusion and equity</p> <p>Improve Indigenous First Nation & Metis relations and partnerships</p> <p>Scholarships/ awards</p>	<p>For RTO 12</p> <p>TICO / package revenue</p> <p>Public + private partnerships</p> <p>Investing</p> <p>Expertise / consulting / admin chain development</p> <p>Swag / merchandise</p> <p>Membership</p> <p>For SMEs</p> <p>Transacting programs</p> <p>Founding / granting</p> <p>For communities</p> <p>Sustainable development contributions</p>



The T3Y Blueprint: Year-Over-Year Transformation of the Regional Tourism Strategy

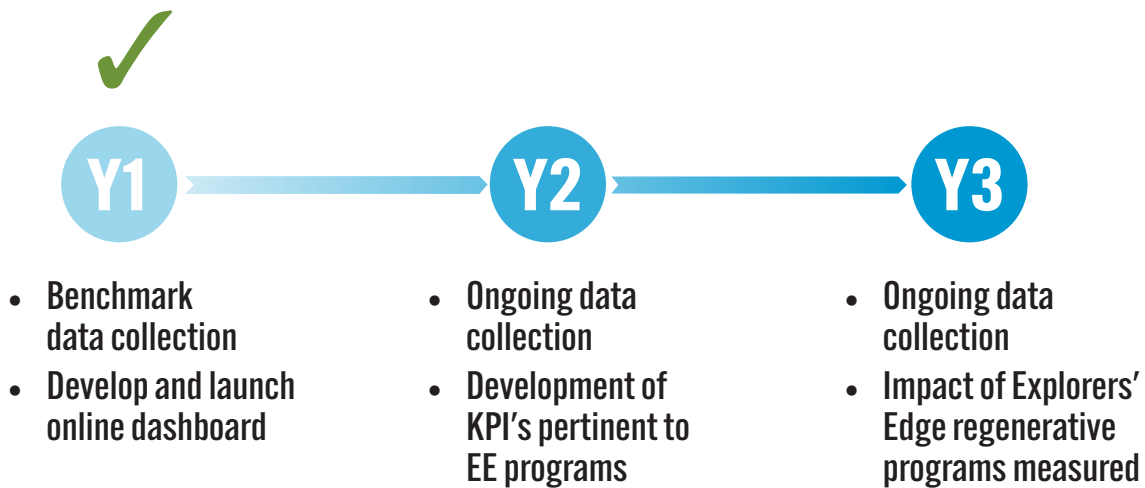
In Fiscal 2023-2024, an internal process for moving priority projects forward was developed to informally guide staff over the course of three years. Referred to as “Transformation Over 3 Years” – or the “T3Y Blueprint” – it involves setting longer-term goals for individual areas of work that will, collectively, result in the positive transformation of people (visitors, residents, employees), place (ecosystems, communities), and the local tourism economy to create a thriving, resilient, and regenerative destination. An internal guide is necessary for longer-term growth, as individual BOPs create annual project markers only.

BOP2023-2024 saw the completion of Y1 action items in the T3Y Blueprint. Because the goals are multi-year in nature, many were completed; some are still to be completed, and some are being re-calibrated, based on organic developments.

Priority Projects: 2023-2024

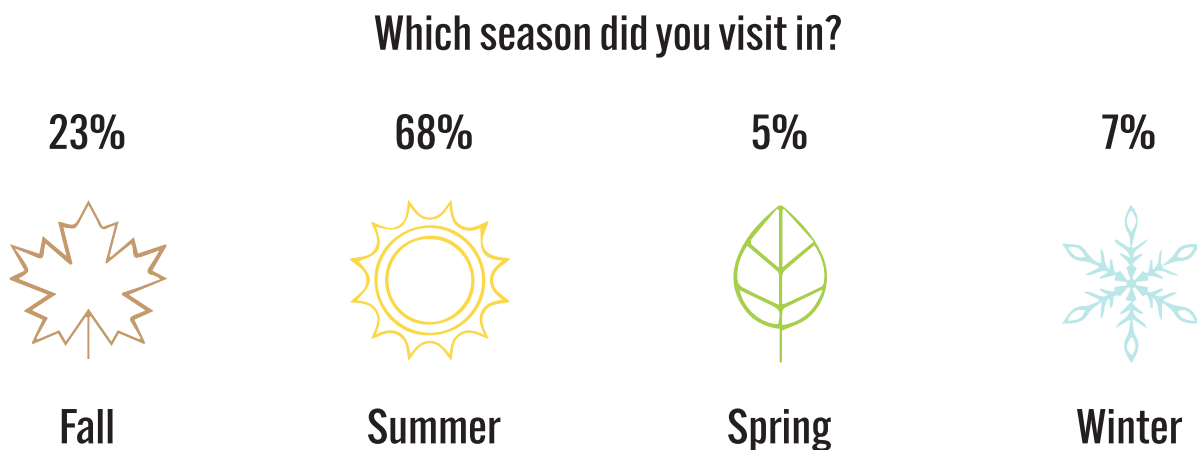
Regional Data Hub (RDH)

The addition of the Visitor Survey meant that a full complement of region-centric data is being tracked. The state of the environment also needs to be tracked, and the Sustainability Specialist will develop these measures for EE in Fiscal 2024-2025..



Y1 Status:  **Completed**

Figure 6 Research Example



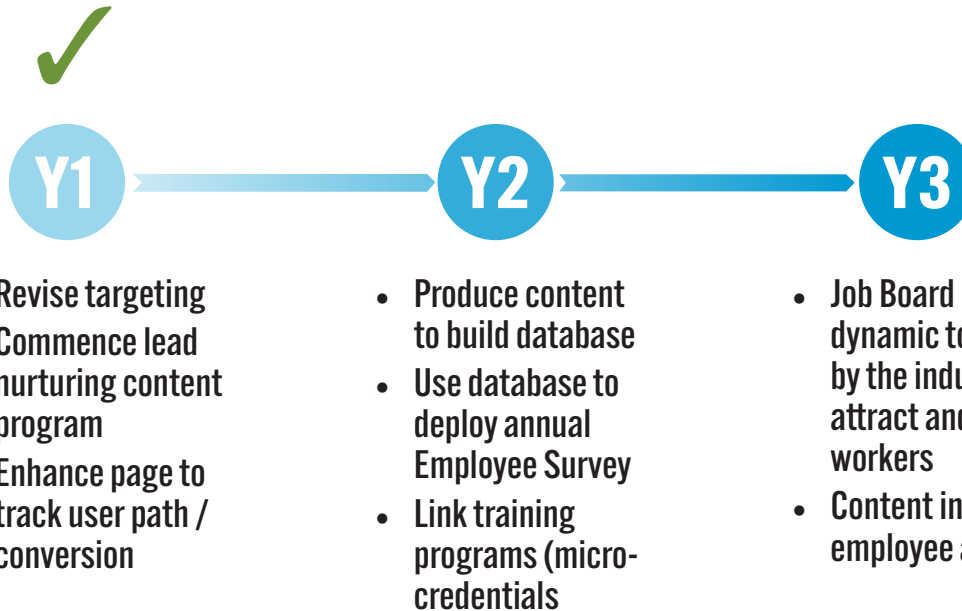


Workforce Development

Regional Industry Job Board: Ongoing Enhancements

The EE Job Board (launched 2021) was successfully marketed once again via content marketing promotion, with over 7K viewers clicking on a new workforce piece. The Job Board backend was enhanced to enable easier tracking of referrals to postings, thereby indicating that over 2K people then clicked through to job postings (which are updated by EE staff on a monthly basis).

Staff is currently considering conversion tracking potential in order to gauge how many of those who clicked on job postings actually followed through to apply. This will be looked at in the current fiscal year.



Y1 Status: ✓ Completed



The Big Applause Awards:

Recognizing Employee Excellence

To honour current employees and to foster regional workforce retention, EE created and hosted the “Big Applause Awards” at the annual Regional Tourism Summit in June 2022.

In September 2023, the 2nd annual Big Applause Awards were hosted at the Regional Tourism Summit once again, and 8 recipients were honoured at a post-summit luncheon. New this year, however, high school awards for culinary and hospitality students were handed out in June to ensure students received them prior to departure for the year.



- Assign BAA to dedicated staff member
- 2nd Annual w/more organizing lead time
- Revised Categories
- Develop PR campaign to promote event for more engagement
- Change event timing (test)

- 3rd Annual
- Event moves around the region
- Develop industry sponsorships
- Develop industry engagement

- 4th Annual
- Planning for next 3 years
- PR campaign
- Increase industry sponsorships
- Increase federal and provincial govt participation
- Increase job satisfaction with/change negative perceptions of the industry

Y1 Status: ✓ **Completed**

Micro-Credential Training:

The Rural Tourism Certificate for Job Recruitment

Launched in 2022, to date over 600 people have completed the Rural Tourism Certificate from Explorers' Edge.

It is now a requirement of educational institutes that want to partner with EE on work-integrated programs in the region that students/ attendees complete the micro-credential modules before arrival.



Regional industry-specific training is of the utmost importance for attracting and retaining workforce, and development of all curriculum pertaining to this will be one of two top priorities moving forward; the other being the associated project, Catalyst Housing.



- Review Employee Survey for insights into workforce gaps
- Determine segments to target for future training to fill Labour Gaps identified in 1st wave BCI
- Identify work-integrated learning partners (public/private)
- Determine gaps in the training landscape
- Co-Create curriculum with industry, users and training professionals
- Develop tech strategy for delivery and tracking
- Identify additional sectors who may benefit from the work-integrated learning model (e.g. PSWs)
- Develop KPIs

- Produce training content to align with objectives of the "catalyst housing" project
- Benchmark performance (KPIs)
- Launch training recruitment and program delivery (pilot)
- Develop tech for delivery and tracking
- Co-create with stakeholders

- Revise and renew training content based on user and employer feedback
- Measure KPIs
- Enhance curriculum for upcoming year
- Determine efficacy of tech for tracking and delivery
- Develop delivery partners
- Increase funding for programming
- Co-create with stakeholders
- Recruit more trainees for the catalyst housing project

Y1 Status: Ongoing

Multiple models for training were researched and are currently being considered, including working with local school boards, partnering with post-secondary educational institutions and not-for-profit agencies, and developing proprietary micro-credentials. Tech development and delivery are also under consideration. (Work in this area was delayed due to the departure of a dedicated staff member, and will resume with the hiring of a consultant in Fiscal 2024-2025.)



Catalyst Housing:

Building for Sector & Community Sustainability

EE is proposing a new housing model to meet the staffing needs of our sector, to attract workers, to develop professionals, and to build industry and community resiliency. This model, known internally as the Work-Integrated Training & Housing Ecosystem, is currently under development.

Figure 7 Catalyst Housing - November 2022



As part of its regenerative approach, funding for the Catalyst Housing project will include a combination of public, private and impact investors. Key to success will be the development of a social enterprise business model, to ensure long-term viability of each housing project, and a ROI for investors. The model will be adaptable and scalable, depending on sub-regional labour needs. It is anticipated that additional sectors will benefit from supporting the model in our communities, including the health care and building trades industries.



- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Business Model Developed • Training assessment & curriculum development underway • Pitch to potential investors developed/launched • Pilot project articulated • Potential municipal and private partners identified • Pilot project tenants recruited • Additional sector partners engaged • Housing Development Team created | <ul style="list-style-type: none"> • Test work-integrated learning curriculum with feedback from owners/trainees • Pilot project(s) launched • Test build and cohort launch • Increased investor and government support | <ul style="list-style-type: none"> • Catalyst Housing builds commence across the region |
|---|---|---|

Y1 Status: Ongoing

As this project moved along in the previous fiscal year, the creation of a “Foundational Framework” to guide the project was identified as fundamental to ensuring different sub-regions will be able to participate at some stage, regardless of the level of development/infrastructure within their communities. It will also allow for scalability of the project, depending on partners and resources available in any locale.

The seven key steps of the Foundational Framework for Catalyst Housing development are:

1. Determine specific labour gaps in a given locale.
2. Determine under-employed and unemployed population segments that might be elevated in the community through participation in the program.
3. Determine existing, curated and proprietary training needed.
4. Determine businesses that will participate in the housing (primarily with buy-in)
5. Determine business model per locale to support the program (particularly paying back investors)
6. Create a highly-networked eco-system of partners in each locale to ensure objectives are identified and met
7. Plan for long-term success.

The steps in the Foundational Framework are not mutually exclusive, though the order is important for building the project. In September 2023, EE partnered with the Town of Huntsville on a research project to determine specific labour gaps in the town (Step 1), and operator surveying was underway at the time of this BOP’s development.

EE also created pitch messaging to commence communication of the project to various stakeholders. Catalyst Housing is now represented as part of a greater “Workforce Infrastructure Strategy”, which aims to “train, house, and incentivize” our sector employees.

At the time of writing this Business & Operational Plan, senior staff had commenced the development of a “business model canvas” (BMC) to identify the general operational requirements for this program in any particular locale. The BMC will take into account the Foundational Framework requirements.

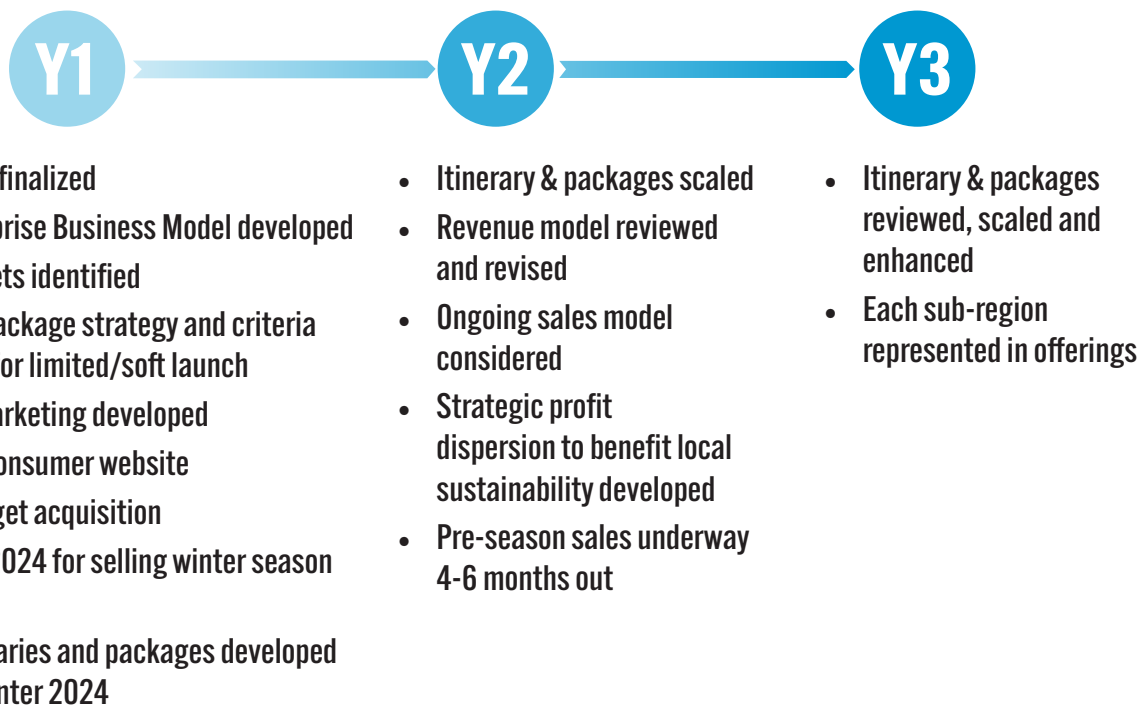
Product Development: The Regenerative Travel Agency



In 2024, EE will begin the fiscal year with its Tourism Industry Council of Ontario (TICO) license to allow the organization to process commercial transactions for bookings. Operating as a social enterprise, the “regenerative travel agency” (internal moniker only) will serve a two-fold purpose, as detailed in the Regenerative Tourism Strategy:

1. attract higher yield visitors (stay long/spend more) and move them around the region using strategic itineraries and packages (particularly international visitors)
2. introduce a revenue stream to support sustainability programs within the region.

The social enterprise model is currently in development. The proposed positioning aims to attract travellers who are seeking “transformational tourism” experiences (as part of the burgeoning “transformation economy”). Once the positioning and markets have been determined (see new Marketing Strategy, page 33), new strategic itineraries will be developed and test experiences will be blocked for package sale.



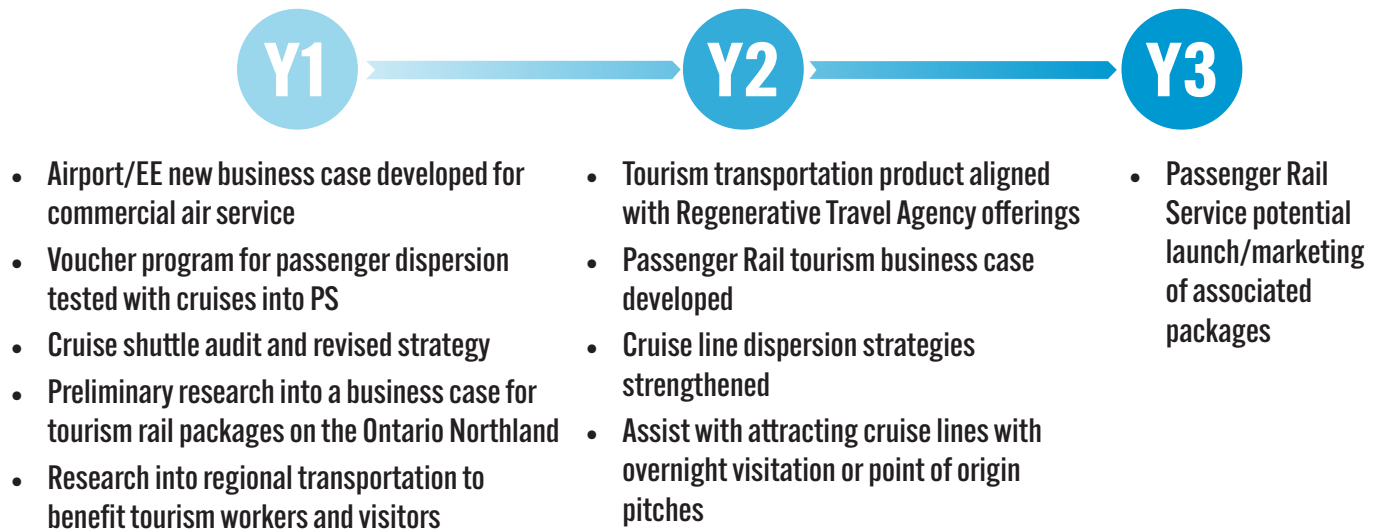
Y1 Status: Ongoing

EE was required to update certain elements of corporate governance (e.g. letters of patent, etc.) in order to complete its TICO application by fiscal year end. Facets of the project are in development (e.g. the higher yield strategy), with a great uptake in output expected when the TICO license is granted in 2024.

Product Development:

Transportation Investment Attraction

Transportation development remains a key consideration for EE, and multiple services are monitored internally as part of the company's priority projects.



Y1 Status: Ongoing

EE and the Muskoka Airport management met regularly to discuss the potential for commercial air service returning once again to YQA. EE provided results from its partnership and promotional efforts for the previous service (Porter Airlines) to the Muskoka Airport management, and a business pitch was developed by that team to attract new carriers. EE now works in a supporting role only, and has been involved in meetings with one potential carrier.

EE is a long-standing member of the Great Lakes Cruise Coalition and has, for many years, invested in a shuttle service during Parry Sound's Great Lakes cruise season to disperse passengers into the downtown area. In Fiscal 2023-2024, EE had intended to test a voucher program for the shuttle service, but feedback from businesses in the downtown core suggested this would not be an optimal use of funds. EE will continue to work with the Downtown Parry Sound Business Association, the Chamber of Commerce, and the town to try to maximize and track the impact of these cruises in the region for the benefit of as many operators as possible.

Day cruises in Parry Sound on other operating vessels should also be considered for support, as they have the ability to bring in overnight visitors to the town (bookings for accommodations), which the Great Lakes cruises do not.

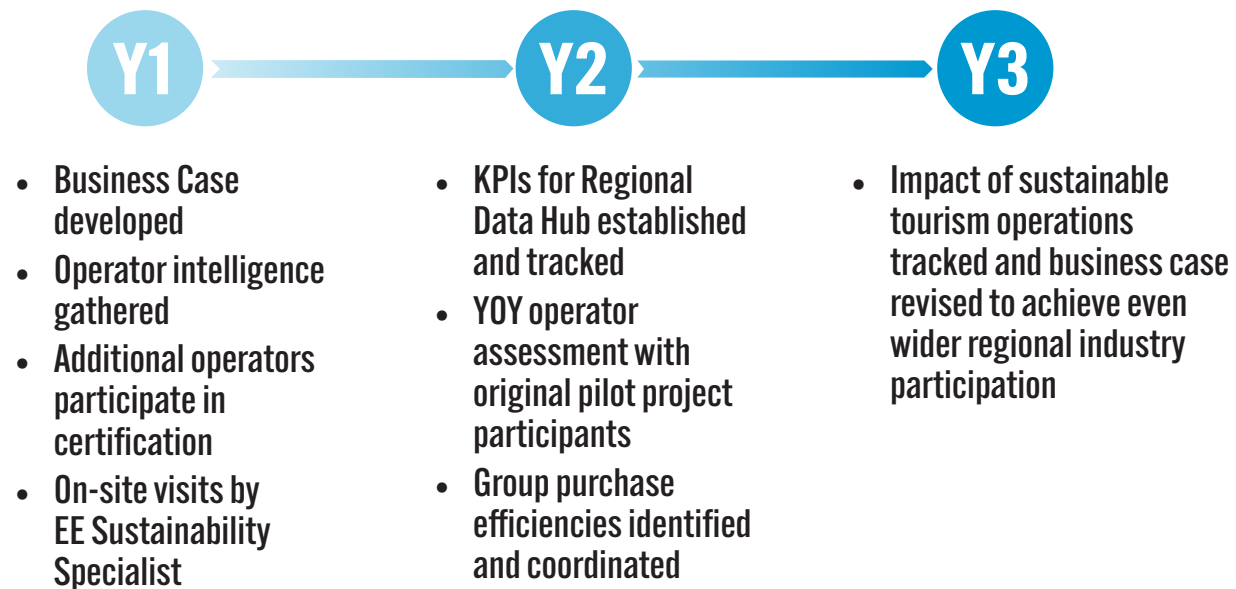
EE continues to consider potential involvement in the anticipated Ontario Northland train's return to service (scheduled for 2026).

Product Development:

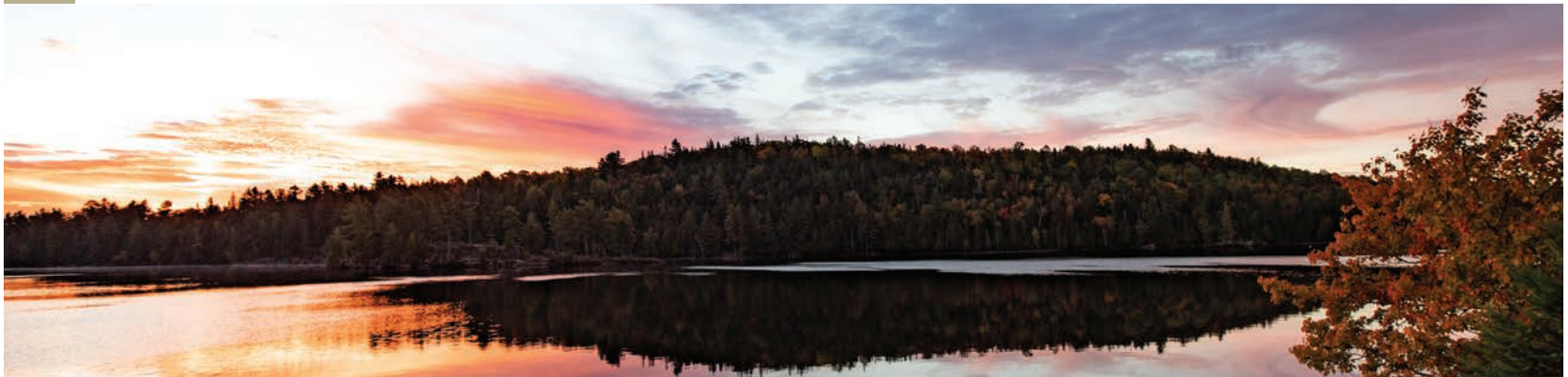
The Sustainable Tourism Pilot Project

To convince as many tourism businesses as possible to adopt sustainable practices on their properties, EE launched a pilot project with six tourism operators in 2022. Each undertook sustainability assessments of their property by GreenStep Solutions, with all receiving Bronze or Silver-level designation. EE continues in Fiscal 2024-2025 to pay the fee to GreenStep that these pilot project participants are required to pay to maintain their status with that company.

In Fiscal 2023-2024, EE's Sustainability Specialist interviewed each participant in the project to gather feedback and insights for the development of a business case for sustainability. The result was a detailed report, which overall recommended the development of proprietary sustainability programs developed by EE, instead of relying on a third party certification organization. The Sustainability Specialist will undertake this work starting in 2024.



Y1 Status: Ongoing



RT012 2022-2023 GOVERNMENT PILLARS

The current mandated pillars by the Ministry of Tourism, Sport & Culture for EE to work within and provide measurable outcomes include the following:

- **Product Development** - to enhance visitor experience through well-designed tourism products that meet current and future visitor demand.

In Fiscal 2023-2024, EE dedicated funding to Indigenous tourism development (e.g. the launch of “Misko Aki: Confluence of Cultures” at the Muskoka Discovery Centre, development of Waaseyaa Cultural Tours in Algonquin Park/Whitney) and co-participation in the International Indigenous Tourism Conference and to the sustainable tourism development project. Product was also promoted via the successful content marketing program, and via the Partnership program investment (30 projects funded).

In Fiscal 2024-2025, Product Development will prioritize event and experience development in the lesser-funded sub-regions (Almaguin Highlands, Loring-Restoule, west Parry Sound district, and South Algonquin), which do not have the capacity to increase visitation without this support. Their inability to raise matching funds to participate in most funding or granting programs is a significant disadvantage as well.

- **Investment Attraction/ Investor Relations** - to increase investment in the tourism industry to enhance visitor experience.

Prior to Fiscal 2023-2024, EE invested heavily in the attraction of commercial air service to the Muskoka Airport. For the past four years, EE has invested heavily in helping the Town of Parry Sound build its Great Lakes cruise program.

As noted in the “Value for Money Audit: Tourism Support Programs” released in December 2023, many RTOs do not have enough funds to exponentially increase investment in their regions, and arguably, RTO12 is one of them. However, recognizing the need to raise revenue for destination development, EE will launch its investment strategy for Catalyst Housing in particular as part of its Fiscal 2024-2025 plan.

- **Workforce Development and Training** - facilitate and support the attraction, development and retention of a tourism workforce to enhance the visitor experience.

Workforce development is the priority of the EE board, and staff continue to work on many projects to solve what is a global challenge for the tourism and hospitality sectors. (See priority projects above for details.)

- **Marketing** - to increase awareness of Ontario as a travel destination & increase conversion in target markets.

Fiscal 2023-2024 saw EE shift focus of the limited overall budget to administrative development (staff hires, etc.) and regional workforce challenges. This meant that, after having invested significant time (i.e. years) and resources in building international travel via the commercial air service, EE reverted to “always on” content promotion only, particularly to domestic audiences.

In Fiscal 2024-2025, EE will once again invest heavily in marketing the region but will introduce the new “Higher Yield Strategy” (see Marketing Plan) to attempt to significantly increase revenue across the region; to avoid the glut of duplication now in the social media/content marketing domain; and to position the region competitively in the global travel market. This will also mean the hiring of a new agency of record.

- **Partnership** - to become a catalyst in building strategic alignment and promoting collaboration within the industry.

In Fiscal 2023-2024, EE saw the most Partnerships completed in one year of funding ever.

Figure 8 Partnership Program Contribution(s)

2023-2024

Partnership Program

Pillar

**RT012
Contribution**

Georgian Bay Biosphere Mnidoo Gamii	Product Development	\$1,352.00
Tall Pines Music Festival	Marketing	\$6,438.00
Jaynes Cottages International Marketing	Marketing	\$1,641.00
Toronto Metropolitan University Work Integrated Learning	Workforce Development	\$12,272.00
Township of Muskoka Lakes Signage Program	Product Development	\$1,500.00
BlackFly Music Festival Marketing	Marketing	\$2,884.00
Howl Photography Conference Marketing	Marketing	\$3,325.00
Muskoka Tourism Marketing Agency Fall Spotlight Program	Marketing	\$12,500.00
JW Marriott Resort & Spa The Rosseau Muskoka Breakfast Television	Marketing	\$5,000.00
Town of Bracebridge, Ontario by Bike Product Development	Marketing	\$1,000.00
Resorts of Ontario Regional Members, International Collaborative Program	Marketing	\$1,200.00
Town of Parry Sound Cruise Ship Development and Dispersion	Marketing	\$8,236.00
Muskoka Arts and Crafts Marketing	Marketing	\$1,974.00
Festival of the Sound Marketing	Marketing	\$5,000.00
Muskoka Tourism Marketing Agency, Muskoka Brand Perception Report	Product Development	\$26,598.50
Muskoka Tourism Marketing Agency Winter Spotlight Program	Marketing	\$12,500.00
Town of Huntsville, Labour Shortage Gap Research	Workforce Development	\$15,000.00
Muskoka Chatauqua Marketing Program	Marketing	\$2,016.00
Muskoka Discovery Centre (Misko-Aki) Marketing Launch	Marketing	\$17,117.00
Almaguin Community Economic Development Fall and Winter Marketing	Product Development	\$5,000.00
Outdoor Adventure ATV Marketing Launch	Marketing	\$956.00
Parry Sound - Downtown Business Association Event Marketing	Marketing	\$884.37
Muskoka Chambers of Commerce - Muskoka Oktoberfest	Marketing	\$561.28
Georgian College Work Integrated Learning	Workforce Development	\$11,000.00
Bracebridge BIA, Bracebridge Fire and Ice Marketing	Marketing	\$5,000.00
South Algonquin Business Alliance - Trail Signage Program	Product Development	\$5,000.00
Holly Matrimony - Shoulder Season Product Development	Marketing	\$1,200.00
Bracebridge BIA Holiday Light Festival	Marketing	\$300.00

TOTAL

\$167,455.15

At the January 2024 Board planning sessions, it was identified that when it comes to destination development in the 5 sub-regions (excluding the 6th, Algonquin Park), there is not an even playing field. For instance, Muskoka is funded by both the District of Muskoka (which increased annual funding by 15%) and has access to additional funding from Muskoka-centric partners, including the Huntsville Municipal Accommodation Tax Association.

Other sub-regions do not have as much access to funding support, and in particular require significant event and experience development in order to sustain or develop the tourism and hospitality sectors there.

EE will therefore prioritize projects that align with the Regenerative Tourism Strategy, but also with sub-regional development for Fiscal 2024-2025 (and in particular, product development).

- **Additional** - Industry Communication, Liaison and Accountability

EE continues to update the industry annually via industry newsletters. In Fiscal 2024-2025, EE staff will once again hit the road to conduct multiple Town Halls, a regular approach that was ended during the pandemic but is now due for a re-start. Additionally, EE will contract the services of a consultant to assist with building corporate communications, particularly around the major workforce and revenue projects (i.e. Catalyst Housing and the regenerative travel agency). The CEO will meet regularly with MTCS representatives, with other RTO executives, with community stakeholders, and with individual operators.



High Level Goals for Each Pillar

Consumer Marketing – 482K

- Introduce new marketing approach in order to 1) increase destination competitiveness and to 2) reduce duplication of output currently in the marketplace for greater efficiencies and impact.
- Formulate the “higher yield strategy” to produce the intended long-term outcome of a significant increase in regional tourism and hospitality revenues that will not require an exponential increase in mass visitation (the regenerative approach)
- Research and articulate “high yield, specific-interest markets” to pilot for growth in new lead nurturing funnels.
- Develop user-generated/business generated content program.
- Introduce pay-to-play or other revenue streams.
- Identify internal roles/responsibilities/frameworks to ensure the long-term execution and success of the strategy.

Product Development – 80k

- Build relationships with existing Indigenous communities to determine interest in tourism product development or strategies.
- Build and launch the social enterprise business model for the Regenerative Travel Agency
- Develop packages related to strategic itineraries, with the intention of converting higher-yield customers.
- Build sustainability training programs for tourism operators/operations.
- Identify product development opportunities for under-funded sub-regions.

Investment Attraction – 20K

- Build community and impact investing for the catalyst housing/training program.
- Continue to invest in Great Lakes cruise ship programs with the Town of Parry Sound, including shuttle service for day trip dispersion.
- Continue Regional Data Hub to determine the state of the regional tourism industry in a timely manner.

Workforce Development – 93k

- Develop the social enterprise business model for Catalyst Housing
- Continue micro-credential, curriculum and work-integrated learning development for the Catalyst Housing project.
- Launch community sessions to pitch the Catalyst Housing project.
- Conduct ongoing, timely and region-centric industry research (Regional Data Hub)
- Continue annual content marketing program to attract and retain regional employees.

Partnership – 166K

- Ensure regional partners understand the Region-Centric approach and have opportunities to align strategies.
- Partner strategically to build the destination overall, with a focus on regenerative initiatives.
- Assist under-funded sub-regions in product development opportunities (esp. events).

Industry Communication, Liaison and Accountability – 286k

- Conduct multiple sessions of the EE Co-Creation Lab, and ensure broad but deep participation.
- Continue to strengthen outreach and communication with industry.
- Develop outreach and communication to non-industry stakeholders.
- Engage with Indigenous communities as part of a Truth & Reconciliation commitment.
- Build resource page on EE corporate website to direct stakeholders to additional supports and funding opportunities (e.g. Tourism Development Fund, OTEC programs, etc.)

The following is a summary of the BOP24-25 implementation, as well as objectives, key activities, timelines, and performance measures for MHSTCI TPA requirements.

2024 - 2025 Business and Operational Plan Summary

Governance 286K	Marketing 483K	Product Development 80K	Investment Attraction 21K	Workforce 93K	Partnership 186K
<p>Govern EE through effective leadership; strong equitable industry representation; and execute optimal governance, strategies and process. Hold annual AGM.</p> <p>Ensure organizational decisions meet the needs of both the tourism business community and the community as a whole to “float all boats” (including tourism SME’s, employees,, and residents).</p> <p>Share tourism sustainability program outcomes, regenerative program development and destination development updates.</p> <p>Consult industry and community stakeholders; conduct regular outreach. Return to townhalls and in person meetings when possible.</p> <p>Update HR policies and procedures.</p> <p>Continue Regional Data Hub online for state of the industry intel.</p> <p>Review, update and continue T3Y strategy.</p>	<p>Promote the great Canadian wilderness brand.</p> <p>Target hyper local, dom. & int’l markets, positioning “transformative experiences”</p> <p>Publish exceptional content & launch promotion that is flexible, adaptable & scalable; introduce more platforms and tactics.</p> <p>Sell product packages & itineraries (primary CTA) via TICO travel division.</p> <p>Develop & promote incentivized travel packages to coincide with high yield travellers to the region.</p> <p>Develop hyper local, domestic and int’l lead nurturing to connect to regenerative travel agency launch and development.</p> <p>Leverage Destination Ontario partnership dollars for shoulder season development</p>	<p>Build regenerative travel agency for launch; develop high yield packages and itineraries for purchase.</p> <p>Support Town of Parry Sound cruise program.</p> <p>Continue sustainability training programs for tourism operators / operations (e.g. property stewardship guides) / hire part-time Sustainability Specialist.</p> <p>Develop inland coast drive tour (Port Severn to Britt).</p> <p>Develop “VFR VIP” program.</p> <p>Develop hyperlocal voucher programs for deeper shoulder season (April then November).</p>	<p>Explore partnerships & investing that prioritizes regenerative tourism and workforce development.</p> <p>Communicate to communities & impact investors re catalyst housing/training program opportunities.</p> <p>Continue to explore a tourism business case for passenger rail service.</p> <p>Continue as a member of the Great Lakes Cruise Coalition ensuring a robust cruise network; support dispersion of passengers into Parry Sound.</p> <p>Act as a resource to attract additional airline carriers to YQA.</p> <p>Conduct initial research for workforce transportation options (cross regional transport).</p>	<p>Educate workers on the region as career destination via the Rural Tourism Certificate micro-credential.</p> <p>Enhance Job Board performance and expand marketing tactics/investment for greater conversion.</p> <p>Develop and launch 3rd Annual Big Applause Awards.</p> <p>Develop work-integrated learning and training curriculum for the catalyst housing project.</p> <p>Create development team for the catalyst housing project.</p> <p>Build a “Neighbourhood Network” who will welcome new workers.</p> <p>Conduct ongoing, timely and region-centric industry research (employers, employees)</p>	<p>Prioritize partnerships that support RTO12’s regenerative tourism and workforce development initiatives.</p> <p>Continue to work with local stakeholders to examine mutually beneficial regional partnerships.</p> <p>Consider non-weather dependent events and programing in Spring and Winter.</p> <p>Work with local FN to develop tourism opportunities for collaboration.</p> <p>Empower underfunded sub-regions by attracting tourism-related economic opportunities through effective communication and marketing, contributing to regenerative economic development in these areas.</p>



2024 - 2025 BOP: Objectives, Key Activities and Timelines, Performance Measures

Governance and Administration

Governance

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Govern EE through effective leadership; strong equitable industry representation; and execute optimal governance, strategies and process.</p> <p>Ensure organizational decisions meet the needs of both the tourism business community and the community as a whole to “float all boats” (including tourism SME’s, employees, and residents)</p> <p>Share tourism sustainability program outcomes, regenerative program development and destination development updates.</p> <p>Consult industry and community stakeholders; conduct regular outreach. Return to townhalls and in person meeting when possible.</p> <p>Update HR policies and procedures.</p> <p>Continue Regional Data Hub online for state of the industry intelligence.</p> <p>Review, update and continue T3Y strategy</p>	<p>Ensure overarching 3-Year performance strategy is relevant and up to date.</p> <p>Conduct ongoing Regional Data Hub intelligence gathering for the industry and residents to ensure stakeholders have relevant information to make informed business decisions.</p> <p>Manage our assets and liabilities responsibly while delivering expected results on time.</p>	<p>Solicit community input / reaction on strategies and organizational approach (Region-Centric Regenerative Tourism Approach) via webinars, in person meetings and surveys reporting back on outcomes via follow-up communication.</p> <p>Continue governance training and diversity, inclusion, and equity training.</p> <p>Development of committee(s), when necessary, that is inclusive to the community. Consider finance, investing, training, and housing.</p> <p>Board quarterly update, review, and input on annual BOP execution.</p> <p>Conduct board reviews via surveys of RTO plans and performance measures against stated objectives and targets; adjusting as required.</p> <p>Complete a skills matrix to identify priority areas for board member recruitment updating policies and bylaws.</p> <p>Regularly review activities, finances at board meetings.</p>	<p>Participation in community input sessions (target 600 participants) (target 12 webinars) (target 3 surveys).</p> <p>Effective board training participation (target 100% of board directors) (target - 70% of participation identify being satisfied / highly satisfied with training outcomes).</p> <p>Business plan participation, results of the financial audit and operational reporting (operating goals met, clean audit)</p> <p>Board satisfaction with governance updates and discussions at the board table regarding committee items (target - 70% of participation identify being satisfied / highly satisfied with governance outcomes).</p>



Governance and Administration

OPERATIONS

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Continue with regenerative practices within the organization to benefit both internal and external stakeholders.</p>	<p>To steward the regional tourism recovery, rebuild and renewal. (a result of the pandemic and current financial climate)</p> <p>Revenue generation via Core essential activities developed by the organization over the last decade.</p> <p>Develop a three-to-five-year investment strategy for future operational, organization and industry resiliency.</p>	<p>Outline revenue generating activities and articulate how the funds generated will support objectives. Prepare and present the report to the Board of Directors and membership.</p> <p>Explore various revenue streams such as donations, corporate sponsorships, grants, events, merchandise sales and consulting. Prepare and present the report to the Board of Directors.</p> <p>Explore revenue associated with our tourism award(s) with activities.</p> <p>Communicate organizational operational updates / direction via in person webinar, Zoom, WebEx meetings, Microsoft Teams etc.</p>	<p>Benchmark number of revenue generating activities.</p> <p>Award Participants (target - 18 stakeholders)</p> <p>Number of stakeholders involved in the communication of organizational activities / updates (target - 1,400 stakeholders)</p> <p>RTO operational presentations (target - 12)</p>



Governance and Administration

Industry Communication, Liaison and Accountability

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Engage the regional tourism industry stakeholders and communities	<p>Enhance community involvement and interaction on a broader scale.</p> <p>Foster industry awareness and garner support for the Regenerative Tourism Strategy through effective communication.</p> <p>Foster a thriving tourism ecosystem through proactive community engagement initiatives that will enhance the local economy, preserve cultural heritage, and amplify the importance of the 'business of tourism'.</p>	<p>Organize quarterly town halls within subregions across the RTO to connect with industry stakeholders.</p> <p>Facilitate diverse sessions within the Co-Creation Lab to actively involve stakeholders.</p> <p>Enhance communication channels with operators to ensure timely updates.</p> <p>Monitor feedback on the Facebook business forum and track regional grievances, criticisms, and complaints on social forums.</p> <p>Host the Regional Tourism Summit and AGM to bring together key stakeholders.</p> <p>Explore alternative delivery models to accommodate busy operators effectively.</p>	<p>Ensure active participation in RTO webinars by achieving a minimum of 35 attendees per session.</p> <p>Conduct a minimum of four labs annually to facilitate knowledge sharing and gather feedback on tourism programs.</p> <p>Increase the organization's reach by attaining a target of 50 new subscribers to the newsletter.</p> <p>Strengthen stakeholder engagement by identifying and communicating concerns to the Board of Directors and levels of government, with the aim of addressing a total of six concerns.</p> <p>Enhance stakeholder involvement by securing participation from over 100 individuals in relevant initiatives and activities.</p>



Marketing

Consumer Marketing

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Create promotional content for the destination brand, sub-regions, products/ KTAs, commercial air service, and for package and itinerary sales.</p>	<p>Convert “discoverers” to travellers by moving them down the purchase funnel (“awareness” to package “purchase”).</p> <p>Capture consumer email addresses in the lead nurturing program to move registrants down the purchase funnel.</p> <p>Increase website analytics, sessions, users, page views, pages/ session & average session duration (via content).</p>	<p>Development of regional content via researching story ideas, interviewing stakeholders, alignment with research (includes interviews, photography/video development and regional outreach).</p> <p>Development and nurturing of self interest travel groups.</p> <p>Development of a lead nurturing program to build for the RTA and for ongoing (quarterly) deployment.</p> <p>Update consumer website with new content, events, pictures, listings, and packages by scanning regional and provincial partner sites and social accounts.</p> <p>Additional activities will include the development of:</p> <ul style="list-style-type: none"> • Operator generated content. • User generated content. • Q&As, lives, on-site broadcasts (example - Howl at the Full Moon Zoom) • Online Purchase Function 	<p>Regional Content Development: Target the creation of 10 sub-regional assets, 5 product assets, and 10 itinerary assets to enhance the diversity and richness of regional content.</p> <p>Consumer Email Database Opt-ins: Aim for consumer opt-ins segmented as hyperlocal (500), domestic (1500), and international (500) to build a targeted and engaged audience for email communication.</p> <p>Website Analytics: Achieve website traffic goals with 150,000 visits, emphasizing quality with 200,000 page views, an average of 1.40 pages per session, and a target average session duration of 1.20 minutes.</p> <p>Identification and Testing of Travel Audiences: Identify and experiment with five high-yield, specific interest travel audiences to refine targeting strategies and enhance the effectiveness of marketing efforts.</p>



Social Media Marketing

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Introduce regional product to self interest groups, hyper local, domestic, and international audiences.</p>	<p>Create awareness of regional product and travel experiences to consumers visiting on-line channels.</p> <p>Enhance engagement and awareness by effectively introducing the regional product to self-interest groups through tailored social media campaigns, emphasizing unique features and benefits.</p> <p>Strengthen the connection with our audience through targeted social media initiatives, showcasing the regional product's relevance and appeal to a broader national and international audience.</p>	<p>Conduct research to identify self-interest groups related to the regional product understanding their preferences, behaviors, and online platforms.</p> <p>Creation of compelling and tailored content that highlights the unique features and benefits of the regional product. This content should resonate with the developed specific interests of the identified self-interest groups.</p> <p>Social sharing of testimonials and success stories from domestic users to build trust and showcase the regional product's relevance on a national scale.</p> <p>Establish feedback mechanisms such as surveys, polls, and comment sections to directly collect insights and opinions from the audience.</p> <p>Manage the creation and circulation of content across social media channels, actively monitor, update, and engage with travel inquiries related to posted information.</p> <p>Keep social media platforms current with details about regional products and experiences, promptly responding and interacting with travel-related queries across various social media platforms.</p>	<p>Sustain engagement metrics (Likes, Shares, Comments) on content.</p> <p>Sustain current click-through rate (CTR) on links within content.</p> <p>Benchmark the number of tailored content pieces created for each self-interest group.</p> <p>Benchmark self-interest group:</p> <p>Responses collected through surveys and polls.</p> <p>Participation rates in feedback mechanisms.</p> <p>Sentiment through comments and feedback.</p>



Marketing

Transacting

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Promote the introduction of the Regenerative Travel Agency through incentivized strategies and programs.	<p>Implement and refine incentivized strategies to effectively launch and widely promote the Regenerative Travel Agency, along with its higher-yield packages.</p> <p>Cultivate engagement and garner support from audiences for the successful adoption of the agency's offerings.</p>	<p>Develop educational materials for stakeholders and facilitate regional onboarding.</p> <p>Establish a feedback mechanism to gather insights for ongoing improvement. Collect feedback via online forums to enhance engagement.</p> <p>Employ tracking tools for real-time monitoring and optimization of strategies.</p> <p>Define and monitor key metrics to measure the success of the launch and adapt strategies accordingly.</p>	<p>Benchmark redemption / utilization rate incentivization</p> <p>Benchmark operator participation.</p> <p>10 incentivized packages benchmarked for first test</p>

Package Development

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Creating high-yield packages to generate revenue and address a specific gap in the consumer purchase funnel.	<p>Create high-yield packages that align with the positioning of “transformative travel” and the principles of a regenerative travel agency model.</p> <p>Launch high-yield tourism packages to increase overall revenue by addressing specific gaps in the consumer purchase funnel within the travel industry.</p> <p>Optimize the pricing and features of the tourism packages to maximize their attractiveness and conversion potential, effectively filling identified gaps in the travel consumer’s decision-making process.</p>	<p>Work with the Travel Industry Council of Ontario (TICO) to launch our inbound travel division.</p> <p>Define Transformative Travel Elements by identifying specific elements and features that characterize transformative travel experiences.</p> <p>Develop a pricing strategy that reflects the value of transformative and regenerative travel experiences. Consider transparent pricing models that contribute to community and environmental initiatives.</p> <p>Develop and provide educational materials for travelers, explaining the transformative and regenerative aspects of the packages. Empowering travelers to make conscious and sustainable choices during their journey.</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. • 5-10 stakeholders participating • 50 packages sold

Product Development

Indigenous

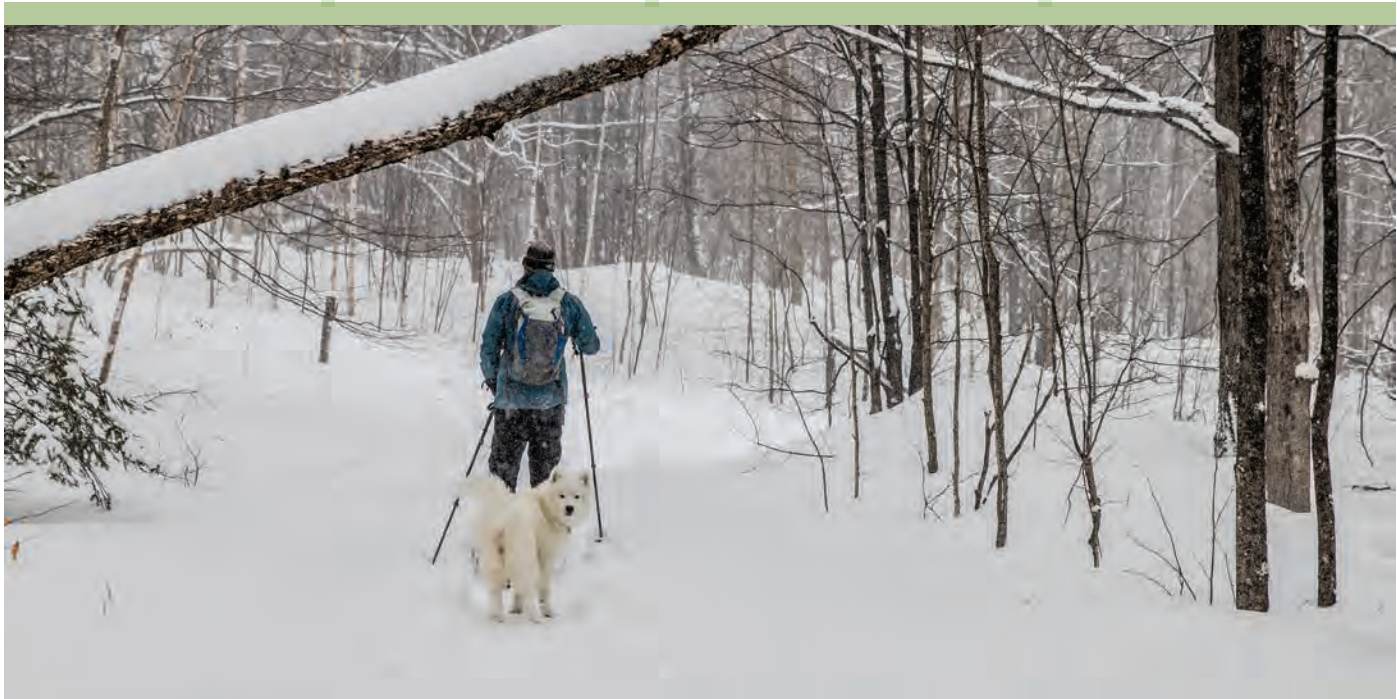
Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Sustain the cultivation of relationships with Indigenous tourism operators.	Foster mutually beneficial partnerships with Indigenous tourism operators to enhance collaboration, promote cultural exchange, and contribute to sustainable growth in the tourism industry.	<p>Continue communication and relationship building with identified Indigenous tourism operators through meetings, workshops, and events.</p> <p>Collaborate, when possible, with Indigenous tourism operators to define shared goals and expectations for potential partnership(s).</p> <p>Engage with the local Indigenous community to ensure that programs respect and align with their values and aspirations.</p> <p>Showcase success stories and positive outcomes of the collaboration to inspire other stakeholders in the tourism industry to adopt similar practices.</p>	<p>Benchmark the number of meetings, workshops, or events attended with Indigenous tourism operators.</p> <p>Benchmark the number of collaborative sessions held with Indigenous tourism operators to define goals.</p> <p>Benchmark the number of success stories and positive outcomes highlighted.</p>

Sustainability

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Position our region as a sustainable destination option.	Work towards fostering regional sustainability with tourism SMEs through out the region.	<p>Present findings of first group of sustainable tourism SMEs at regional and provincial summits.</p> <p>Continue working with our accreditation consultant guiding SMEs through the process.</p> <p>Introduce site visits by the Sustainability Specialist</p>	<p>Present the outcomes of sustainable development program in three regional speaking engagements.</p> <p>Initiate discussions on the evolving business case for sustainability.</p> <p>Conduct 10 property visits to engage in conversations about sustainability and stewardship.</p>

Industry Statistics

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Track the health of regional tourism industry.</p>	<p>Continue to develop and implement a robust metrics system to track key indicators, including visitor numbers, economic impact, and community engagement, providing a comprehensive overview of the health of the regional tourism industry.</p>	<p>Conduct regular surveys to gauge community perceptions and sentiments regarding tourism impacts, allowing for adjustments in strategies to address concerns and maintain a positive relationship between tourism and local communities.</p> <p>Continue to implement a comprehensive data collection framework to gather relevant information, utilizing surveys, interviews, and collaboration with stakeholders to ensure a well-rounded dataset.</p>	<p>Number of views / downloads of the online research findings (target - 125).</p> <p>Report and benchmark the number and variety of data sources utilized, including surveys, interviews, and stakeholder collaborations, to ensure a well-rounded and comprehensive dataset.</p> <p>Benchmark the extent to which various stakeholders, including local businesses, community leaders, and tourism operators, are involved in the data collection process.</p> <p>Number of participants participating in the research dialogue via Regional Tourism Summit, quarterly stakeholder meetings and monthly webinars (target- 55)</p> <p>Number of research presentations (target - 2)</p>



Investment Attraction

Communication

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Make certain that Tourism is an investment priority across regional, provincial, and national networks.	Tourism investment bolsters the Workforce Thruster Strategy as it relates to the catalyst housing / training program.	<p>Engage in collaborative ventures and investments with a primary focus on workforce development.</p> <p>Conduct outreach efforts, seek feedback, and conduct interviews with potential investment partners.</p> <p>Supply regional economic development collaborators with project outlines and relevant updates pertaining to the advancement of upcoming investment initiatives in the area.</p> <p>Convey and articulate the principles of impact investing and community bonds.</p> <p>Inform multiple community, sector, government and funding stakeholders about these innovative programs.</p> <p>Develop a communication plan to target multiple stakeholders (including media lists)</p>	<p>Involvement in investment seminars, meetings, and workshop(s) (target - 10)</p> <p>Regional outreach / update engagement sessions (target - 5)</p>

Transportation

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Promote initiatives to enhance dispersion through expanded transportation options.	<p>Focus on improving transportation connectivity in the region in particular rural and less-visited areas, making these regions more accessible and encouraging tourists to explore beyond traditional tourist hotspots.</p> <p>Ensure local communities are abreast in transportation planning, ensuring their input on routes, modes, and schedules to ensure initiatives align with community needs and values.</p>	<p>Conduct an examination of the essential groundwork required for the formulation of a tourism business case for passenger rail service. Simultaneously, engage in interviews with key national and international experts in rail passenger services.</p> <p>Aid the Great Lakes Cruising Coalition (GLCC) by actively participating in membership activities and providing valuable input, particularly in the context of their endeavors during the travel ban.</p> <p>Sustain an ongoing dialogue with partners involved in the commercial air service program, ensuring continuous communication. Additionally, contribute insights and recommendations for further investments in the commercial air service program.</p>	<p>Benchmark the level of participation and involvement of Parry Sound in GLCC membership activities, indicating the commitment to supporting coalition objectives.</p> <p>Benchmark the frequency of dialogue with partners involved in the passenger rail program, ensuring regular and effective communication channels are maintained.</p> <p>Benchmark the level of engagement with key stakeholders, including government officials, industry experts, and local communities, to ensure comprehensive input associated with rail, air and cruise ship programs.</p>

Workforce

Work Force Inspiration & Intelligence Gathering

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Promote the tourism industry as a viable and rewarding career path.	Highlight tourism as an attractive and practical career option, positioning the region as a leading destination for pursuing a career in the tourism industry.	<p>Further collaborate with high schools, colleges, and universities to both inspire and gather insights on students' career inclinations towards the tourism sector. Disseminate information about career choices through various channels, including content creation, Zoom recruitment sessions, and familiarization tours.</p> <p>Circulate the Rural Tourism Certificate Micro Credential to enhance awareness.</p> <p>Continuously engage with established organizations to synchronize efforts in coordinating workforce development initiatives, thereby maximizing opportunities within the region.</p>	<p>Number of educational institutions collaborating with the RTO (goal - 5)</p> <p>Number of students actively engaged by the RTO (goal - 250)</p> <p>Number of individuals successfully completing the Rural Tourism Certificate Micro Credential (goal - 150)</p>

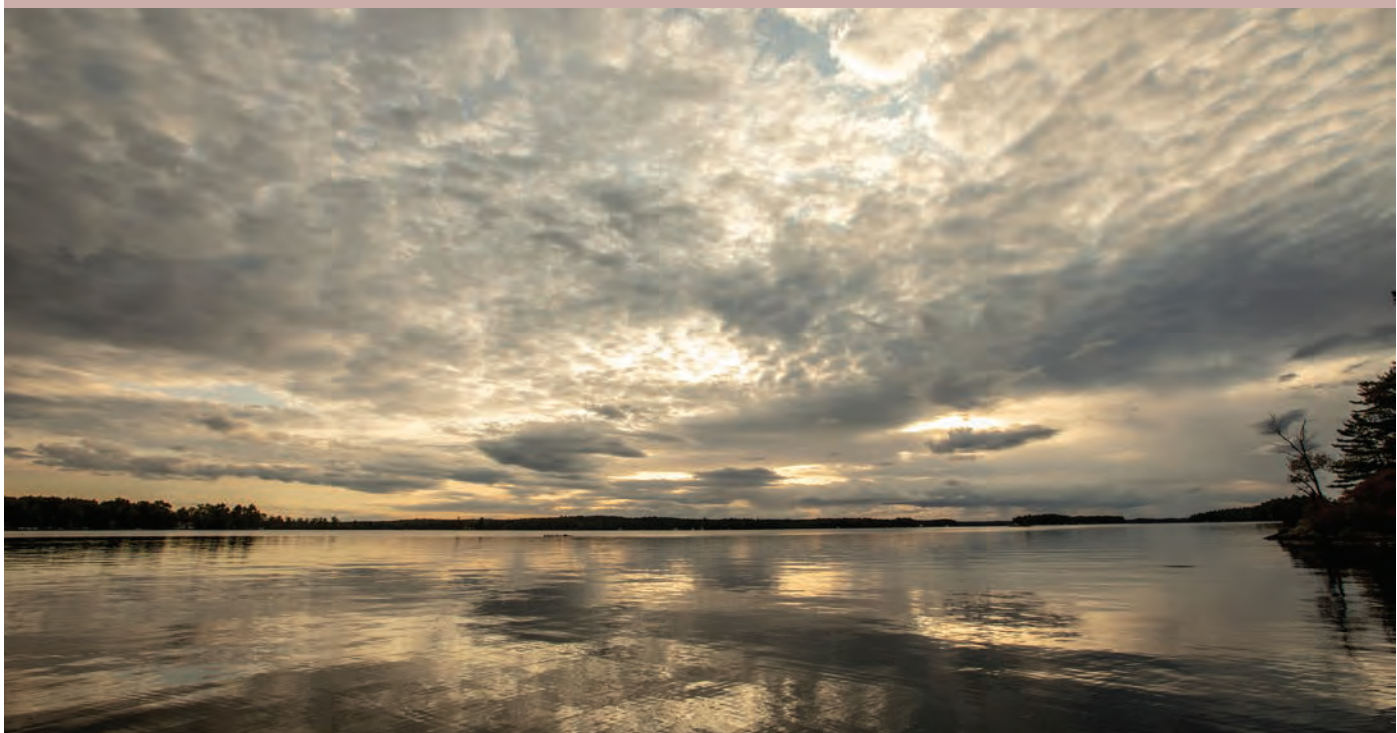
Business Model Development

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
Design a business model for the social enterprise initiative of Catalyst Housing	<p>Development of a business model that enables the social enterprise initiative of Catalyst Housing to achieve economic self-sufficiency by identifying revenue streams, cost-effectiveness, and sustainable financial practices.</p> <p>The objective is to create a model that reduces reliance on external funding and contributes to the financial stability of participants in the workforce program.</p>	<p>Actively seek and foster strategic partnerships with local businesses, organizations, and community stakeholders.</p> <p>Development and integration of a financial literacy programs for participants in the workforce program. This could involve offering training sessions on budgeting, financial planning, and entrepreneurship, empowering individuals to make informed financial decisions and contribute to the overall economic sustainability of the social enterprise.</p>	Benchmark feedback related to the designed business model. (estimated goal - 30 responses to administered survey)

Partnership Allocation

Marketing & Communication

Priority / Strategic Focus	Objectives	Key Activities / Tactics	Performance Indicator
<p>Establish collaborations with partners who align their communication and marketing strategies with the priorities and goals of the Regional Tourism Organization (RTO) while at the same time empowering underfunded Sub-regions in product development.</p>	<p>Increase the visibility of underfunded sub-regions by leveraging collaborative marketing efforts.</p> <p>Empower underfunded sub-regions by attracting tourism-related economic opportunities through effective communication and marketing, contributing to regenerative economic development in these areas.</p> <p>Encourage partners to align their communication strategies with the RTO's goals of promoting regenerative tourism practices.</p>	<p>Leverage internal staff resources to effectively communicate the operational plans, strategies, objectives, and outcomes of the organization.</p> <p>Distribute partnership criteria and the corresponding process to stakeholders within the region.</p> <p>Collaborate with third-party entities to develop comprehensive partnership work plans, outlining key deliverables and establishing timelines.</p> <p>Utilize internal staff resources to communicate mid-partnership progress updates and present the final report to both the board of directors and relevant stakeholders.</p>	<p># of communication and marketing partnerships (goal and target - 12)</p>



Consumer Marketing 2024 - 2025

Travel has changed, and the way we market to travellers needs to change too.

In 2014, in an effort to compete against destinations with far bigger budgets, EE embarked on an innovative (at that time) strategy that saw the company lead the Canadian tourism industry in the shift to social, mobile, content marketing. The results were overwhelmingly successful, allowing us ultimately to bypass unaffordable (for us) federal and provincial marketing campaigns, and to instead target international markets DTC, resulting in exceptional ROI. This also led to our ability to build the successful business case for commercial air service at the Muskoka Airport.

After a decade, our blue-chip content program continues to serve us well for the strategic purposes of introducing new audiences to the region, and elements of it will always be in our marketing wheelhouse.

However.

With so many destinations, DMOs and individual operators as well as Destination Ontario now producing similar content and messaging via primarily the same channels (and also targeting the same markets), the time has come for a new strategy to cut through the noise of “sameness” and to eliminate extensive duplication of efforts (which result in less efficacy and impact).

A new approach is needed, and in Fiscal 2024-2025, EE will once again develop an innovative strategy that sets the region apart for success.

Sustainable Tourism: The Higher Yield Strategy

As a destination development organization that espouses the tenets of regenerative tourism, a key objective of the organization is to attract “higher yield visitors” (see *Figure 4. Region-Centric Regenerative Tourism Approach, 2021*).

For many years (barring the anomalies of the pandemic), provincial statistics have indicated that the number of visitors to the region averages around 4 million annually, and that these visitors produce, on average, \$800 million in revenue. A regenerative – or “community-centric” approach – to tourism requires that: to protect the natural landscape from over-tourism; to ensure residents don’t have a negative regard for the tourism sector’s impact on the community; to ensure workforce levels are not in deficit; and to ensure tourism businesses are flourishing; a strategy must be undertaken that exponentially increases overall revenue, without significantly increasing the number of visitors. This is known as a higher yield strategy.

Note that a “higher yield” visitor is not necessarily a luxury traveller, though he or she may be. She is simply someone who spends more than other visitors on a similarly-styled stay, stays longer and spends more, or comes repeatedly and spends.

The Building Blocks of Destination Marketing Differentiation

To stand out in domestic and international markets, and with the ultimate goal of converting consumers into high yield visitors, in Fiscal 2024-2025 EE will commence targeting and nurturing “specific-interest” travellers who identify personally with different facets of, or reasons for, travel.

Working with a new Agency of Record (with service sourcing underway at the time this BOP was in development), EE will identify up to five (5) test social “communities” in which members are likely to connect, engage and convert to high yield visitation, based on their specific interests.

The strategy will identify innovative ways to build community among like-minded travellers (via social channels), and the agency will assist EE senior management in both the selection of optimal channels for deeper communication as well as the internal output structure required to ensure optimal engagement and nurturing.

The intention is to avoid leading with general product experience marketing (e.g. “trails!” “snowshoeing!” “paddling!”), and to instead educate “specific-interest community members” on the wide range of experiences that might 1) interested them because of their self-identity and 2) more likely lead to travel conversion.

EXAMPLES (ONLY) OF SELF-INTEREST IDENTIFICATION GROUP MARKETING (in all four seasons)

1. Specific Interest Group: Sustainability Avids

Opportunities for visitation based on personal identification (“I practice sustainability in my life”) and specific-interest (“Where can I/ How can I have sustainable travel experiences in the region?”)

Promote & Highlight:

- Accommodations that operate with sustainability as part of their DNA
- Non-motorized outdoor adventures (paddling, cycling, hiking, foraging, sailing, etc.)
- Guided tours of eco-systems (e.g. Georgian Bay Biosphere, South Algonquin Stargazing events, wildlife photography workshops, etc)
- Restaurants with local supply chains/dishes with native ingredients
- Field-to-fork culinary events
- Citizen science vacations (e.g. bird counts in Algonquin Park, etc.)
- Indigenous cultural tours



Consumer Marketing 2024-2025:

2. Specific Interest Group: Luxury Travellers

Opportunities for visitation based on personal identification (“Money is no object, but I want the best of everything, including service”) and specific-interest (“How can I have a luxury vacation experience in this region?”)

Promote & Highlight:

- High-end accommodations
- High-end service
- Spa getaways
- Golf vacations
- Fine dining and exclusive occasions/events with legendary chefs
- Unique events and attractions (e.g. luxury glamping)
- Weddings and Family Events
- Exclusive / custom tours
- Private transportation options (including airports and car service)
- Executive off-sites

3. Specific Interest Group: Dog Lovers

Opportunities for visitation based on personal identification (“I’m a dog person”) and specific-interest (“What adventures are available for me and my dog(s) to come along?”)

Promote & Highlight:

- Pet-friendly accommodations
- Accommodations with dedicated dog parks
- Top Trails for exploring with a dog
- Best Beaches for swimming with a dog
- Paddling Pooches (e.g. instructional Tik Tok for buying a dog life jacket from an outfitter, as well as where to rent paddle gear)
- Ontario Parks (including Mikisew PP, which has a dedicated dog park)
- Events where dogs are welcome / location/attraction/event-based experiences (e.g. dog on top of famous lookouts for photo opportunities)
- Ice cream parlours with water bowls and treats

The above are examples only; the new AOR will assist senior staff with selecting specific-interests groups that are 1) most likely to convert to travellers and 2) have enough mass participation to ensure substantial increase in regional revenue.



Consumer Marketing 2024-2025:

The New Purchase Funnel

EE's new Regenerative Travel Agency (RTA) – a social enterprise to develop higher yield itineraries and packages – is scheduled to launch in 2024. This online/personal hybrid model will allow us to connect with and nurture specific-interest groups in order to convert planners to travellers, and will be a priority focus of our promotional efforts in the upcoming fiscal year. The RTA will allow us to nurture travellers pre, during and post-trip, with the ultimate intention of building loyalty for the destination, and the overall objective of significantly increasing revenue across the entire region as part of the higher yield strategy.

The new marketing approach will:

- Identify and test (minimum) 5 high yield specific-interest travel audiences
- Develop new lead nurturing approaches (no more email sign-ups), including focusing on “special interest travellers” as opposed to general audiences/broad segments
- Establish multi-year goals for lead nurturing to conversion
- Target domestic and international audiences
- Develop realistic timelines to ensure trust is established for EE-to-audience engagement (could be multi-year measurable objectives)
- Work with the provincial marketing organization (Destination Ontario) to test international audiences using the Direct-to-Consumer, specific-interest strategy
- Ensure all sub-regions are represented in all lead nurturing
- Ensure as many operators as possible are represented in all lead nurturing
- Set the overarching goal to significantly increase regional revenue over the course of the next few years (this will require aligning with provincial tracking measures and creating more timely internal measures as well).

The new marketing approach will develop:

- Operator-generated content, with special socials sessions w/ regional “experts” (potential revenue generation)
- User-generated content and member-to-member communication to build enthusiasm, engagement and trust
- Loyalty programs and incentives
- Q&As, lives, on-site broadcasts
- Packages & Itineraries (RTA)
- Online purchase function (RTA)
- Translation using AI/Avatars/Tech (allowing EE to reach new international audiences)
- Identify potential revenue streams
- Identify internal roles/responsibilities/frameworks to ensure the long-term execution and success of the strategy.
- Develop targeting for high yield domestic and international audiences



Marketing Communications 2023-2024:

Timeline:

The new “Marketing Strategy Development & Execution” plan was approved by the Board of Directors at the annual planning sessions in January of 2024 (close to the end of the previous fiscal year). Because this approach requires the hiring of a new agency to assist EE senior management with the bona fide strategy and execution, it is not possible to provide final strategy at the time of this BOPs creation. Here is the timeline for action items to put the official strategy in place.

January 16: Marketing approach approved by Board of Directors

January 18: EOI for Marketing Strategy Development & Execution posted

February 16: EOI submissions close

February 20 – March 15: Agency interviews conducted by staff

March 30: New agency selected for 6-month trial (move to AOR after estimated 6 months)

April – May: Development of new marketing strategy

June: Commence deployment

Budget:

EE will see an increase in marketing budget YOY to invest in the new marketing strategy. Total budget for core spend is currently **\$339,500**, with agency fees included in this.

EE will continue to partner with Destination Ontario on strategic marketing campaigns that do not create duplication in the regional output, and which are deemed competitively differentiated.

Additional marketing opportunities may develop through the RTO Partnership Program.

Additional funding and revenue – outside of the core budget pertaining to the TPA – may be acquired or developed as well.

The Partnership Program

The Partnership Program will once again be an opportunity for industry and community partners to collaborate with Explorers’ Edge on mutually beneficial and strategic initiatives. As part of its “Region-Centric Regenerative Tourism Approach,” priority will be given to projects that help Explorers’ Edge move towards its newly stated Destination Development ‘goal posts.’

Staff will actively seek out significant, innovative, and strategic partnerships to further develop the organization’s goals.

2024 - 2025 Budget

BUDGET ITEMS	Q1	Q2	Q3	Q4	TOTAL
Governance and Administration					
Salaries & Benefits	33,750	33,750	33,750	33,750	135,000
Governance	1,250	1,250	1,250	1,250	5,000
Overhead / Facilities	14,750	14,750	14,750	14,750	59,000
Finance and Administration (Accounting, Audit, Legal)	10,750	10,750	10,750	10,750	43,000
Travel	8,500	8,500	8,500	8,500	34,000
Industry Relations / Stakeholder Engagement	1,276	1,276	1,276	1,279	5,107
Information Technology	2,500	0	0	2,500	5,000
SUBTOTAL					286,107
Product Development					
Salaries & Benefits	5,000	5,000	5,000	5,000	20,000
Product Development Enhancements	20,000	5,000	15,000	5,000	45,000
Research	5000	8,000	2,000	0	15,000
SUBTOTAL					80,000
Marketing and Promotion					
Salaries and Benefits	35,000	35,000	35,000	35,000	140,000
Marketing/Communication/Advertising	150,000	75,000	50,000	26,000	301,000
Content Development / Guest Authors / FAM Tours	1,000	250	250	500	2,000
Promotions/Contests/Incentives	1,000	1,000	250	250	2,500
Creative Development	1,250	1,250	1,250	1,250	5,000
Project Mgmt. Ad Trafficking	2,000	2,000	4,000	2,000	10,000
Newsletter	1,000	1,000	1,000	1,000	4,000
Reservation Platform	1,250	1,250	250	250	3,000
Transacting / Dispersion / Tracking	0	0	15,000		- 15,000
SUBTOTAL					482,500
Investment Attraction					
Salaries & Benefits	5,000	5,000	5,000	5,000	20,000
Outreach / Meetings	500				500
SUBTOTAL					20,500
Workforce Development					
Salaries & Benefits	20,750	20,750	20,750	20,750	83,000
Communication, Training & Outreach	2,000	2,000	2,000	4,000	10,000
SUBTOTAL					93,000
Partnership					
Salaries & Benefits	5,000	5,000	5,000	5,000	20,000
Marketing & Communication	50,000	40,000	20,000	6,000	116,000
Workforce Development	5,000	5,000	0	0	10,000
Stakeholder Training Workshops	15,000	15,000	5000	5000	40,000
SUBTOTAL					186,000
TOTAL AGREEMENT COSTS					1,148,107



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