

Explorers' Edge Board of Directors Meeting Minutes
Tuesday, October 17, 2017
Muskoka Highlands Golf Course, Bracebridge

Present: Don MacKay, Brenda Scott, Scott Doughty, Curt Dunlop, Hilary Chambers, Eric Miglin, Anthony Rizzo, Michael Simonett, John Langford, Dympna Hayes, Gail Burrows, Jeff Suddaby, Kim Loader

Regrets: Karina White

Via Conference Call: Laura Ross - MTCS

Resource: n/a

Guests: Peter Coish – Kuration Inc

Staff: James Murphy, Kate Monk, Erin Smit

Welcome and Introductions: Chair Jeff Suddaby called the meeting to order at 9:33am

Today's agenda will focus board on what we are looking at moving forward, and go away from the meeting today with some key pieces to bring to the planning session in November.

Conflict of Interest: n/a

Approval of Agenda – October 17, 2017

Motion: Don MacKay

Seconded: Michael Simonett

Discussion: n/a

Carried.

Approval of Minutes – August 16, 2017

Motion: Don MacKay

Seconded: Hilary Chambers

Discussion: n/a

Carried.

Round Table:

Eric Miglin: owner/operator of Killarney Lodge has been active over the years with Resorts of Ontario; member of their board for best part of 30 years as well as a member of the executive. Joined Explorers' Edge because of staff encouragement; intrigued by our initiatives and approach to tourism marketing – looking forward to being a part of the board.

Hilary Chambers: been on the board for a few years; chair of marketing committee and now vice chair - is also the President of Nature and Outdoor Tourism Ontario. Joined Explorers' Edge because the organization was the first to recognize Loring-Restoule as its own separate entity; region has exploded in

regards to recognition – is seeing it make a difference for not just her business but her community as well.

Dympna Hayes: owns Ontario Sea Kayak Centre with husband James Roberts and Harmony Outdoor Inn – glamping tents and B&B. Started business in Southern Ontario and moved to Parry Sound in 2011. Harmony Outdoor Inn grew organically; their 16 acre property attracted guests to their kayaking business and those guests would often express interest in staying to paddle and spend time overnight. Now that her business' evolution involves both the accommodation and experience sector, is interested in concentrating on drawing more visitors to the region for inclusive experiences that involve other operators as well. Got involved in Explorers' Edge because as a new business EE was the first group to visit and reach out to them; appreciates the support to her area.

Gail Burrows: GM at Seguin Valley Golf Club. Been in the golf business for a number of years; big fan of business partnerships and synergies. Is involved in the Chamber of Commerce in Parry Sound, and was also actively involved with the local COC in her previous position. Education and background is in destination management and sustainability; finds the crossover of those concepts useful. Career has been primarily in hospitality; morphed into a golf specialty by accident – utilizes marketing and innovative strategies to set apart Seguin Valley Golf Club from other courses.

Don MacKay: returning board member who was part of the original board and is pleased with the direction the organization has taken and the impact Explorers' Edge has had on tourism business. Two main initiatives he sees as imperative for the organization moving forward include 1) Transacting – including packaging with regional businesses and seeing the returns from that (mentioned how very few courses have owner operator at the front counter, a different world than a corporately owned course); spoke to critical mass and its impact on receipts for the region. 2) Airport – wants to see the airport project go through. Discussed how he sees the initiative being utilized; we are not a commuter service, GTA commuters will not fill planes, we want to create product and an attraction that will drive international travellers here via Toronto and get EE a share of that international pie. Don is also a Golf Canada board member.

Brenda Scott: also a returning board member who was part of the original board. Has had a close eye on the workings of Explorers' Edge since leaving the board and is impressed with the number of businesses that have been reached through the organization. Brenda spent 18 years in Parry Sound and 21 in South River. Owns Algonquin Guest House and 23 Marie Street Gallery combining her three loves - kayaking, herbalism and art. Found 99% of guests this year have been international. Sat on many boards; economic development, marketing, small business enterprise, politics, etc. – likes to know what is going on and stay current with what's happening. Very interested in the airport initiative; commute impacts guest experience when they sit in traffic to arrive at her destination. Also interested in the future of Algonquin Park, including ecology and preservation.

Anthony Rizzo: owner/operator of Doe Lake Campground Resort in Katrine which offers 105 campsites, 3 cottages and an 80 boat slip marina. Unique year with weather; affects accommodations in cottages and with transient campers. Seeing a shift in clientele – used to see large numbers travelling from the US

and southern Ontario, and recently sees a lot more local guests (thinks the commute is a big concern for travellers; people are busy and want to be where they want to get to without spending a lot of time on the road). Has been through two terms on Explorers' Edge board; one of the reasons he joined was to see advocacy at the board level for the Almaguin Highlands, and to see what tools can be brought back to operators of his region to support tourism initiatives. Also works as chair of the Governance Committee – will work to update bylaws and ensure the organization, with input and approval from the board, grows with changes that are constantly happening in the industry.

John Langford: owner/operator of Voyageur Quest; adventure tour company for 26 years in Algonquin Park out of Access Point 1 (now has 5 buildings there). International customers have been a large part of their customer base since the beginning. Core business is guided Algonquin Park canoe trips; got into winter game early and worked with Camp Pathfinder to partner for accommodations, later Bartlett Lodge, and in 1997 built Algonquin Log Cabin and got into the accommodation side of things for themselves. Accommodations are small (12 people) and unique; special events with corporate groups and schools. From beginning has learned of the importance of packaging and working with others; can be bigger and do bigger things. Always had international customers from Europe, but found more direct groups coming from US and worked to create Paddling Ontario to market to the US. Challenge was to get people to compete with each other to together go after a bigger market. Sad reality is government support ended, and without funding Paddling Ontario no longer exists. Big believer in partnerships if it fits their customer base; will work with anyone from anywhere. Spoke to RTO model in the beginning; Explorers' Edge helped with Google AdWords campaign and happy to be here now to be part of moving the needle forward. Discussed the critical importance of transportation and getting people to where we are; very interested in the transportation piece with the airport. Spoke to the short-sightedness of eliminating the rail line to Muskoka and its impacts on moving consumers to the region. Supportive of air transport, rail transport; any way we can make the wilderness accessible to as many people as possible.

Kim Loader: owner/operator Port Cunningham Lodge in Dwight – Was with Resorts of North Muskoka and did a partnership with Explorers' Edge and got to meet staff and was impressed with content marketing approach and ideas coming out of the organization and wanted to be a part of moving the organization forward.

Scott Doughty: GM at Hidden Valley Resort. Glad to see diversity around the table; has been in the resort industry for 21 years, both internationally and in North America. Ambassador for Community Living inclusion; sits on a few other boards as well. Most interested in working with RTO12 to increase tourism base to the region; specifically in international market and transport options. Recent tour from the UK with 40 rooms; thinks international market is strong. Spoke to partnering with other operators to provide guests with a more encompassing experience in areas where he can't provide an opportunity on site. Would like to make our destination a destination of choice for anyone visiting Canada and Ontario.

James Murphy: Executive Director of Explorers' Edge; humbled to be serving the tourism operators of the region. Looks forward to gaining knowledge from business owners around the table to add weight to

strategies and programs coming out of the organization. Pleasure to work with the team and see growth in the organization and returning board members at the table.

Curt Dunlop: new treasurer/secretary position on the board. Owner of Griffin Gastropub, MNFM, events company (alcohol catering for wedding events as well as music). Sat on quite a few boards; happy to be part of an organization that sees traction and sees the value in input from all the owners around the table. Excited to work with the group and take on new role as treasurer.

Michael Simonett: Director of Rooms and Revenue for ClubLink Resort (Rocky Crest and Sherwood Inn). Started in retail sporting goods in Huntsville and bought the store from his parents when they retired. Went to Grandview for the summer and 19 years later is still with ClubLink. Has been very successful at Rocky Crest and Sherwood as they are willing to try new things; trial and error and take chances with educated guesses, see what works and what doesn't and move forward. Thinks being part of the Explorers' Edge board gives the opportunity to help move the needle forward with new ideas for the entire region. Co-chair of Community Relations Committee; discussed workforce development and the lack of people who want to work in the industry – more jobs than there are people and the people who are interested are typically not as talented as they used to be, this is their challenge.

Peter Coish: consultant working with RTO12 since 2011 and introduced the content marketing strategy to the organization. Been in advertising for 25 years, now focuses on tourism and travel and has been a great honour to work with RTO12.

Kate Monk: Senior Director of Strategy and Communications at Explorers' Edge. Has been with organization since 2011; began in tourism on the operator side as the Marketing Manager for Festival of the Sound in Parry Sound. Working in that capacity learned about the frustrations of local tourism agencies that were funded and did not produce. When this position came along was encouraged to be a part of an organization that utilizes process and strategy and is effective in moving forward good work.

Erin Smit: started with Explorers' Edge in 2012 as a FedNor intern. Grateful to continue on with the organization and for seeing role evolve over time. Looking forward to working with the new board members and assisting move programs forward from the ground level.

Karina White: owner of Muskoka Shores Cottages; was previously a store manager at Zellers in charge of 150 staff. Doing well with their business, 85% sold out for next year. Building new cottages on site; one bedroom and bunkies to appeal to more budget friendly travellers looking for an authentic rustic experience.

Laura Ross: Spoke to internal changes at Ministry; is available and happy to help with programs and initiatives (research, funding formulas) and offer support however she can.

Explorers' Edge Presentation & Discussion – Kate Monk & Peter Coish

ED Murphy began by discussing the importance for new board members and returning members as well at the table today to understand where we've been as an organization and where we are going moving forward – especially with the upcoming Operational Planning Sessions in November. ED Murphy gave a

history of the RTO timeline. In 2009, an Ontario Tourism Competitiveness Study (“Sorbara Report”) was done which offered 20 recommendations including the establishment of 13 regional tourism organizations in Ontario (governance). Recommendations also included doubling tourism receipts by 2020 (though there is no proper method for tracking this information), become more internationally competitive, implement workforce development initiatives, market regions strategically, focus on unique product development, and create a branded region. What came out of that were the RTOs 5 pillars; Product Development, Marketing, Workforce Development, Investment Attraction and Governance & Administration.

In 2010 the RTO was established; formed with assistance of regional advisors (DMO managers, COC managers, economic developers, etc) and early on a decision was made regarding the importance of input and collaboration with business owners and operators; those with ‘skin in the game’. Having those business owners as board members was a strategic decision, is completely unique among RTOs, and has been integral to the success of the organization since the beginning.

ED Murphy discussed the reporting structure. Explorers’ Edge fiscal year is April 1-March 31; in January of each year the Business and Operational Plan (BOP) is submitted and must be adhered to and reported on (with room for minor variations and amendments if necessary over the course of the fiscal year) - the Transfer Payment Agreement (TPA) is based on the BOP; plan is submitted and takes three months for the government to turn into a TPA. ED Murphy discussed reporting; mid-term report due to the government annually in the fall, as well as audited financial statements being required. Spoke to the funding model and explained how roofed accommodations is currently the only basis for funding, and has been that way since the beginning. Discussed the importance of being open and transparent; board adopted philosophy – all pertinent documents as well as financial statements, board minutes, agendas, etc can be found on RTO12.ca.

Taking it back to the formation of the RTO (2011-2013), you may remember the Premiere Ranked Destination Framework (before the inception of the RTO); only focussed on Muskoka – outlined recommendations for how to develop Muskoka as a destination (implement a DDP, clarify the role of organizations who have a stake in tourism marketing, introduce an annual visitor survey to track visitor experiences, grow tourism development & marketing budgets, better understand the fractional unit dynamic, and assess the importance of tourism for the region). What was problematic was that as an RTO with 5 sub-regions this framework only focussed on Muskoka. Explorers’ Edge developed the original three year strategy which came out of Muskoka, but worked with that information and adopted a new strategy inclusive of all 5 sub-regions. Discussed what transpired in the early days as one-offs; as a result of a lack of a cohesive strategy in the early days and a need to ‘spend it or lose it’, we were blessed with the chance to make mistakes and learn from them, as MacKay pointed out (traditional government spending). Initiatives then included print advertising, trails reports, use of 8 separate websites and social media accounts, etc – the right choices have continued on and wrong choices went to the wayside.

The creation of the consumer brand ‘Explorers’ Edge’ was developed, but was just a logo at that point, there was no set brand positioning. At that point, gaining an identity the committee structure naturally

grew; board is all business owners, so committees offered an opportunity for other individuals to sit on a committee and have their say at the table. This was the start of implementing great strategy and including as many stakeholders as possible; at one point over 60 individuals sat on various committees (Governance, Tourism Operator Relations, Marketing, Community Relations and Research – research being unique among other RTOs because of delayed research from industry and no formal tracking for results).

ED Murphy discussed the establishment of an Agency of Record in the late fall of 2011, bringing on Peter Coish of Kuration Inc. Peter Coish with Kate Monk developed the organizations brand positioning through research; an extensive study of 1600 people was undertaken which identified segments of the market to target, sized them and valued them, and came down to a couple of segments that we were considering. One was a smaller segment of well-to-do cottagers, but didn't meet our needs of 'heads in beds', so instead focussed on Ontario Explorers' segment (families, HOH demographic, GTA/Golden Horseshoe, digital oriented, take vacations in Ontario, etc). This segment was selected ahead of OTMPC segmentation which validated our results. Kate Monk spoke to resistance in creating brand positioning for a region that included areas that were already well established (Algonquin Park and Muskoka); we had a logo but we didn't know what that meant. From the research, the use of the idea that a quintessential Canadian wilderness experience is just north of Toronto has proven to be extremely competitive for us – we have the product for a competitive advantage in the marketplace.

Coish discussed research done on other RTOs and DMOs and their offerings being similar; Hamilton for example pushing outdoor experiences, but we actually have the product to create that experience and deliver. Monk also mentioned back to the Sorbrara Report and OTMPCs push to their 'best bets' with the most volume to attract visitors being Toronto, Niagara and Ottawa (federal and provincial marketers will focus on these destinations). By carving out the quintessential Canadian wilderness as its own destination, an iconic Canadian experience, this regional brand of a destination tries to insert itself and break apart the notion that there is a trifecta in Ontario including just the big three. Group discussed their experiences with their customers and how they feel they experience the region – their impressions coming from the city. Brenda Scott commented on a shift in packaging taking into account the commute – push 4 days packages over weekend packages. Coish commented that anecdotal stories back up empirical research.

In tandem with what was going on with our branding and segmentation research, the OTMPC Segmentation Study & Recommendations were released for our region which essentially said not to market to Americans and Canadians from other provinces as we didn't have the money and OTMPC would concentrate on these new markets. ED Murphy discussed partnering with other regions and how relying on others to work together didn't work as they wanted dollars and not ideas at the table. This led to the shift of campaigns to in house; Winter Turns Up the Fun was the first launch of a winter campaign in 2012 targeting the GTA. Discussed the negatives of this type of campaign as cost and time allotted; Coish spoke to how this system uses huge chunks of budget for smaller reach. This was also when the creation of tipping point programs were developed (Fuel & Fun and Explore the Edge), as well as the product development fund, which is unique among other RTOs.

2012 was also the year of the launch of the campaigns and contests to attract attention – the Fall Blue campaign with 8 pages in the Toronto Star, partnered with Michael Budman of Roots for radio spots and the Win a Full Year of Adventures Contest. Monk discussed the use of Facebook for contesting (Fall Blue contest) as well as the Fall Drives Series with Tyler Morrison on YouTube.

In 2013 the new strategy was developed (out of lessons learned from the start and stop processes of print campaigns); industry centric to consumer centric approach. Consumer centric approach adopts the philosophy of leveraging significant strategic collaboration, creating innovative product and seeing results.

In 2014 content marketing was born for Explorers' Edge. To avoid duplication of services, and to build new audiences for the region, we want to attract discoverers over searchers. Website was redesigned to be SEO optimized, mobile friendly and content driven in an effort to move consumers down the purchase funnel – discovered to purchaser. Direct to consumer marketing arrives; the do more with less mentality is very useful here. You will see larger entities following this lead and venturing into content marketing. The evolution of Explorers' Edge's marketing initiatives shows a growth from 36k in 2012 to 1.2million in 2017. Drop in hits is attributed to waiting on funding; more money in market shows higher returns.

Coish discussed Facebook as a highly relevant media platform; presence is important, as well as followers and fans. We grow this number with content; the Explorers' Edge Facebook page is in the top 3 in Ontario (behind Ontario Travel and Visit Toronto) and top 25 in Canada with heavy hitters in the tourism industry.

In 2015 lead nurturing via marketing automation was developed (HubSpot). Segments and personas were developed based on research, which led to more personalized communication with consumers and resulted in significantly higher open and click through rates.

ED Murphy discussed Product Development initiatives from 2012-2017; limited offerings due to budget constraints. Included partnerships (festivals and events, signage creation, etc), content promotion (motorsports with Ride the Edge, paddling and trails inventory, unique product offerings like the Group of Seven Outdoor Gallery, craft breweries, Golf Muskoka, etc), and the development of the Self-Guided Mobile Tours in 2014 (GOSOG launched in Spring 2015, Bike Cottage Country launched in Spring 2016 and Cottage Country Beer Trail launched in Spring 2017).

ED Murphy also touched on the partnerships initiative and the importance of those components; 140+ partnerships have been completed since 2014 (166k is now allotted for 50/50 cost sharing projects throughout the region).

The Tourism Indicator Framework was developed out of lack of access to relevant research. The government tells us to double tourism receipts, but has no way to track that information. The Research Committee under Don MacKay's leadership developed the Tourism Business Dashboard; discussed challenges including resistance by operators to supply raw data for HST. Other RTOs are now following suit with this.

ED Murphy discussed sub-regional development. Algonquin Park acts as its own DMO and is a big draw to our region. We now have a resource as an advisor on the board from Ontario Parks. Almaguin Highlands has shown involvement since the beginning, including AHT website, COC guide, info centre, content development, and FedNor assistance. Loring Restoule remains one of biggest success stories for regional development and brand positioning; work astutely together and with the RTO. Muskoka has included multiple partnerships with individual municipalities, COC and DMOs, as well as the Commercial Air Service project with the District of Muskoka. Parry Sound is a challenge without a DMO but work is done through designated agencies including PSDBA, GBC (when in operation), REDAC, and Parry Sound Tourism; content marketing partnerships have been undertaken with individual businesses and agencies as well.

2016-2017 showed a massive shift in targeting international audiences for growth. This is now possible because of changing Direct-to-Consumer world; content marketing is being adopted by individual businesses and tourism agencies which creates more domestic marketing duplication. We can now step away a bit from domestic marketing as its being done by others as well. ED Murphy mentioned our brand now resonating with international travelers and discussed the trade mission trip to the UK as a marker in this. Content marketing allows us to go direct to consumers domestically, so why shouldn't we be able to take that product directly to the international market via content.

2017 and onward will include a concentration on international markets and audiences; highly receptive UK audiences based on the trade mission, Share Your Canada was major success and proved direct to consumer domestic content can work (7000+ leads) – a Summer 2018 campaign to go back at those international leads. Lead nurturing will continue and be integral to our successes. Discussed different group tour programs; we can recommend packages and itineraries for their program which sells to 200 tourism businesses around the world. Airlines want to know that we have the ability to reach consumers and fill planes. Target for 2018 is the introduction of commercial air service into Muskoka and for the benefit of the entire region.

Monk spoke to the Worldly Wise Strategy – guides the work to build a truly world class regional travel destination. Its objective is to significantly increase the volumes of international visitors to our region, as well as their tourism spending. The strategy will “bring the silos together”, including timely research, international marketing, product development, infrastructure, commercial air service, workforce development, innovation & technology, and communications (including both regional and external stakeholders, and funding agencies). Coish speaking to Product Development mentioned survey of 1600 people in US and use of statistical techniques to segment them into audiences that we can offer product to. Start with comprehensive; is of product that we have, and find consumers that will be attracted to those offerings.

2017 will see a new three year product development strategy which will include stakeholder outreach for insight, envionics consumer research, and the initial building of a framework to lead the strategy (taking into consideration budget constraints, timelines, partnership opportunities, etc). New 3-year Destination Development Plan will be renamed Regional Tourism Strategy and will be the guiding beacon to bring us into 2021 (must also meet MTCS objectives – mentioned new opportunities with

partnerships requisites – capital projects). ED Murphy also spoke to new three year TPA which will assist in lags in the market as a result of incoming dollars.

ED Murphy opened the table to questions or comments. Group discussed the Parry Sound satellite office; discussed the costs incurred to the organization for staff travel and not much visiting from local operators. Hayes mentioned operators can just as easily phone or email at the office in Bracebridge, no need to continue with Parry Sound office. Group discussed Explorers' Edge staffing, including replacing Tyler Francis and Cathy Tait; recommendation was made to not discussing new staffing until after direction is decided at BOP sessions in November. EE staff including James and Kate will spend more time on the road visiting with operators and gathering intel for product development and content creation. TICO; how does transacting work for these packages. Consultant offered recommendations on what each package and itinerary needs to include. Moving forward to test with group tour operators (they take the money; transacting piece is overseen by them as well as decisions of who is included in packages; takes our suggestions but package assembly is up to them). Group tour operators have shown great interest in our transacting program, Fuel & Fun, and how this works with packaging to increase returns.

Executive Director Update – James Murphy

Product Development Framework:

A stakeholder survey was created and 42 have been completed so far. A consumer survey (Environics Analytics Survey) has been created also and will deploy this week. These surveys will allow us to cross reference operator insight with consumer preferences and the RTOs competitive product.

Commercial Air Service:

ED Murphy mentioned that the organization has been very busy with this undertaking. We have currently developed one business plan for a Tier 1 carrier (we classified the commercial air service industry as three tiers; Tier 1 would be WestJet, Porter, Air Canada; Tier 2 would be FlyGTA, Cameron Air, Air Georgian; Tier 3 would be US carriers). Tier 1 is what we are currently concentrating on (outbound and inbound US stats). Attention has now been turned to a second business plan for a 2nd Tier 1 carrier and will include additional inbound data which is currently in market.

Partnership Program:

Circulated handout with 18 programs in the que, many are content programs but also include some workshops (workforce development, content marketing and packages). TEN – three fast track to success executions as well as Best Practice Missions planned for the spring of 2018. One of the regional events we worked with on content development was for the Bracebridge Fall Fair, had 250k reach in 3.5 weeks. On a township level, Muskoka Lakes partnered with us directly and their content has seen close to 380k reach in 3 weeks. On the operator side – Island Queen cruises had two pieces of content written, had great reach and saw results; also mentioned the positive response from that operator as well as his active involvement in replying to comments seen on the content on social media.

ED Murphy discussed recommendations for remaining partnership dollars; partner with District of Muskoka (5k) and FedNor (49k) with RTO12 (45k) to compliment international marketing campaign and coincide with the Worldly Wise Strategy going out this winter with commercial air service piece. ED Murphy discussed plans for partnerships moving forward – will decide at planning session but recommends all applications be in for start of fiscal year to halt the start and stop process of having applications come in throughout the year; align going into the planning session rather than being reactive over the year. We will publically request partnership with District of Muskoka and FedNor (feasibility and asset plan have already been funded by District).

AGM:

55 stakeholders attended; product development update was provided as well as year in review.

Outreach:

ED Murphy has recently attended the Loring Restoule Business Association AGM and did a presentation with Kate Monk for the 35 stakeholders in attendance; a request was made for workshops and Murphy will return in January. ED Murphy also met with Town of Huntsville and provided input and feedback for Muskoka Heritage Place, as well as attended a stakeholder networking session with Jeff Suddaby ; 18 managers and ED in attendance, discussed the request for operational plans and budgets to be submitted by November 15th (two townships have already come forward with their plans) – giving time to bring to the table at Operational Planning Sessions to discuss.

International Fuel & Fun:

ED Murphy discussed budget - we didn't have as much money in the pot for Fall from Spring success of program. In line with the intention to increase international travellers to the region program was offered exclusively to international visitors; 80 international packages were given from the leads garnered through Share Your Canada.

Product Development:

Ontario by Bike Workshops - 80 participants over three workshops and 12 submitted information to Ontario by Bike; discussed events throughout the region and the economic impact of cycle tourism. Infrastructure is being invested in throughout the region so Explorers' Edge invested the 15k we had in the self-guided mobile tour, Bike Cottage Country, and houses routes developed by local cycle business owners with their expertise. Good to keep these projects in mind moving into the Operational Planning Session for putting dollars towards these initiatives.

Research:

ED Murphy referenced Occupancy Percentage graph for RTO12. In August 2017, occupancy rates (based on sample size) were at 85.3% vs 82.1% in 2016; an increase of 3.2% (over the provincial increase of 2%). YTD in 2017 we're seeing 55.2% vs 51% in 2016; an increase of 4.2% (over provincial increase of 1.3%). Karina White asked if this includes campgrounds. ED Murphy – these rates are for roofed

accommodations; occupancy rates come month to month, campground information comes at the beginning of fiscal year. MTCS research unit; visitor spending is up (for only 4 or 12 RTOs including us).

Project Management:

Projects in the works include international and domestic marketing programs with the partnership component, Ask Me Anything session with Kate on content creation, workforce development communication plan (came from committee meeting), work with airline negotiations for the commercial air service project, governance RFP off next week for execution, investment attraction working with economic developers, and all the ongoing partnership projects. Work back schedule was discussed.

John Langford asked about Workforce Development. ED Murphy - this has not been flagged as a key piece for BOP in the past, but moving forward (to be discussed at planning sessions), how much weight is put on this. Plan developed through committee to flush out; is a nagging issue and board will address in three year plan.

Financial Presentation – Curt Dunlop & James Murphy

Income Statement & Balance Sheet – September 30, 2017

Curt Dunlop directed the board to the balance sheet - accounts receivable accounts for two parts, HST and partnership payments 50/50. On the topic of partners, they do not get invoiced until wrap documents come in from the projects, which is why this is outstanding. MacKay asked about the possibility of money being given up front by partners; ED Murphy explained we've never had an issue with payment coming through in the past so we don't push the issue with partners. Dunlop then discussed accounts payable; holdback on big contracts, deposit paid and when final reports come through we release the funds.

Income statement shows half a year in, hitting budgets; one significant change is accounted for on the payroll budget line, this requires adjustment to reflect staffing changes. The proposed amendment to the budget will account for this; budget adjustments in payroll will offset the following:

- 10k to total research (additional report development for origin demand – commercial air service)
- 7k to investment attraction outreach (additional origin demand – commercial air service)
- 5k to transacting to account for higher than anticipated return of F&F vouchers
- 18k office and communication (initial oversight)
- 10k to staff travel; offset satellite office travel as well as airline outreach.

Motion to Accept Financials as Presented

Motion: Anthony Rizzo

Seconded: Hilary Chambers

Discussion: n/a

Carried.

Motion to Accept Amendment to Budget – Research to Support Commercial Air Service, Investment Attraction, Staff Travel & Office Equipment

Motion: Brenda Scott

Seconded: Hilary Chambers

Discussion: n/a

Carried.

ED Murphy discussed consent agenda in BOD meeting agenda outline; how this makes meetings more efficient and shows auditor the board is aware of what is going on. Partnership reconciliation was discussed today for the consent agenda.

Motion to Accept Consent Agenda for Budget Reconciliation

Motion: Hilary Chambers

Seconded: Don MacKay

Discussion: n/a

Carried.

Motion to Adjourn

Motion: Curt Dunlop

Seconded: Anthony Rizzo

Discussion: n/a

Carried.

DRAFT