

# Catalyst Housing

**A Regenerative Approach to Solving Critical Workforce Challenges**



**ExplorersEdge.ca**



[GreatCanadianWilderness.com](http://GreatCanadianWilderness.com)



# “Regenerative”

Constantly create and nurture the conditions  
for people, economies and natural landscapes to thrive  
through “The Business of Tourism”

# Regenerative Destination Development

- **Not-for-profit DDO can create programs to ensure resiliency of all industry stakeholders and our greater communities**
- **Tackle problems individual businesses can't solve alone**
- **Social, Economic, Cultural and Environmental considerations**
- **Requires new KPIs in addition to traditional “visitation and spend” as measures of success**

# The Region-Centric Regenerative Approach

**Start with “Place”**



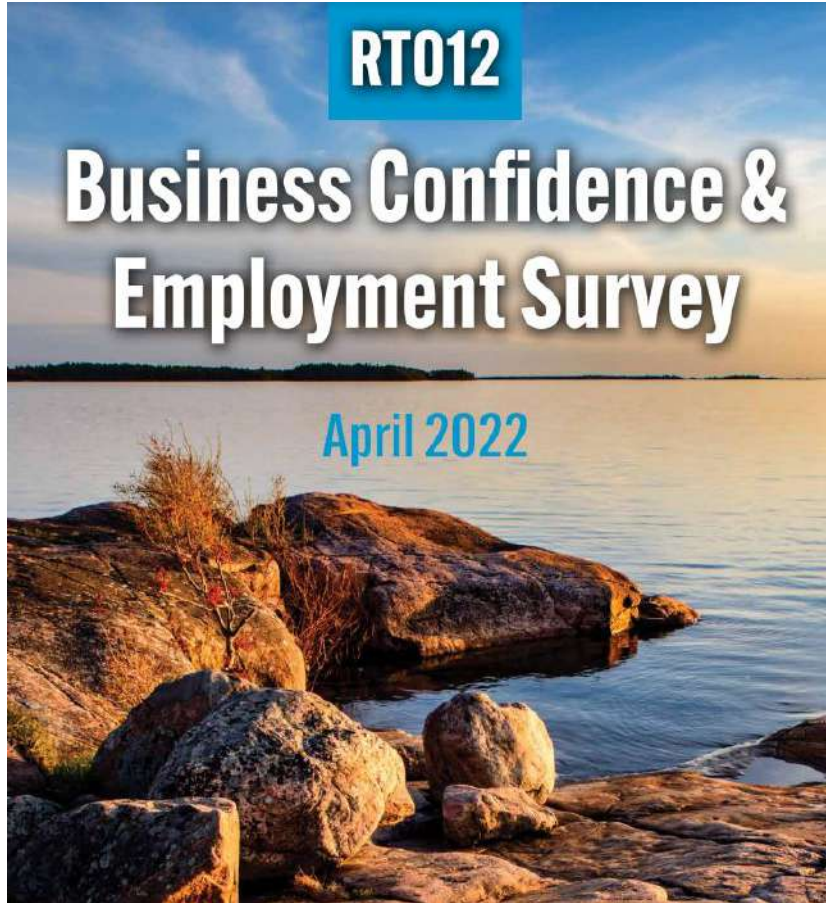
# The Region-Centric Regenerative Approach



**RT012**

# Business Confidence & Employment Survey

April 2022



**RT012**

# Employee Sentiment Study WAVE 1

December 2022



- **Only 54% of current employees said they earn a living wage**
- **Only 46% of current employees would recommend a job in the regional tourism sector**
- **Only 21% of potential employees said they would move for a job in tourism**
- **Since 2017 labour force participation rate has fallen precipitously and is now the lowest in Ontario**
- **Aging population**
- **Low wages, gentrified real estate**
- **Not unique to tourism sector**



- **Approximately 800 SMEs involved directly in tourism 400 more indirectly**
- **4500 part-time and 1300 full-time positions needed**

# Workforce Catalyst Housing **Nutshell**

**In return for working in the regional tourism industry for a short-term period to fill our sector labour gaps...**

**We will lift the burden of rent in newly-developed sector housing...**

**While we train you in tourism and financial/housing literacy**

**To elevate you in a career and move you along the housing continuum.**

even **smaller** nutshell...

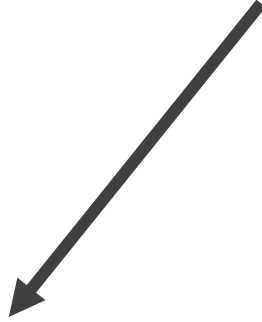
**Attract  
Workers.**

**Develop  
Professionals.**

# “RTO12 Workforce Infrastructure Strategy”

**Train. House. Incentivize. Partner.**

# Workforce Infrastructure Strategy

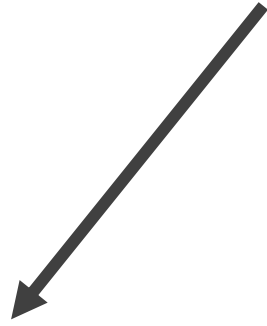


**We train people.**

- Reverse negative perception of tourism as a viable career
- Build workforce from within the community
- Value-added investment in addition to wage



# Workforce **Infrastructure** Strategy



**We train people.**

- **Business Incubation**
- **Succession**

## Succession challenges loom for aging business owners

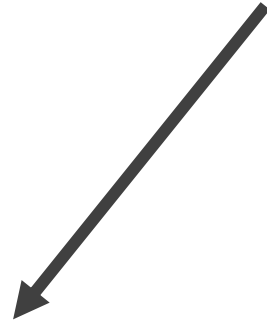
CHRIS HANNAY > INDEPENDENT BUSINESS REPORTER  
PUBLISHED JULY 2, 2023  
UPDATED JULY 3, 2023



Domenico Masellis installs new windows in a house in Toronto on June 29.

GALIT RODAN/THE GLOBE AND MAIL

# Workforce Infrastructure Strategy



We train people.

- Life Skills
- Financial Literacy
- Lower the Mortgage Risk

THE HOUSING CONTINUUM



# Workforce **Infrastructure** Strategy



**We house people.**



**Lessen the burden of rent for a fixed period to allow for career and life advancement.**

- **Donations**
- **Impact Investors**
- **Community Bonds**



# Workforce **Infrastructure** Strategy



**We house people.**

- **Social Enterprise**
- **Additional sectors**
- **Rent-To-Own**

# Workforce Infrastructure Strategy



We reward people.

# Workforce **Infrastructure** Strategy

**We (most definitely) Partner.**

# **The Catalyst Housing**

## **Foundational Framework & Network**

# Foundational Framework

## 1) Determine 'granular' tourism and hospitality labour gaps

- What are the localized needs?
- Leverage economic development teams' outreach capability to survey operators
- Consider additional sectors / residents who might be served

# Foundational Framework

**2) Determine the unemployed or under-employed segments in our communities who might be elevated in career and life**

- Youth
- Students
- Women
- Indigenous peoples
- Immigrants (external to community)

# The Foundational Framework

**3) Determine the existing, curated and proprietary training that can be developed/is needed for each segment**

- Youth
- Students
- Women
- Indigenous peoples
- Immigrants (external to community)

# The Foundational Framework

**4) Determine regional tourism businesses that will partner to deliver value-added training (experiential, master classes)**



# The Foundational Framework

## 5) Determine the Business Model

- Social Enterprise(s)
- Impact Investors
- Donors
- Community Bonds
- Government Funders

# The Foundational Framework

6) Create **highly networked eco-system** of partners for each community-centric catalyst housing build

# The Foundational Framework

**7) Plan for long-term success**

**EXPLORERS'**  
**EDGE**



**Tourism Co-Creation Lab**

**A Region-Centric Regenerative Approach**  
**to solving workforce and housing problems**  
**for the benefit of tourism business owners,**  
**employees and patrons**  
**and the communities in which they live,**  
**work – and now thrive.**

# **James Murphy, CEO Explorers' Edge**

James@explorersedge.ca

# **Kate Monk, VP Regenerative Strategy**

kate@explorersedge.ca