

**TOURISM EXCELLENCE NORTH**  
*Preliminary Estimates of Financial Requirements*  
 January 12, 2015

Working Table 5 (A, B, C) presents high-level estimates of anticipated costs for the first two years of operation of TEN reflecting Implementation Priorities as discussed. It is provided to the Management Committee (MC) to advance discussions with each other and potential investing partners. The column titled 'Your Working Notes' is for your use as you review and discuss the table. Estimates will be adjusted as assumptions are refined and decisions made as the process continues. Year Three will also be added. Please make note of the following points.

- Costs reflect the full cost of development and delivery and do not take into consideration revenue generated by participant fees for Fast Track Market Readiness, Best Practices Missions and both Operator Community/Operator Experiential Travel Training as those levels and potential sources (participants themselves, partner organization subsidies for example) are yet to be determined.
- Some estimates may decrease as activities may be absorbed within current initiatives under way (e.g. web portal design), through in-kind contributions, through other budgets of TNO and/or EE, or government contributions from partners such as Fednor, MTCS and MNDM.
- Group learning solution costs will be influenced by host locations and associated travel costs.

**These are preliminary estimates: Please limit distribution to the MC team and Board leadership. Feedback is welcome.**

Working Table 5 Tourism Excellence North Hi Level Estimated of Financial Requirements for Years One and Two of Operations			
	Year One April 2015 – March 2016	Year Two April 2016 – March 2017	Your Working Notes
<b>Operations</b> (see Table 5A page 2)	\$180,000	\$145,000	
<b>One Time Development Costs</b> (see Table 5B page 3)	\$140,000	--	
<b>Delivery of Training Solutions</b> (see Table 5C page 4)	\$66,000	\$325,000	
<b>Total</b>	<b>\$356,000</b>	<b>\$470,000</b>	

<b>Working Table 5 A - OPERATIONS</b> Tourism Excellence North Hi Level Estimated of Financial Requirements for Years One and Two of Operations			
<b>OPERATIONS</b>	<b>Year One</b> April 2015 – March 2016	<b>Year Two</b> April 2016 – March 2017	<b>Your Working Notes</b>
Centralized Administration (staffing, office and related, travel, communications) <i>(allowance)</i>	\$100,000	\$100,000	
Web Training Portal (design, content development) <i>(allowance)</i>	\$20,000	\$10,000	
TEN MC Committee meetings (communications, travel and associated expenses) <i>(allowance of \$7,500 per for four meetings/calls)</i>	\$30,000	\$30,000	
Secure the TEN Resource Specialist Cadre <i>(one in-person training session for 10 people for two days/one night (noon 'til noon); trainer costs in Year One; web-based/teleconferences in Year Two)</i>	\$20,000	\$5,000	
TEN Industry Launch (Meetings & Promotion)	\$10,000		
<b>Sub-total Operations</b>	<b>\$180,000</b>	<b>\$145,000</b>	

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<b>Working Table 5 B: ONE-TIME DEVELOPMENT COSTS</b>			
<b>Tourism Excellence North</b>			
<b>Hi Level Estimated of Financial Requirements for Years One and Two of Operations</b>			
<b>ONE TIME DEVELOPMENT COSTS</b>	<b>Year One</b> April 2015 – March 2016	<b>Year Two</b> April 2016 – March 2017	<b>Your Working Notes</b>
TEN graphic design for common/look/feel of Solutions. <i>(allowance)</i>	\$10,000	--	
Produce 4 bilingual Self-Assessment Tools <i>(Translation of 2 new ones included in estimate)</i>	\$5,000	--	
Run 2 TEN orientation sessions <i>(Per Session: \$15,000 for hosting fees; \$15,000 for contracted facilitator; allowance of \$10,000 for travel of invited participants)</i>	\$80,000	--	
Develop the framework for Best Practices Missions program	\$5,000		
Contract and design curriculum for the operator and community experiential travel training programs leveraging content between sessions.	\$40,000		
<b>Sub-total One Time Development Costs</b>	<b>\$140,000</b>	--	

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<b>Working Table 5 C: DELIVERY OF TRAINING SOLUTIONS</b>			
<b>Tourism Excellence North</b>			
<b>Hi Level Estimated of Financial Requirements for Years One and Two of Operations</b>			
<b>DELIVERY OF TRAINING SOLUTIONS</b>	<b>Year One</b> April 2015 – March 2016	<b>Year Two</b> April 2016 – March 2017	<b>Your Working Notes</b>
Pilot test Fast Track Market Readiness (FTMR) in 2 locations/cohorts in Year One (5 participants per location/cohort x \$4,000 per participant to cover travel, consultant time; allowance of \$10,000 for video to be used in subsequent marketing of FTMR); Deliver 4 sets of FTMR in Year Two (\$4,000 per participant; 4 locations/cohorts x 5 participants per location)	\$50,000	\$80,000	
Produce and release Case Studies (\$8,000 per Case Study for audio/video capacity 2 in Year One; 3 in Year Two)	\$16,000	\$24,000	
Deliver one Best Practices Mission in Year Two (\$35,000 per BMP; assumes Hosting/supplier fees at \$7,000, Facilitation and delivery fees of \$10,000, participant subsidies @ 1500 x 12 (18,000).	--	\$35,000	
Deliver 2, 2-day Experiential Travel Operator courses for 12 participants (\$52K per course for two-facilitator model) (\$40,000: pre-course community visit, client meetings, coaching and developing 2 new experiences to include in the training, tweaking course content to the operators attending, course delivery, 2 hours post-coaching per 12 participants + Hosting fees \$12,000 for rooms, materials, all meals, transportation, and fees for all local experience providers)	--	\$104,000	
Deliver 1, 3.25 day Community & Operator -based Experiential travel training for 24 people. (\$82K per course for two facilitator model) (\$56,000: pre-course community visit, client meetings, coaching and developing 2 new experiences to include in the training, tweaking course content to the operators attending, course delivery, 2 hours post-coaching per 24 participants + Hosting fees \$26,000 for rooms, materials all meals, transportation, and fees for local experience providers)	--	\$82,000	
<b>Sub-total Delivery of Training Solutions</b>	<b>\$66,000</b>	<b>\$325,000</b>	