

December 2014

Tourism Excellence North

A Tourism Development Program for Northern Ontario

Business Model and Program Plan
Draft in Progress



the Tourism Company



THE
TOURISM
CAFE

TOURISM synergy



Acknowledgements

This project is a partnership supported by the following tourism agencies, departments and organizations:

- Regional Tourism Organization 13 Tourism Northern Ontario;
- Regional Tourism Organization 12 - Explorer's Edge;
- FedNor;
- Ontario Ministry of Northern Development and Mines; and
- Ontario Ministry of Tourism, Culture and Sport.

Thanks to the Management Committee who provided guidance and insights to the consulting team throughout this assignment:

- Graham Campbell, Northern Development Advisor, Ministry of Northern Development & Mines, Regional Economic Development Branch;
- Pat Forrest, Initiatives Coordinator, Tourism Northern Ontario;
- Kim Johnson, Senior Policy Advisor, Regional Tourism Unit Tourism Policy and Research, Ministry of Tourism, Culture and Sport;
- Jane Karhi, Manager, Strategic Initiatives Unit, FedNor;
- David MacLachlan, Executive Director, Tourism Northern Ontario, (RTO 13);
- James Murphy, Executive Director Explorer's Edge, (RTO 12)
- Nancy Rosset, Programs and Special Initiatives Unit, Community Economic Development Officer, Fednor.

Special thanks to the Atlantic Canada Opportunities Agency (ACOA) and in particular Kent MacDonald, Director, Tourism, for sharing their tools, solutions and insights as TEN was developed.



TABLE OF CONTENTS

1	INTRODUCING “TOURISM EXCELLENCE NORTH”	1
1.1	INTRODUCTION	1
1.2	HIGHLIGHTS FROM THE FOUNDATIONS DOCUMENT	2
1.3	REPORT OUTLINE	2
2	THE TEN PROGRAM PLAN	3
2.1	GUIDING PRINCIPLES FOR TEN	3
2.2	AN OVERVIEW TO TEN TRAINING SOLUTIONS	4
2.3	OPERATOR TRAINING SOLUTIONS	6
	#1: Ten Essentials of Successful Travel Products/Experiences	7
	#2: Visitor Appeal Assessment Tool	9
	#3: Case Studies	11
	#4: Experiential Travel Training for Operators	13
	#5: Best Practices Missions	15
	#6: Fast Track Market Readiness	17
2.4	SOLUTIONS FOR COMMUNITIES/DESTINATIONS	19
	#7: Ten Essentials of Successful Travel Products – Touring Routes	20
	#8: Community Tourism Assessment Index	22
	#9: Enhancing the Visitor Experience for Businesses within their Community	24
2.5	EMPOWERING TOURISM ENABLERS	26
	#10: TEN Orientation Program for Tourism Enablers	27
3	BUSINESS MODEL	29
3.1	MANAGEMENT AND OVERSIGHT OF TEN	29
3.1.1	Oversight	30
3.1.2	Staff Role and Function	30
3.1.3	Review of Three Operating Models for Consideration	31
3.1.2	Recommended Operating Model	32
3.2	COMMITMENT TO QUALITY DELIVERY THROUGH CADRE OF TRAINED SPECIALISTS	32
3.3	MARKETING AND DISTRIBUTING TEN SOLUTIONS	33
3.4	IMPLEMENTATION PRIORITIES	34
3.5	REVENUE STREAMS AND FINANCIAL PARTNERSHIPS TO SUPPORT TEN	35
3.5.1	Partners for Centralized Administration	36
3.5.2	Partners for Training Solutions	36
3.5.3	Registration Fees	36
3.5.4	Financial Requirements in Year One 2015/16	37
4	NEXT STEPS	38
5	APPENDICES	39
5.1	TEN TRAVEL ESSENTIALS OF SUCCESSFUL TOURISM PRODUCTS/EXPERIENCES	40
5.2	VISITOR APPEAL ASSESSMENT TOOL	41
5.3	FAST TRACK MARKET READINESS	43
5.4	TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS - TOURING ROUTES	50
5.5	COMMUNITY TOURISM ASSESSMENT INDEX	51
5.6	OTEC AND WORLDHOST	55

1 INTRODUCING “TOURISM EXCELLENCE NORTH”

1.1 INTRODUCTION

Tourism Excellence North (TEN) is a tourism development program for Northern Ontario. It is a suite of training, human resource capacity development, mentoring tools and training solutions for tourism operators, communities/destinations and enablers. TEN supports innovative and experiential product and market development initiatives to enhance the visitor experience and appeal of the destination, and contribute to the strategic priorities for tourism development in Northern Ontario, specifically Tourism Northern Ontario (TNO) and Explorer’s Edge (EE).

There are four distinct elements of TEN:

1. **A suite of training, human resource capacity development, mentoring tools and training solutions** for tourism operators and enablers to generate outcomes that contribute to achieving the strategic priorities for tourism in Northern Ontario;
2. **An orientation program** that informs enablers and stakeholders about the professional development opportunities available, how to access and use them, and embraces an experiential training delivery method;
3. **A business model and program plan** that defines the key elements required for long-term program sustainability; and
4. **An implementation plan** to support roll-out of the program in the first two years, 2015/16 and 2016/17.

Essential Terminology

Training solutions refers to the suite of courses, modules, seminars, tools, and learning aids.

Participant describes the people who are the focus of the training solutions.

Specialists are the independent and qualified professionals who facilitate and deliver each training solution.

This report, completed in December 2014 presents a *Business Model and Program Plan, Draft in Progress* for review by the Management Committee (MC) at a meeting scheduled for January 8, 2015. It builds on the MC review of, and the decisions made, relative to the *Foundations Report*, discussed November 18, 2014. This document also responds to formal feedback received from the industry (58 feedback forms submitted) and informal discussions after presentation of emerging concepts and priorities to the industry at the 2014 Northern Ontario Tourism Summit in Thunder Bay.

Once emerging directions are reviewed and confirmed/refined by the MC, the consulting team will be in a position to finalize related operational and financial parameters for endorsement and ultimately implementation.

1.2 HIGHLIGHTS FROM THE FOUNDATIONS DOCUMENT

Significant research and analysis was completed and presented in a stand-alone *Foundations* document (Nov 2014). In order to design a relevant and effective program, the highest priority tourism development needs across Ontario's North were identified. They fall into five general categories:

1. **Improving and enhancing operator quality:** supporting operators as they strive for excellence in every interface with visitors.
2. **Igniting innovation:** as operators reposition and invest to attract new types of visitors and strengthen their competitiveness.
3. **Building great visitor experiences:** to support operators as they develop and deliver higher-yield offers increasing the number of higher value experiences.
4. **Creating vibrant tourism communities:** to provide guidance, inspiration and a roadmap for destinations to strengthen their visitor economy¹.
5. **Investing in tourism:** to link the broad range of enablers and stakeholders who interact with and support tourism development to the TEN program (similar to Atlantic Canada's VISIT program).

Each of these needs is addressed in the TEN solutions identified in Chapter 2.

1.3 REPORT OUTLINE

This report includes the following Chapters:

- Chapter 2 – The TEN Program Plan outlining the solutions;
- Chapter 3 – The Business Model outlining how TEN could operate;
- Chapter 4 – Next Steps for this assignment; and
- Chapter 5 – Appendices, presenting tools that are fully developed for initial review.

Lessons and Key Success Factors from Other Jurisdictions

1. Effective tourism development programs are aligned to and support a broader strategy.
2. Stable, partnered and sustained financial support is a prerequisite to success.
3. Training solutions are easily accessible to operators.
4. Host organizations provide a comprehensive array of training solutions.
5. There is a broad range of creative tools, checklists and processes to use and build from.
6. Learning from peers is an effective training solution.
7. Strong commitment to program review and curriculum enhancement.
8. Competitive process for securing educators.
9. Measuring impact goes beyond traditional ROI measures.

Source: *Foundations Report, Tourism Excellence North*, November 2014^{the} Tourism Company, Tourism Café Canada and Tourism Synergy

¹ Visitor Economy: Encompasses everything that attracts visitors to a destination; everything that makes a place special, distinctive and capable of engendering pride and interest and a place worth experiencing. A successful visitor economy requires managing all of the components in an integrated and long-term way, with a clear focus on the needs of the visitors the destination is seeking to attract and the destination brand.

2 THE TEN PROGRAM PLAN

The TEN program plan presents recommended training solutions for industry and provides a focus for investing in developing, designing, and delivering tourism training solutions in 2015/2016 and beyond.

2.1 GUIDING PRINCIPLES FOR TEN

TEN provides a coordinated and strategic approach to training and development for the tourism sector across Northern Ontario. It focuses on strategic, long-term product development priorities and on the development of quality experiences for visitors. TEN solutions are designed for, and will be managed and administered to, deliver on the experience/product/community development needs aligned with TNO and EE's strategic directions.

The following guiding principles shape the development and implementation of TEN. TEN will:

1. **Stay focused on strategic tourism priorities** as detailed in regional product development strategies;
2. **Provide a continuous learning approach** with multiple touch points for operators and communities to access the program;
3. Build in the means to **transfer knowledge and build capacity** within and throughout Northern Ontario;
4. **Continually refresh, update and evolve the training solutions;**
5. **Optimize resources** by leveraging existing tools, training and investments and investing wisely to develop new, more targeted tools, or resources as required;
6. **Include a blend of on-demand and centrally scheduled training solutions** to provide choice in the degree of involvement, depth of learning, and cost of accessing professional development;
7. **Embrace the philosophy of 'learning by doing'** or 'experiential education' as a core element of all solutions;
8. **Showcase local success stories while incorporating a wider world view;** and
9. **Celebrate successes.**

Training needs that address human resources, legislated licensing/certification and marketing are not included in TEN but should continue through ensuring access and awareness of the other delivery partners (e.g. Ontario Tourism Education Corporation - OTEC). Generic workshops on such topics as social media, how to work with international travel trade and customer service, can and should be presented to industry but are not part of TEN.

2.2 AN OVERVIEW TO TEN TRAINING SOLUTIONS

Ten (10) training solutions have been identified based on the following criteria:

- Potential to address high priority training and development needs;
- Potential to support strategic priorities of TNO's *Northern Ontario Tourism Product Development Strategy* and EE's *Destination Development and Business/Operational Plans* ;
- Fills gaps in available training and development solutions; and
- Anticipated impact, effectiveness and buy-in.

Table 1 provides a snapshot of training solutions by type of learning method and target participants.

In some instances, the consulting team modified existing tools used in Atlantic Canada. In other cases, new tools or training solutions emerged and were customized for use in Northern Ontario including some that offer new approaches based on past experience in other jurisdictions.

All training solutions will benefit from pilot testing and should be subject to final refinement before they are fully implemented.

Descriptions of each of these tools are presented in this chapter. If the tool has been completely refined, it is presented in the Appendices. Some require additional development during the implementation phase of TEN.

TABLE 1: A SNAPSHOT OF TEN TRAINING SOLUTIONS

TYPE OF SOLUTION	FOR OPERATORS	FOR COMMUNITIES/ DESTINATIONS
SELF-ASSESSMENT <ul style="list-style-type: none"> • Provides quick, easy to use bilingual tools that provide an introduction to a topic that prompts action to enhance the visitor experience and business opportunities. • Self-administered, accessible on the Internet. • Free • Support through Enablers and TEN; no customized instructor support. 	Ten Essentials of Successful Travel Products/Experiences	Ten Essentials of Successful Touring Experiences
	Visitor Appeal Assessment Tool	Community Tourism Assessment Index
	Case Studies	Case Studies
GROUP LEARNING <ul style="list-style-type: none"> • Advances knowledge and skills in a particular topic; improves ability to apply learning after training • Face to face training, facilitated by instructor/expert. 	Experience Travel Training for Operators	Enhancing the Visitor Experience for Businesses within their Community
	Best Practices Missions	Best Practices Missions
PERSONALIZED COACHING <ul style="list-style-type: none"> • Guides highly personalized development, supported by a coach/mentor who works through a process to achieve specific goals that enhance the visitor experience. 	Fast-Track Market Readiness (FTMR)	
FOR TOURISM ENABLERS		
<ul style="list-style-type: none"> • In-person training providing hands-on experience with TEN's priority training solutions. 		TEN Orientation Program

2.3 OPERATOR TRAINING SOLUTIONS

Six solutions have been identified to support public, not-for-profit, and private sector tourism operators:

- Ten Essentials of Successful Travel Products/Experiences;
- Visitor Appeal Assessment Tool;
- Case Studies;
- Experience Travel Training for Operators;
- Best Practices Missions; and
- Fast Track Market Readiness.

This continuum of training solutions provide entities at various levels of market-readiness, sophistication and reach with benchmarking tools, opportunity to 'learn by doing' to advance their knowledge and personalized coaching, all tied to strategic priorities at a broader level.

A summary chart for each solution follows, summarizing a number of elements in the following broad categories:

- The basics, outlining the profile and goals of the solution;
- Development and delivery components;
- Financial considerations; and
- Celebrating success.

#1: TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS/EXPERIENCES

TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS /EXPERIENCES	
Purpose	Subjectively measures the quality of the visitor experience provided by an individual tourism operator using a checklist of 10 key integrated factors, to assist with the ongoing development and delivery of individual tourism products and experiences.
Learning Objectives:	The objectives of this tool are to: <ul style="list-style-type: none"> • Expose participants to a critical checklist of elements that contribute to a successful travel product/experience. • Obtain an objective assessment of the product/experience.
Desired Outcomes:	As a result of using this tool, participants will: <ul style="list-style-type: none"> • Guide the development of new visitor experiences. • Identify strengths and enhancements to existing product/experiences. • Set benchmarks for ongoing evaluation (yearly) of their product/experience.
Audience:	Operators
Learning Method	√ Self-assessment tool
Time Commitment	Estimate – 20 minutes. Multiple reviewer perspectives are encouraged from different traveller types within an organization
Fulfills Development Priorities	√ Improving and enhancing product/experience quality √ Igniting innovation
Development & Delivery	
Bilingual Availability?	√ Yes
Delivery Mode:	√ Online download
Development Required:	Updated ready to use; See Appendix 5.1
Delivery Resources Required:	√ Website to house download
Educational lead(s)	√ None
HR: Support Needs	None required
Technical:	None required
Marketing:	√ Word of Mouth; through Enablers; website promotion; included in "tick box" in FTMR – for operations who could benefit from completing this checklist.
Where to Go next?	Fast Track Market Readiness, Best Practice Missions, Experiential Travel Training

Financial	
Investment Needed	Website posting
Participant Subsidy/ Incentive	None required.
Participant Fees:	Free
Potential Investment Partners	None required
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • # times the tool was downloaded, and by whom. • Follow-up three-months later to inquire what developments/improvements occurred. • Possibly re-use of tool one year later to assess impact on the product/visitor experience. • # of people who downloaded the tool and were inspired to engage in another TEN training solution.
Inspired by	Adapted from Forerunner Creative (2006) and ACOA VISIT Program (2009).

#2: VISITOR APPEAL ASSESSMENT TOOL

VISITOR APPEAL ASSESSMENT TOOL	
Purpose	A high level assessment of the tourism business to determine their appeal from a visitor's lens.
Learning Objectives:	This tool is designed to allow operators/business coaches to evaluate their: <ul style="list-style-type: none"> • Physical assets (infrastructure/place). • Visitor experience. • Sales and pricing. • Promotions.
Desired Outcomes:	After having used this too, a business will: <ul style="list-style-type: none"> • Have a high-level, holistic assessment of the appeal of their business and market readiness. • Be able to pinpoint their areas of weakness to guide investment in the short and long term. • Have baseline data on which to compare in future years.
Audience:	Operators
Learning Method:	Self assessment, online, self-administered tool
Time Commitment:	Estimate – 90 minutes
Fulfills Development Priorities:	<input checked="" type="checkbox"/> Improving and enhancing operator quality <input checked="" type="checkbox"/> Building Great Visitor Experiences
Development & Delivery	
Bilingual Availability?	<input checked="" type="checkbox"/> Yes, French and English
Delivery Mode:	<input checked="" type="checkbox"/> Online download
Development Required:	<input checked="" type="checkbox"/> Updated, ready to use; See Appendix 5.2
Delivery Resources Required:	<input checked="" type="checkbox"/> Website to house links to the tool
Educational lead(s)	None required
HR: Support Needs	None required
Technical:	None required
Marketing:	<input checked="" type="checkbox"/> Website, word-of-mouth, general promotion through TEN of the training solutions available.
Potential Need for Follow-up ("aftercare")?	Coaching or additional training in targeted areas for improvement

Financial	
Investment Needed	None required
Participant Subsidy/ Incentive	Free
Participant Fees:	None
Potential Investment Partners	None needed
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • Downloads of tool • Follow-up one-year later to ask about improvements • Possibly re-use of tool one year later to assess improvements • # of people who downloaded the tool and were inspired to engage in another TEN training solution
Inspired by	Adapted from ACOA's Site Assessment Tool (2006) by Laurel Reid.

Draft for internal review only

#3: CASE STUDIES

CASE STUDIES	
Purpose	To create a collection of case studies, that exemplify excellence in one or more ways, related to the product/experience/destination development goals for Northern Ontario. Subjects of the case studies would include businesses and communities in Northern Ontario but also showcase others from outside the region to broaden understanding of the competitive landscape.
Learning Objectives:	To produce a series of case studies that showcase operator excellence in key areas of development, including (but not limited to): <ul style="list-style-type: none"> • Experiential travel product development including Ontario and/or Canadian Signature Experiences. • Industry partnerships/collaboration. • Value-based pricing. • Shifting from a product to an experience. • Stories, authenticity and unique differentiators.
Desired Outcomes:	As a result of these case studies tourism professionals will have a: <ul style="list-style-type: none"> • Range of examples of excellence from business practices that can applied to their own business • The progressive investments in innovation, change, in Northern Ontario will be documented • New product ideas, ways of doing business, managing risk, investing and responding to travellers needs will be shared.
Audience:	Operators, enablers or communities/destinations
Learning Method	√ Self assessment/reflection tool
Time Commitment	Estimate – 30 minute to read and reflect on the contents of the case study and ‘what it means to me, our business.
Fulfills Development Priorities	May contribute to any of these areas, depending on the focus of the case study, <ul style="list-style-type: none"> √ Improving and enhancing operator quality √ Igniting innovation √ Building Great Visitor Experiences √ Creating Vibrant Tourism Communities √ Investing in Tourism
Development & Delivery	
Bilingual Availability?	√ Yes – translate as produced
Delivery Mode:	√ Online download or viewing opportunity

Development Required:	<ul style="list-style-type: none"> √ Identify the content focus of the Year 1 series. √ Confirm the depth/breadth for consistency (e.g. text only, audio /video inserts, length, writing requirements, etc.). √ Secure contractor, conduct research, secure sign off from company being profiled. √ Determine If there is a TEN brand look/feel. √ Graphic design. √ Translation. √ Production.
Delivery Resources Required:	TEN Website to post the case studies to. Consideration of co-listing on external sites such as Scribd or Slideshare for increased reach. As condition of investment ask partners that invest in the development such as CTC (Canadian Signature Experience), OTMPC (Ontario Signature Experience) for example to post to their websites as well.
Educational lead(s)	√ Case study researcher
HR: Support Needs	Administrative support through TEN to manage RFP.
Technical:	Website only.
Marketing:	Regular communication to industry and colleges/university tourism programs, dans les deux langues officielles, as case studies emerge. Through TEN Orientation training for Enablers
Potential Need for Follow-up (“aftercare”)?	None for the industry. Notices to those delivering TEN solutions that the case studies are available for incorporation into other TEN solutions as appropriate.
Financial	
Investment Needed	<p>Estimated at \$5,000 to \$6,000 per case study (depending on the scope and degree of audio, video integration requested) to include by TEN</p> <ul style="list-style-type: none"> • Administrative: Set up the framework, confirm topics in consultation with Management Committee, secure contractor, affirm graphic layout and writing requirements. • Translation • Production <p>By third parties:</p> <ul style="list-style-type: none"> • Research and case study development
Participant Subsidy/ Incentive	None required
Participant Fees:	Free
Potential Investment Partners	√ Fednor, TNO, EE, Parks Canada, Ontario Parks, OTMP (if an Ontario Signature Experience), CTC (If a Canadian Signature Experience), NOTO, Direction Ontario
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • Number of downloads from the various sites it is posted to
Inspired by	Canadian Signature Experiences case study series.

#4: EXPERIENTIAL TRAVEL TRAINING FOR OPERATORS

EXPERIENTIAL TRAVEL TRAINING FOR OPERATORS	
Purpose	Inspire businesses, and give them the tools and knowledge, to enhance their visitor's experience within their own business in Northern Ontario. <i>Note: Focused on the business themselves, not the community context.</i>
Learning Objectives:	This training opportunity is designed to: <ul style="list-style-type: none"> • Understand the concept and benefits of experiential travel. • Demonstrate how to raise the bar on visitor value, within a company and through collaborating with other businesses in their community or along a thematic route. • Understand the 'gold standard' for experiential travel as recognized by the Ontario and Canadian Signature Experience programs. • Appreciate the shifts that can be made to enhance existing products to shift them to an experience through an increased understanding of what travellers are seeking. • Partner with other businesses to create new visitor that responds to emerging travellers' demands.
Desired Outcomes:	As a <u>result</u> of this learning experience, operators will be able to: <ul style="list-style-type: none"> • Determine if experiential travel has value to their business. • Know the difference between a tourism product and an experience. • Reflect on two lived experiences to demonstrate the principles. • Depart with a vision for new experiential tourism offers that raise the base on visitor engagement, and generates new benefits for guests and businesses. • Create a community of 'like-minded' business who can continue to network and share ideas post-course.
Audience:	Operators (any B2C business that receives visitors be they profit, not-for-profit or government tourism businesses such as parks and historic sites).
Learning Method	Group learning
Time Commitment	2-day course followed by personalized 1:1 coaching
Fulfills Development Priorities	<ul style="list-style-type: none"> √ Igniting innovation √ Building Great Visitor Experiences √ Creating Vibrant Tourism Communities √ Investing in Tourism
Development & Delivery	
Bilingual Availability?	Yes, it could be offered bilingually if the expertise was available, co-facilitated by a bilingual (but not perfect Anglo) with a Franco with less experience.
Delivery Mode:	<ul style="list-style-type: none"> √ Experiential education √ Blended learning (face-to-face and online)
Development Required:	Custom program development for Northern Ontario in year 1 of TEN

Delivery Resources Required:	TBC
Educational lead(s)	<input checked="" type="checkbox"/> Content expert <input checked="" type="checkbox"/> Trainer <input checked="" type="checkbox"/> Experience Providers
HR: Support Needs	Marketing, registration, participant communications, event management .
Technical:	Online learning platform with face-to-face interactive capabilities (not just showing presentations).
Marketing:	Online promotion of the program, local area newsletters and DMO promotions.
Potential Need for Follow-up ("aftercare")?	Yes, personal coaching with the businesses to get new experiential product to market.
Financial	
Investment Needed	<input checked="" type="checkbox"/> Start/up development costs for the core curriculum. <input checked="" type="checkbox"/> Delivery costs (including experience provider development per course) . <input checked="" type="checkbox"/> Reinvestment costs to ensure the curriculum remains leading edge. <input checked="" type="checkbox"/> Coaching and measuring results.
Participant Subsidy/ Incentive	<input checked="" type="checkbox"/> Yes – to ensure new experiences get to market.
Participant Fees:	<input checked="" type="checkbox"/> Yes. To be determined.
Potential Investment Partners	<input checked="" type="checkbox"/> Fednor, TNO, EE, Parks Canada, CFDC, Economic development, OTMP, MTCS, MNDM, Local communities, industry associations,
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • # of new experiences to market • Range of type of new experiences and locations offered in
Inspired by	Edge of the Wedge Experiential Travel Training offered by GMIST (2004 – present) Cutting Edge experiential travel training offered by Travel Manitoba (2011 – 2013) SHiFT experiential travel training offered by Travel Alberta (2014 – present) Many smaller programs/workshops offered across the country by many trainers.

#5: BEST PRACTICES MISSIONS

BEST PRACTICES MISSIONS (BPM)	
Purpose	A BPM provides tourism planners and operators with first-hand industry knowledge and access to leading edge company on select topics that will enhance and grow their business to give them a competitive edge.
Learning Objectives:	<p>BPM participants will be able to:</p> <ul style="list-style-type: none"> • Engage with tourism industry leaders/owners/operators that exemplify success in the tourism industry in one or more areas of practice. • Question and interact with tourism business leaders in ways that allows a two-way exchange of learning. • Discover, first hand, the principles of practice in other businesses that are at the foundation of their success and providing them with a competitive edge. • Stimulate new ideas, ways to collaborate, and enhance the visitor experience in Northern Ontario within a business and/or between communities. • Connect with business owners in other jurisdictions where there may be the opportunity to conduct business together in the future.
Desired Outcomes:	<p>Participants will depart with:</p> <ul style="list-style-type: none"> • Knowledge, ideas and tactics on where to take action and target changes to their business. • Ideas on where to focus new investment (financial, human, technical), innovation, and business practices. • A network of business colleagues with shared interests and ability to collaborate or connect in the future for support and/or partnerships.
Audience:	Operators, enablers or communities/destinations
Learning Method	√ Group learning (mobile, small group learning opportunity that visits multiple sites and businesses)
Time Commitment	Depending on the mission, they could be 3 to 5 days in length, plus travel
Fulfills Development Priorities	<p>Depending on the content focus of the mission it may contribute to one or more of TEN's development priorities.</p> <ul style="list-style-type: none"> √ Improving and enhancing operator quality √ Igniting innovation √ Building Great Visitor Experiences √ Creating Vibrant Tourism Communities √ Investing in Tourism
Development & Delivery	
Bilingual Availability?	√ Yes, can be set up within a Francophone community and with a Francophone leader if the subject area expertise is available.
Delivery Mode:	<ul style="list-style-type: none"> √ Experiential education √ Face-to-face training

Development Required:	<p>✓ Administrative: Defining the parameters of the BPM, the topics, scheduling, evaluation, selection criteria, developing the evaluation and core program documents, etc.</p> <p>✓ Securing core funding partners, and those that would come to the table depending on the focus of the mission</p> <p>✓ Contacting BPM leads to develop the mission, secure the companies involved, and be the educational lead in the field.</p>
Delivery Resources Required:	<p>✓ Program administration and marketing</p> <p>✓ Review committee and process for selecting candidates</p> <p>✓ Professional services of BPM leads</p> <p>✓ Mission delivery expenses – fees for host activities, meals, hospitality, accommodations, transportation.</p>
Educational lead(s)	<p>✓ Content expert</p> <p>✓ Resource specialist</p> <p>✓ Facilitator</p>
HR: Support Needs	<p>✓ Manage the overall program requirements</p>
Technical:	<p>✓ On an 'as needed basis' depending on the type of BPM.</p>
Marketing:	<p>✓ Advertise through TNO, EE, community/industry organizations, OTMPC and invitation of ideal businesses who could benefit, and are strategically aligned.</p>
Potential Need for Follow-up ("aftercare")?	<p>6 month, 1 year, and 2 year follow-ups to see what actions have been taken, investments made and results achieved.</p>
Financial	
Investment Needed	<p>✓ Planning (through third-party contractor) and Delivery Costs (facilitation/coaching, travel and on the ground expenses including compensation for host operations) per mission.</p> <p>✓ Evaluation</p>
Participant Subsidy/ Incentive	<p>✓ Yes – a cost-share formula for the program should be developed.</p>
Participant Fees:	<p>✓ Yes - to be determined as part of cost-sharing formula.</p>
Potential Investment Partners	<p>✓ Fednor, TNO, EE, CFDC, OTMP, MTCS, MNDM, Local communities, industry associations, BIA, Chambers, Economic Development agencies.</p>
Celebrating Success	
Metrics	<p>Measured by surveys with participants at finish of Mission, 6 months, 1 year and 2 year post-mission to include:</p> <ul style="list-style-type: none"> • % finding mission beneficial to operation • % sharing information learned on mission with colleagues • % of participants noting direct impact on operation or community
Inspired by	<p>Best Practice Missions run by ACOA and Travel Manitoba</p>

#6: FAST TRACK MARKET READINESS

FAST TRACK MARKET READINESS	
Purpose	One-day business improvement program where operators engage with a qualified tourism expert to assess their level of market-readiness.
Learning Objectives:	The objectives of FTMR for the operator are to. <ul style="list-style-type: none"> • Obtain independent and objective advice from a tourism consultant (mentor) on market readiness improvements at the operator's place of business; • Improve the visitor experience in a manner that is specific to the operation; • Receive hands on mentoring specific to operator's place of business
Desired Outcomes:	At the end of FTMR, the operator will have high level: <ul style="list-style-type: none"> • Customized and immediate product/experience recommendations (within 24 hours and beyond) arising from one-on-one consultations. • Market-readiness advice from an independent expert. • Concise report with suggestions for improvements and benchmarking specific their own operation.
Audience:	Operators
Learning Method	√ Personalized coaching
Time Commitment	For operators: 6 hours (2 half days: afternoon & morning of next day).
Fulfills Development Priorities	√ Improving and enhancing operator quality √ Igniting innovation √ Building Great Visitor Experiences
Development & Delivery	
Bilingual Availability?	Can be offered bilingually if a: <ul style="list-style-type: none"> • qualified bilingual mentor can be secured, and • cohort of French-speaking participants (n=5) are identified.
Development Required:	√ Updated, ready to use; See Appendix 5.3
Delivery Resources Required:	√ Expert/mentor (1-1.5 days per operator); Travel costs
Educational lead(s)	√ Content expert (mentor) √ Resource specialist
HR: Support Needs	√ Admin person from partner organization to contact participants and (optionally) set up appointments; serve as liaison/contact for the FTMR initiative in a particular region/sector
Technical:	None required
Marketing:	√ Personal selling (by RTOs, ED officers) attempt to get a cohort of 5, (or other appropriate number) in one area; √ DMO/RTO/Chamber websites and e-mails to databases identifying availability of FTMR
Potential Need for Follow-up ("aftercare")?	2 optional, operator-initiated follow-ups (aftercare) built into FTMR, either by e-mail or phone.

Financial	
Investment Needed	<ul style="list-style-type: none"> √ Administrative support as noted above. √ Training of FTMR-specialists √ Coaching time calculated at one and a half days per operator
Participant Subsidy/ Incentive	√ Heavily subsidized; ACOA model estimates \$3,000 value for \$300 cost to operator; TEN model and resulting financial profile will be influenced by level of participant fee, travel costs/time (fly-in operations for example) and minimum number per cohort but these may be mitigated by working in partnerships.
Participant Fees:	√ Estimate: \$350-\$500 per; to be confirmed after piloted.
Potential Investment Partners	√ Fednor, TNO, EE, EDCO CFDC, OTMP, MTCS, MNM, industry associations, NOTO
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • Survey of individual operators "post" mentoring session • Follow-up regarding degree of implementation annually after mentoring (RTO)
Solution Inspired by	ACOA-Tourism Atlantic

2.4 SOLUTIONS FOR COMMUNITIES/DESTINATIONS

Solutions for communities/destinations mirror a similar continuum as that for operators, from tools for benchmarking to group learning with community/destination colleagues. The solutions include:

- Ten Essentials of Successful Touring Routes;
- Community Tourism Assessment Index;
- Case Studies;
- Enhancing the Visitor Experience for Businesses within their Community; and
- Best Practices Missions.

In reviewing this section, please keep in mind that destinations can be distinct communities (e.g.: Timmins, Terrace Bay, Bracebridge or Kenora) or be an area or region (composed of several communities) that comes together around a theme, interest or natural asset such as Muskoka, the North Shore of Lake Superior, James Bay, or Manitoulin Island.

The training solutions provide opportunities for broad range of stakeholders, both traditional and non-traditional, including volunteers, community development/ economic development staff, private sector operators, as well as sub-regional DMOs, Chambers of Commerce and visitor services staff to be active participants. In short, these solutions can engage any stakeholder with an interest in advancing tourism development in a community/region to derive increased economic benefits from increased visitation and length of stay.

Please note that separate descriptions for Case Studies and Best Practices Missions for communities/destinations have not been included here as they follow the same general format as those outlined for Operators. Topics and locations for each will be customized to the needs and strategic priorities from a community and destination perspective.

#7: TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS – TOURING ROUTES

TEN ESSENTIALS OF SUCCESSFUL TOURING ROUTES	
Purpose	Subjectively measures the quality of individual visitor experiences along a touring route designed to appeal to one or more types of visitors, using a checklist of 10 key integrated factors to help with the development of a successful touring route.
Learning Objectives:	The objectives of this tool are to: <ul style="list-style-type: none"> • Expose route proponents to a critical checklist of elements that contribute to a successful touring route. • Obtain an objective assessment of the route by one (or more) third party(ies).
Desired Outcomes:	As a result of using this tool, participants will: <ul style="list-style-type: none"> • Guide the development and/or evaluation of new touring routes • Identify strengths and enhancements to existing touring routes. • Set benchmarks for ongoing evaluation (yearly) of their product/experience.
Audience:	Communities/destinations
Learning Method	√ Self-Assessment
Time Commitment	Estimate – 20 min for the review of each route component; 2 hours or more depending on the length and diversity of the offer to assess all elements along route
Fulfills Development Priorities	√ Improving and enhancing route experience quality (and, by definition, product quality) √ Igniting innovation
Development & Delivery	
Bilingual Availability?	√ Yes
Delivery Mode:	√ Online download
Development Required:	√ Updated, ready to use; See Appendix 5.4
Delivery Resources Required:	√ Website to house download
HR: Type of Educational lead(s)	√ None
HR: Support Needs	None required.
Technical:	None required
Marketing:	√ WOM; website promotion.
Possible Next Steps	Experiential Development for Destinations

Financial	
Investment Needed	Website posting
Participant Subsidy/ Incentive	None required
Participant Fees:	Free
Potential Investment Partners	None required
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • Downloads of tool • Follow-up survey three-months later to what developments/improvements occurred • Possibly re-use of tool one year later to assess impact on the trail/route creation/enhancements. • # of people who downloaded the tool and were inspired to engage in another TEN training solution
Inspired by	Adapted from Forerunner Creative and Tourism Strategies Ltd., ACOA VISIT Program (2009).

Draft for internal review only

#8: COMMUNITY TOURISM ASSESSMENT INDEX

COMMUNITY TOURISM ASSESSMENT INDEX	
Purpose	Assessment tool used to determine the level of readiness and potential of a community undertake tourism development.
Learning Objectives:	<p>After using this tool, participants will:</p> <ul style="list-style-type: none"> • Have an understanding of their community tourism assets, capacity and current ability to undertake tourism development. • Understand their community strengths and weaknesses and areas to target tourism development investments.
Desired Outcomes:	<p>As a result of using this tool, community stakeholders will:</p> <ul style="list-style-type: none"> • Identify and benchmark key areas of improvement for the community to become a sustainable tourism destination. • Plan more effectively using the tool results as a guide. • Base decisions based on insights garnered from assessment.
Audience:	Communities/destinations
Learning Method	√ Self-assessment - Online download or viewing opportunity (with several community members and independent assessor) to fill out tool and score
Time Commitment	Estimate – 30 -45 minutes
Fulfills Development Priorities	<ul style="list-style-type: none"> √ Igniting innovation √ Creating Vibrant Tourism Communities √ Investing in Tourism
Development & Delivery	
Bilingual Availability?	√ Yes
Development Required:	New tool developed; ready to use; See Appendix 5.5
Delivery Resources Required:	Describe
Educational lead(s)	√ Self administered.
HR: Support Needs	None
Technical:	√ Website with links to where the tool can be downloaded
Marketing:	√ RTO's, DMOs, ED offices etc. word of mouth, website link and e-mail to their respective databases.
Potential Need for Follow-up ("aftercare")?	Experiential for Communities and/or Best Practices may follow depending on the need, potential identified (and connection with ED or other office).

Financial	
Investment Needed	None – developed.
Participant Subsidy/ Incentive	None-required
Participant Fees:	Free
Potential Investment Partners	√ Fednor, TNO, EE, Local communities, industry associations, BIA, Chambers, Economic Development Agencies
Celebrating Success	
Metrics	Annual administration of the tool recommended to assess movement forward.
Inspired by	ACOA-Tourism Atlantic, Pinfold-Gardiner and several University templates.

Draft for internal review only

#9: ENHANCING THE VISITOR EXPERIENCE FOR BUSINESSES WITHIN THEIR COMMUNITY

ENHANCING THE VISITOR EXPERIENCE FOR BUSINESSES WITHIN THEIR COMMUNITY	
Purpose	<p>3.25 day experiential-travel workshop aimed at building community-based understanding for the potential of experiential travel and how operators and enablers can work together to enhance the visitor appeal of their community while driving new benefits to operators.</p> <p><i>Note: Focused on the business/visitor experience within the business and community.</i></p>
Learning Objectives:	<ul style="list-style-type: none"> • Expose communities/destinations to experiential tourism development concepts including the benefits, rationale, challenges, and role of community champions. • Learn the steps involved in developing experiences and/or enhancing the visitor experience that is tailored to their needs. • Identify “next steps” and timeline for moving forward.
Desired Outcomes:	<ul style="list-style-type: none"> • Community businesses and enablers collaborate on tourism development that leads to new ways or working together, driven by developing around the visitor experience. • 3 or 4 new tourism experiences are built into the training itself, leaving a legacy behind. • Depart with a focus on what individual businesses and the community will work on to get new products to market.
Audience:	Communities/destinations/businesses that benefit from tourists
Learning Method	√ Group Learning using workshop followed up by post-workshop coaching/mentoring
Time Commitment	3.25 days on the part of “tourism stakeholders” at the community/destination. The benefit of the intense time together is to build a team with a common understanding that will be coached and continue to work together after the training.
Fulfills Development Priorities	<ul style="list-style-type: none"> √ Igniting innovation √ Building Great Visitor Experiences √ Creating Vibrant Tourism Communities √ Investing in Tourism

Development & Delivery	
Bilingual Availability?	Yes, it could be offered bilingually if a great bilingual experiential expert was secured or co-facilitated by a bilingual (but not perfect Anglo) with a Franco with less experience to build new capacity.
Development Required:	New; content needs to be fleshed out.
Delivery Resources Required:	Space for workshop; coordination and funds for meals/hospitality breaks, experience providers and any props/equipment/supplies they need, coaching
HR: Type of Educational lead(s)	<input checked="" type="checkbox"/> Content expert <input checked="" type="checkbox"/> Resource specialist <input checked="" type="checkbox"/> Trainer <input checked="" type="checkbox"/> Experience Providers
HR: Support Needs	<input checked="" type="checkbox"/> Registration, processing fees, coordination
Technical:	<input checked="" type="checkbox"/> Audio visual support on-site.
Marketing:	<input checked="" type="checkbox"/> Communities suggested by EDs? RTOs – advertising on central website;
Potential Need for Follow-up (“aftercare”)?	<input checked="" type="checkbox"/> Personalized coaching
Financial	
Investment Needed	<input checked="" type="checkbox"/> Start/up Development Costs, experience provider coaching <input checked="" type="checkbox"/> Delivery Costs <input checked="" type="checkbox"/> Post Workshop coaching.
Participant Subsidy/ Incentive	Yes for private and not-for-profit operators within the community, or some type of community incentive if learning is implemented within a year or two.
Participant Fees:	Yes
Potential Investment Partners	<input checked="" type="checkbox"/> Fednor, TNO, EE, CFDC, OTMP, MTCS, MNDM, Local communities, BIA, Chambers, Ec Dev
Celebrating Success	
Metrics	One year post activity; number of new experiences offered – and annually thereafter, degree of community collaboration that continues.
Inspired by	Edge of the Wedge Experiential Travel Training offered by GMIST (2004 – present) Cutting Edge experiential travel training offered by Travel Manitoba (2011 – 2013) SHiFT experiential travel training offered by Travel Alberta (2014 – present)

2.5 EMPOWERING TOURISM ENABLERS

Examples of Tourism Enablers

Any organization with a mandate to, or will benefit from, growth in tourism.

- Regional Tourism Organizations (RTOs)
- Destination Marketing Organizations (DMOs)
- Industry organizations such as Nature and Outdoor Tourism Ontario (NOTO), Direction Ontario (DO) and Aboriginal Tourism Ontario (ATO)
- Economic Development Organizations (EDOs)
- Staff or policy makers within Tourism Departments, Ministries, Agencies within government including Community Futures Development Corporations (CFDCs)
- Chambers of Commerce
- Business Industry Associations
- 'Friends of' Organizations

In the tourism industry an enabler describes businesses, organizations, and government entities that provide financial, human, technical resources and/or in-kind support to operators in order to foster growth in the tourism industry and fulfill an organizational mandate for tourism or economic development.

The TEN Orientation Program introduces enablers to the suite of tools, their goals, and outcomes for tourism. The priority participants for the orientation program are those in the community within agencies and organizations with a tourism responsibility and role to foster increased tourism or economic development. Of particular importance is engaging enablers who have relationships with operators who are not typically engaged with the broader tourism sector so that the reach of TEN is extended beyond traditional stakeholders.

Once enablers have attended the TEN Orientation program, it is expected that they will engage with TEN and support the growth of tourism in Northern Ontario by:

- encouraging tourism stakeholders to access and use self-administered tools,
- applying self-administered tools in partnership with the operator or community stakeholders;
- screening and recommending participants for Best Practices Missions and Experiential Travel Training for Operators delivered by TEN; and/or
- being active participants in relevant Best Practices Missions and Enhancing the Visitor Experience for Businesses within their Community workshops and sharing lessons learned.

A summary of the program follows.

#10: TEN ORIENTATION PROGRAM FOR TOURISM ENABLERS

TEN ORIENTATION PROGRAM FOR ENABLERS	
Purpose	To educate and empower enablers to use TEN solutions effectively with their stakeholders.
Learning Objectives:	This workshop will: <ul style="list-style-type: none"> • Introduce the array of training solutions available to enablers to encourage their use with their members, clients and stakeholders. • Expose enablers to other jurisdictions and practices that they can take back to their day-to-day responsibilities. • Link enablers to current tourism strategies and priorities.
Desired Outcomes:	After attending a TEN orientation workshop Enablers: <ul style="list-style-type: none"> • Can respond to queries about TEN solutions, direct industry to the ones most relevant to their needs and connect their constituents to TEN Group Learning and Personalized Coaching. • Can use self-assessment tools, where appropriate, with clients/members.
Audience:	Enablers
Learning Method	Group Learning (workshop)
Time Commitment	2 days plus travel
Fulfills Development Priorities	✓ Investing in Tourism
Development & Delivery	
Bilingual Availability?	✓ Yes, with advance planning and ability to secure a Franco facilitator.
Delivery Mode:	✓ Experiential education ✓ Face-to-face training
Development Required:	✓ Detailed planning and logistics for each workshop. ✓ Writing and production of participant workbook containing background research as well as all TEN tools and solutions.
Delivery Resources Required:	Space for workshop (accommodation and learning); coordination and funds for meals/hospitality breaks, experience providers and any props/equipment/supplies they need.
Educational lead(s)	✓ Facilitator(s) ✓ Experience Provider(s)
HR: Support Needs	✓ Solicitation of suitable participants.
Technical:	✓ Audio-visual needs on site.
Marketing:	✓ Most appropriate participants identified by host organizations.
Potential Need for Follow-up ("aftercare")?	✓ Specialists available to coach and mentor on as need basis to assist enablers.

Financial	
Investment Needed	√ Detailed workshop itinerary per location
Participant Subsidy/ Incentive	√ Yes, by sponsoring organization
Participant Fees:	√ No
Potential Investment Partners	√ Fednor, TNO, EE, EDCO, CFDCs
Celebrating Success	
Metrics	<ul style="list-style-type: none"> • Survey upon completion of course to measure effectiveness. • Number of tools used by enablers, as well as geographic and sector diversity. • Surveys distributed 6 months and 1 year after initial TEN Orientation program.
Inspired by	ACOA Vision in Steering Intelligent Tourism (VISIT)

Draft for internal review only

3 BUSINESS MODEL

The Business Model addresses operational, management and financial elements for the TEN. It also includes a proposed calendar of offers for the first three years and estimated start-up operating costs for the first year of operation. This is in its preliminary stage of development, and designed to trigger discussion with the MC that will inform the ability of the consultants to finalize the TEN plan.

3.1 MANAGEMENT AND OVERSIGHT OF TEN

To be effective and efficient, TEN requires coordinated oversight, a dedicated staff member, and an effective operating model. The principles, role and structure common to operating model options are outlined in Table 2.

Table 2: Common Features of all Operating Model Options	
PRINCIPLES	<ul style="list-style-type: none"> • TEN will be managed and operated in an open and transparent way by objective and skilled leadership. • All TEN activities will align with, evolve with, and support strategic priorities of TNO and EE. • TEN will manage the relationships and contracts with a wide range of investing partners and contracted educators/resource specialists to deliver the full suite of training solutions.
ROLE	<ul style="list-style-type: none"> • Facilitates and co-ordinates, but does not deliver, training and development initiatives. • Secures, and manages the contracts with financial partners supporting TEN. • Contracts and manages third party specialists to deliver training solutions. • Does not provide direct funding. • Is the central point of contact for industry to gain information and details about the range of training solutions offered by TEN. • Connects the tourism industry to an on-line inventory of training opportunities outside the scope of TEN. • Provides event management coordination for face-to-face training solutions.
STRUCTURE	<ul style="list-style-type: none"> • The coordinating function for TEN should ideally be housed in, or be a not-for-profit organization, to be able to optimize the ability to leverage and pursue a range of funding partners with a tourism/economic development mandate. • Leadership and strategic oversight of TEN will be through a Board of Directors or Management Committee. • TEN will have dedicated staff to carry out day-to-day functions of the organization.

3.1.1 OVERSIGHT

A small Management Committee (TEN MC) is proposed to oversee the operations with responsibility for financial and operational oversight, and ultimate accountability to the funding partners. The recommended profile for MC TEN members includes:

- Executive Director, TNO;
- Executive Director, EE;
- Board Chair (or designate) TNO;
- Board Chair (or designate) EE; and
- One member at large.

TEN MC members are also expected to establish and maintain relationships with funding partners and agencies through active advocacy for TEN, communications and sharing of successes and lessons learned.

3.1.2 STAFF ROLE AND FUNCTION

It is anticipated that due to the number of initiatives and wide reach of TEN that a dedicated contract or full-time staff function will be required, ideally with bilingual capacity. **Core activities** of paid/contracted organization management are expected to include:

- Coordinating and maintaining a rolling, two-year calendar of centralized offers that support the strategic objectives of TNO and EE;
- Organizing orientation sessions for enablers;
- Communicating with stakeholders and enablers on calendar of offers, process for procurement, etc.
- Writing RFPs and managing secured contractors, respecting the different funding partners requirements;
- Maintaining the content and stakeholder communications on the TEN web portal;
- Communicating, managing and administering partnership funding and liaison reporting functions;
- Coordination of evaluation of TEN training solutions;
- Scheduling, planning and logistical requirements for training;
- Marketing, registration, participant communications;
- Promoting TEN opportunities and celebrating successes with industry;
- Providing administrative support for, and reporting to, the TEN Board/Management Committee; and
- Reporting, budgeting, and strategic planning.

3.1.3 REVIEW OF THREE OPERATING MODELS FOR CONSIDERATION

Based on the proposed needs, there are three organizational options for consideration as follows:

Option A: A dedicated person within an existing not-for-profit organization.

Option B: A stand-alone organization affiliated with academic institution.

Option C: A stand-alone organization.

Advantages and disadvantages for each of the options are presented in Table 3.

TABLE 3: REVIEW OF OPERATING MODELS

Model	Advantages	Disadvantages
<p>Option A: <i>Dedicated person within existing not for profit organization.</i></p>	<ul style="list-style-type: none"> • Shortest start-up phase. • Lowest cost scenario (office space, access to resources, etc.) • Opportunity to set up virtual relationship with TEN if beneficial to both parties. 	<ul style="list-style-type: none"> • Depending on which organization, could be perceived as having biases. • May be pulled to other projects or priorities of the host organization.
<p>Option B: <i>Stand-alone organization, affiliated with academic institution.</i></p>	<ul style="list-style-type: none"> • Access to and support from academic community, both teaching staff and student populations. • Opportunity to set up virtual relationship with TEN if beneficial to both parties. 	<ul style="list-style-type: none"> • Start-up phase requires effort and time to create guiding MOU. • Bureaucratic decision-making and processes may add layers of complexity and delays. • If aligned with Continuing Studies, their revenue generation requirements may not be aligned with the rationale/purpose of TEN. • Reporting structure of staff person to industry could be 'unique', creating some internal challenges to traditional academic hierarchies and reporting structures.
<p>Option C: <i>Stand-alone organization.</i></p>	<ul style="list-style-type: none"> • Provides a 'clean start' with no real or perceived alliances or biases. • Independence and flexibility to respond to changes in priorities and needs. • May be a longer-term option. 	<ul style="list-style-type: none"> • Highest level of effort and cost required for start-up phase including registering a not-for-profit organization and putting the legal governance structures in place, office functions and systems. • Highest need for proven self-starter and performer than other options. • Will slow the time to launch training initiatives while establishing the organization.

3.1.2 RECOMMENDED OPERATING MODEL

To support a timely start-up of TEN and to get fully developed solutions in-market to establish momentum, **Option A 'Dedicated person within an existing not-for-profit organization'** is recommended.

It is also recommended that the staff person be positioned under the auspices of Tourism Northern Ontario to leverage a number of related initiatives under way.

Over time, as TEN becomes established and matures, evolution to either Option B or C may be worthy of consideration.

3.2 COMMITMENT TO QUALITY DELIVERY THROUGH CADRE OF TRAINED SPECIALISTS

The success of Group Learning and Personalized Coaching solutions in particular will rely heavily on the delivery skills and expertise of the individuals leading the various training solutions.

Specialists in the field need to be nimble and have a depth of knowledge about a range of size, style and type of public, not-for-profit, and private sector tourism operations. Additionally, they must possess knowledge of, and an appreciation for, the realities of tourism development in Northern Ontario with its diverse geographic landscape, urban centres and communities and the visitors they appeal to and attract. They also need to understand and be familiar with all of the solutions in order to coach participants on which ones would suit them best as a 'next step'.

It is recommended that TEN recruit and train a limited number of pre-qualified and trained specialists to deliver their training solutions. It is proposed that an Expression of Interest and Statement of Qualifications process be developed. Individuals who meet the needs of one or more TEN training requirements would then be provided a Standing Offer, so they may then be accessed through a simplified process in responding to annual/periodic requests for quotations of services to deliver any of the tools requiring outside expertise.

The number of TEN specialists should be large enough, and have the bilingual capabilities, to provide flexibility and the capacity to respond to needs across Northern Ontario in a timely fashion.

Building from the experience of ACOA, the following preliminary criteria for the 'TEN Specialists' are presented for consideration and discussion:

- Minimum years of experience (5? 7?) in tourism planning or tourism product readiness development;
- Demonstrated facilitation, teaching and/or coaching skills;
- Experience in working with tourism groups and/or tourism operators;
- Strong knowledge and experience with Northern Ontario's tourism industries, sectors and markets;
- Experience outside of Northern Ontario to bring external perspective to TEN; and
- Demonstrated content expertise and experience with one or more of the Group Learning and Personalized TEN training solutions.

Highly desired additional assets:

- Tourism operational experience desirable; and
- Bilingual – French and English.

3.3 MARKETING AND DISTRIBUTING TEN SOLUTIONS

The marketing and distribution of TEN solutions should occur through a number of channels, including a dedicated web portal as a key distribution channel.

A dedicated web portal would streamline operators' ability to access a range of in-market training solutions offered by different organizations. This single 'go to' web portal would ideally have two main areas:

- **TEN Solutions**, designed for, managed for, and administered by the organization to specifically deliver on the product/community development needs aligned with TNO and EE's strategic directions; and
- **Other Solutions**, offered by others, but available to stakeholders. TEN's commitment to this section of the web portal is to identify the most relevant solutions, create a landing page on the website, and ensure that links to other organizations remain current. Samples of what could be featured in this section of the web portal include OTEC and World Host products, outlined in the Appendix.

Beyond the web portal, most of the tools and solutions will be featured through existing communication channels, supplemented by targeted 'invitation-only' opportunities.

3.4 IMPLEMENTATION PRIORITIES

TEN's training solutions will be at different stages of readiness to implement when the training plan is completed at the end of February 2015. Many of the self-administered tools were revised and adapted for Northern Ontario by the consulting team since the November meeting in Thunder Bay and will be available for immediate release upon finalizing translation. Others will require development as part of the implementation activities and will need to be outsourced to bring these new, made for Northern Ontario opportunities to market.

Proposed priorities for implementation are outlined in Table 4 for review, adjustment and confirmation by the MC. Note that years follow the government fiscal year from April 1 to March 31st.

Year One Operational:

- Secure funding partners and agreements.
- Establish the TEN MC and governance structure.
- Establish an office and hire a program manager.
- Secure the cadre of resource specialists to deliver the advanced training solutions.

Year One Program:

- Design, produce and pilot test the bilingual Self-Assessment Tools.
- Create the TEN training web-portal to post Self-Assessment Tools, program information, registration, and communications.
- Run 2 TEN Orientation sessions with key enablers in both TNO and EE to test Self-Assessment Tools, inform them about TEN, the training plan, and the planned roll-out to garner their support and respond to any questions.
- Pilot test Fast Track Market Readiness in 2 locations/cohorts, for full implementation in Year Two; build in video-recording of participating operators to be used in subsequent marketing of FTMR.
- Produce and release 5 Case Studies.
- Develop the framework for, and focus of the preferred Best Practices Mission to be hosted in Year Two.
- Develop the experiential travel training programs (individual/community) for delivery in Year Two.

TABLE 4: PRIORITIES FOR IMPLEMENTATION OF TEN

	Year One 2015/16			Year Two 2016/17			Year Three 2017/18	
	In market	Pilot	Under Development	In market	Pilot	Under Development	In Market	Continual Investment
Ten Essentials of Successful Products/Experiences	✓			✓			✓	
Ten Essentials of Successful Touring Routes	✓			✓			✓	
Visitor Appeal Assessment Tool		✓		✓				
Community Tourism Assessment Index		✓		✓			✓	
Fast Track Market Readiness		✓(2)		✓(4)			✓	✓
Case Studies	✓(5)					✓	✓	✓(5)
Best Practices Missions			✓	✓	✓(1)		✓	✓(2)
Experience Travel Training for Operators			✓		✓(1)		✓	✓(1)
Enhancing the Visitor Experience for Businesses within their Community			✓		✓(1)		✓	✓(1)
TEN Orientation Program	✓(2)			✓			✓	✓

3.5 REVENUE STREAMS AND FINANCIAL PARTNERSHIPS TO SUPPORT TEN

A review of best practices from a range of jurisdictions noted that stable, partnered and multi-year sustained financial support is a prerequisite to success.

There are three revenue streams or types of financial partnerships that are needed to ensure TEN's success.

- Partners for centralized administration;
- Partners for training solutions; and
- Registration fees.

These are discussed in more detail on the following page.

3.5.1 PARTNERS FOR CENTRALIZED ADMINISTRATION

Central administration of TEN includes such expenses as staff, office and related, communications, including web portal and travel.

Financial and in-kind support for centralized administration or core funding is anticipated to be primarily from TNO and EE.

3.5.2 PARTNERS FOR TRAINING SOLUTIONS

The TEN training solutions require varying levels of initial investment for further development, hosting of the training itself, and for some solutions, on-going refreshment of content over the years. These types of investments lend themselves to project-based funding which can, and should, come from a variety of partners.

Financial partnerships to invest in the delivery of specific training solutions are anticipated from FedNor, NOHFC, MNDM, MTCS and others. There is also an opportunity to explore and build new relationships with such organizations as the Economic Developers Council of Ontario, local economic development agencies such as Waubetek and industry associations such as NOTO to support TEN.

3.5.3 REGISTRATION FEES

A number of the Group Learning and Personalized Coaching training solutions offered by TEN will have participant fees, providing a revenue stream for TEN that helps off-set but not fully re-cover the cost of each solution.

These fees may be paid by the participant, or through a subsidy available through their employer, a partner organization or some combination of the two. While registration fees represent an investment from participants, all TEN solutions will be subsidized, some more than others.

3.5.4 FINANCIAL REQUIREMENTS IN YEAR ONE 2015/16

Based on the proposed priorities for implementation as well as the set-up of TEN, the following chart provides structure of the financial requirements for Year One.

Table 5 Tourism Excellence North Structure of Financial Requirements for Year One of Operations	
<p>Operations:</p> <ul style="list-style-type: none"> Centralized Administration (staffing, office and related, travel, communications) Web Training Portal (design, content development) TEN MC Committee meetings (communications, travel and associated expenses) Secure the TEN Resource Specialist Cadre 	
<p>Design and Deliver of Priority Training Solutions:</p> <ul style="list-style-type: none"> TEN graphic design for common/look/feel of their Solutions. Produce 4 bilingual Self-Assessment Tools Run 2 TEN orientation sessions Pilot test the Fast Track Market Readiness in 2 locations/cohorts Produce and release 5 Case Studies Design and develop the Best Practices Missions program and stage for year 2 delivery Design the two experiential travel training programs and stage for development, then delivery & coaching in year 2 	
Total	

Detailed estimates for each line item will be developed in close consultation with you after the January 8, 2015 Management Committee meeting once the final directions for the training solutions and implementation priorities are confirmed.

4 NEXT STEPS

The next phase of this assignment has four areas of focus:

1. Finalizing the development of the training solutions and updating those that are to be completed within the terms of reference for this project;
2. Detailed financial projections to reflect decisions made on January 8, 2015 Management Committee call;
3. Communications plan to reach stakeholders and potential partners to solicit feedback and initiate conversations to generate commitment to investment to support TEN; and
4. Implementation plan, consolidating and finalizing all elements of the Business Model and Program Plan to provide a road map to guide operations for the next five years.

Draft for internal review only

5 APPENDICES

Draft for internal review only

5.1 TEN TRAVEL ESSENTIALS OF SUCCESSFUL TOURISM PRODUCTS/EXPERIENCES

Ten Essentials of Successful Travel Products/Experiences				
(Adapted from ForeRunner Creative, ACOA VISIT)				
For analysis of all forms of tourism operations. This tool is intended to provide indicators toward tourism market readiness.				
Subject Property:				
Evaluation Performed by:				
The "Essential"	Exceeds	Meets	Lacks	Rationale
1. Compelling Theme/Story Connects visitors to the people, places and culture. It's the foundation for a harmonized, memorable, experience that is unique, responds to visitor interests, and delivers on the operator's brand promise.				
1. Authentic Access to locals and a sense of place				
3. Emotional Trigger Experience causes an emotional reaction from visitors and hosts.				
4. Access Ease of access to: a) product information, b) purchase, c) site location, d) mobility at the site, and e) throughout the experience.				
5. Educational Experience provides opportunities to discover and learn.				
6. Enriching Delights and engages visitors through personally relevant activities and interactions.				
7. Entertaining Experience incorporates the unexpected; evokes a response.				
8. Hands-on/Interactive Provides opportunities for interactions between the guest and host, allowing time to enjoy, connect, and participate.				
9. Value-Added Experience provides unique value that commands a higher price point or reason to stay longer.				
10. Exceeds Expectations Experience leaves guests "Wow'd"; delivers over and above the promise.				

5.2 VISITOR APPEAL ASSESSMENT TOOL

VISITOR APPEAL ASSESSMENT TOOL			
Subject Property:			
Evaluation Performed by:			
For analysis of all forms of tourism operations (private, public, not-for-profit). This includes attractions, accommodations, restaurants/culinary establishments, outfitters, activity-based			
This tool is intended to provide an indication of the level of market readiness and for use as a benchmark to measure improvement from year to year.			
	Highest Score Possible	Actual Score	Comments
Part A: Business Evaluation	61		
A1. Importance/Significance	5	0	
Business appeals to and attracts guests: Internationally (5); nationally (4); provincially (3); regionally (2); local area (1)			
A2. Uniqueness	8	0	
a) Business is unique/distinctive : Internationally (5); nationally (4); provincially (3); regionally (2); local area (1)			
b) The business is the primary reason a person books their trip (3); Is a visitor opportunity that, when in the area draws people when combined with other local attractions/events (2); Is undeveloped (1)			
A3. Access	15	0	
a) Company makes it easy for guest to find: (1 point per) GPS coordinates; correctly listed on on-line maps; provides instructions and maps on how to get there from multiple directions.			
b) Transportation access from a regional airport: Within 1-2 hours (3), within 3 to 4 hours (2); 5+ more more hours (1)			
c) Directional signage to business: Very good (2); needs improvement (1)			
d) Proximity to other clustered services: Within walking distance (3), within 15 min drive (2); more than 15 minute drive away (1)			
e) Parking Access (1 point per): Large Buses/RVs (1), Handicap (1); Cars only (1)			
A4. Architecture/Facilities	11	0	
a) Visually Appeally: physical facilities & on-site aesthetics: Very attractive, well-tended buildings & grounds (4); Attractive buildings & grounds (3); Welcoming but needs work (2); Has some nice features but needs a lot of work (1).			
c) All weather Facilities (2) (i.e. can handle guests in any weather); fixed roof (2); temporary (1).			
d) Reception Area (1) Interpretation/Information Area (1)			
e) Appropriate directional Signage onsite			
f) Access for people with disabilities (1) Ramps (1) Elevator			
A5. Season/Hours of Operation	6	0	
a) Operating Season: Open year-round (3); mid-May to mid Oct (2); Sporadic opening times -potential for multi-season (1).			
b) Consistent hours of operation: Open daily/evening at hours convenient to visitors (3); Open daily during business hours (2); Not always open (1)			
A6. On-Site Amenities & Services	16	0	
a) Front-line Staff/Volunteer ensured a welcoming, positive experience			
b) Public restroom facilities: (2) Yes with Handicapped Access; Yes but no Handicapped Access (1)			
c) Provides multi-lingual services (2 or more languages) 1 point per: capacity on staff for 2 languages; access translation for groups if needed; provides literature (on-site or on the web) in 2 or more languages			
d) Retail available 1 point per: reflects operation; features local			
e) Food service available on site: features local (3); personal service (2); vending machines (1)			
f) Participant Comfort, Chairs, Benches, Lighting, Sound (2)			
g) Free Wifi on site: Without a passcode (2), with a passcode (1)			
MAXIMUM PHYSICAL SITE SCORE (69)	61	0	0%

Part B: The Visitor Experience	21		
1. On-site Experience	14	0	
a) Celebrates unique aspects/stories/heritage (1 per) related to the local community, region, province or the business itself (Max 2)	2		
b) Authentic connections: Meet and engage with locals (2), meet locals (1)	2		
c) Provides a unique/one of a kind experience not available elsewhere (2)	2		
d) Involves watching a demonstration, reenactment, static exhibits, other	1		
e) Involves hands-on interactive activities/exhibits/two-way storytelling engagement	2		
f) Features ways to interact with distinctive cultural, historical and/or natural wonders of the area	2		
g) Offers Behind-the-scene, special access opportunities: Often (2); Usually (1)	2		
h) Engages participants (intellectually, emotionally, physically, spiritually or socially)	1		
2. Customizing and Packaging	3	0	
a) Evidence of ability to adapt to group markets (motor coach, meetings, special events, etc.)	1		
b) Evidence of packaging with local supplier products (hotels, restaurants, campgrounds, other attractions)	1		
c) Evidence of a willingness to customize products/experiences and gear to specific groups/ target markets	1		
3. Overall Experience	4	0	
a) Elicits positive reviews (1) point per: Online; in guest books; letters/notes from customers, travel writers/bloggers, media coverage	4		
MAXIMUM VISITOR EXPERIENCE SCORE (32)	21	0	0%
Part C: Sales & Pricing	20		
a) Products and services are available at a range of price points. (2) Good variety; (1) small range of choice	2		
b) Offers competitively priced products/experiences/services relative to other similar businesses	1		
c) Offers at least one premium product, priced on perceived value	1		
d) Offers published trade discounts/commissions/group rates	2		
e) Direct reservations/bookings (1) point per: on-line; email; fax; telephone.	4		
f) Sells via intermediaries 1 point per: travel trade; online agents (e.g. expedia, hotel.com); travel agents.	4		
g) Accepts multiple forms of payment (1) point per: cheque/cash; credit card; Paypal or other electronic means.	3		
h) During operating season responds to inquiries: Immediately (3), within 24 hours (2), within 48 hours (1)	1		
i) Provides a contact phone number/email year round (1) and responds to off-season inquires if closed (2)	2		
MAXIMUM SALES PRICING SCORE (17)	20	0	0%
Part D: Promotions	19		
a) The company has a website: Easy to navigate, quickly find and book travel (3); Functional but requires enhancements (2); Had to work too hard to find information and/or make a reservation (1)	3		
b) Website uses a range of ways to connect with visitors (e.g. video, blogs, links to social media sites, ability to post photos, testimonials)	3		
c) Website includes clear call to action	1		
d) Communicates with visitors via online consumer facing social media channels (1 point per): Trip Advisor, Facebooks, Pinterest, Youtube, Others (maximum 4)	4		
e) Youtube presence: (1) point per: Has an account; has at least one video the company has produced; video link to a professional video produced by someone else (e.g. DMO)	1		
f) Print Advertising (1) point per: Rack cards; visitor guides/guide books; company publications; other	4		
g) Other social media channels: (1) point per: Blog, newsletter, Pinterest, Twitter, other. Max 3	3		
MAXIMUM PROMOTIONS SCORE (28)	19	0	0%
OVERALL ASSESSMENT	121	0	0%
**The higher the score, the greater the Visitor Appeal of the Tourism Business. A score of less than 50% of the maximum potential is considered well below acceptable market readiness capacity.			

5.3 FAST TRACK MARKET READINESS

Fast Track Market Readiness Pre-Mentoring Operator Review

To be completed by participants (via e-mail) prior to mentoring session.

**(Please submit a copy of your *TEN Visitor Appeal Assessment* with this document.
TEN Website Link)**

Date:

Please provide the following contact information:

First Name:

Last Name:

Business Name:

Address 1:

Address 2:

Municipality:

Province:

Postal Code:

Telephone:

Email:

Webpage:

Business Facebook Page:

TripAdvisor Page:

Other Social Media Channels (List):

Your Priority Areas of Focus:

Q1. From the items listed below, please rank the top five (5) business priorities that you would like to focus on for your mentoring session with 1 being the most important priority.

Increase sales 

Increase profitability

Marketing planning

Increase productivity

Improve management processes

Improve staff management

Improve quality systems and controls

Succession planning

Partnerships and Collaboration

Make products/experiences/services competitive

Online marketing

Develop new products/experiences/services

Benchmarking and performance measurement

Improve financial management

Other (Specify: _____)

Strategic planning

Q2. Please provide some additional information about your top 2-3 priorities to grow/enhance your business in the next 12 months. (Why are they priorities? What, if any, specific mentoring help you would like with each one? What outcomes do you hope to achieve by addressing these priorities?)

PRIORITY 1: _____

Specific Help: _____

Outcome(s) to be achieved: _____

PRIORITY 2: _____

Specific Help: _____

Outcome(s) to be achieved: _____

PRIORITY 3: _____

Specific Help: _____

Outcome(s) to be achieved: _____

About your Operation:

**Q3. Please provide a general description of your Operation and activities.
Core Offering:**

Additional Activities:

Q4 How long has the Operation been open (Place X beside appropriate box)?

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 4-7 years |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> ≥ 8 years |

Q5. If you are the business owner, how long have you owned the business?

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 4-7 years |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> ≥ 8 years |

Q6. What was your total revenue received from all sources for your most recent complete financial year? \$_____

Q7. What markets do you serve? (Where do they come from? Major demographics?)

- a) _____
- b) _____
- c) _____

Q8. Please enter the percentage of your business revenue generated by the following activities.

Accommodations _____%	General Admissions _____%
Food and Beverage _____%	Tours/program fees _____%
Retail Sales _____%	Corporate events/meetings _____%
Special events _____%	Other (please specify) _____%

Q9. How many staff do you employ?

Permanent full-time _____	Seasonal full-time _____
Permanent part-time _____	Seasonal part-time _____

Thank you.

Please submit this Pre-Visit Operator Review and your *TEN Visitor Appeal Assessment* to _____ at (e-mail address) and/or (fax number?) once completed.

FAST TRACK MARKET READINESS MENTOR REPORT (POST VISIT) TEMPLATE

Operation Name:

Primary Contact and Title:

Is this the owner/operator? Yes No

Contact information (phone; e-mail):

Location:

Consultant Name:

Date:

AREAS OF FOCUS:

1. Business Overview

- **Written Business Plan? Date?:**
- **Capacity (# rooms, seats, ability to handle groups?)**
- **Operating dates:**
- **Staff levels (#FT/Seasonal):**
- **Key markets: (how detailed?)**
- **Customer mix? (geographic, demographic, other?)**

2. Nature of the Operation

- **Brand:**
- **Positioning (Unique Selling Proposition):**
 - **Is it clearly stated?**
 - **Where the Operator wants it to be?**
- **Theme:** Is the theme/storyline reflected throughout the operation?
- **Experience(s) Provided:**

3. Overall physical site impressions

- **Accessible from Major Travel Route(s):**
- **Seamless connections (for fly-in operations for example)**
- **Curb appeal (Buildings, grounds, entryways):**
- **On-premise signage:**
- **Interior:**
- **Physical supports for special needs (wheelchairs, walkers etc.):**

4. The Overall Visitor Experience

- What are the main visitor experiences offered by the Operator?
- How can the overall experience be improved? (Operator Perspective? Consultant Perspective?)
- How was the overall experience? -- from searching the web, to arrival to checkout?

5. Investment In Product Development

Is there evidence of:

- Recent infrastructure investments:
- New products/experiences within the past 3 years:
- New partnerships created to offer enriched visitor experiences:

6. Customer Service

- Reception/ on-site welcome
- Staff uniforms/nametags (appropriateness of):
- Customer service training:
- Customer service evaluation:
- Staff rewards:
- Overall Quality of Service:
- Value added:

7. Packaging and Sales

- Offers travel Packages:
- Partnerships:
- Sales activity (if Operator willing to divulge):
 - Approx. Volume:
 - Approx. Revenues:
 - Was the Operation "profitable" during the last year/season?

8. Marketing Materials

- **Directional signage** (appropriateness of):
 - To site:
 - On-site:
- **Approx. Marketing Budget** (annual):
- **Major Marketing Method(s) Used:**

Mentor: Refer to Pre-Visit Operator Review for the following areas to validate:

- **Social Media Used:**
- **Print Materials** (e.g. Brochures):
- **Other Paid Media/Advertising:**

9. **Web Presence** (reviewed by Consultant prior to visit – from **Visitor perspective**)

- **Overall Impressions/Effectiveness:**
- **Content** (Appropriate? Too much? Too little?):
- **Transactional capability** (i.e. online reservations, sales etc.):
- **Interactivity:**
- **Social media links:**
- **Updated photos** (Appropriate? Too many? Too few?):
- **Video (Links):**
- **Overall look and feel** (can the customer easily navigate):
- **Other:**

10. **Other Emerging Issues**

11. **Operator identified issues** (list top 3-4 identified in *Pre-Visit Operator Review* – and suggestions on these)

12. **Summary Comments and Recommendations**

13. **TEN - Operator Tools and Solutions Checklist**

Would the operator benefit from an in-depth look at any of these tools or solutions? Check all that apply.

Other TEN Tools & Solutions

- Ten Essentials of Successful Travel Products & Experiences
- Tourism Best Practices Missions
- Experiential Travel Training – for Operators
- Other? (Be Specific) _____

Fast Track MARKET READINESS (AMR) – PARTICIPANT SATISFACTION SURVEY

Thank you for participating in Northern Ontario’s Fast Track Market Readiness training program and for taking the time to complete this questionnaire. The information provided will help us continue to provide quality programming tailored to the needs of our tourism industry.

Please circle the number that indicates your level of agreement with the following statements: Completely Agree Completely Disagree

- | | | | | | |
|---|---|---|---|---|---|
| 1. The tourism consultant/mentor had clearly read the Pre-visit Operator review. | 5 | 4 | 3 | 2 | 1 |
| 2. The tourism consultant was prepared and aware of my business. | 5 | 4 | 3 | 2 | 1 |
| 3. The mentoring session discussion and walk-about was relevant and useful. | 5 | 4 | 3 | 2 | 1 |
| 4. The follow-up report contained useful suggestions/feedback to improve my organization. | 5 | 4 | 3 | 2 | 1 |
| 5. The amount of time I was asked to invest was reasonable. | 5 | 4 | 3 | 2 | 1 |
| 6. The cost of the program was worth the investment. | 5 | 4 | 3 | 2 | 1 |
| 7. The program met my expectations. | 5 | 4 | 3 | 2 | 1 |
| 8. I am likely to recommend FTMR to other operators. | 5 | 4 | 3 | 2 | 1 |
| 9. What did you like BEST about your experience in the Fast Track Market Readiness Program? | | | | | |
| 10. What did you like LEAST about your experience in the Fast Track Market Readiness Program? | | | | | |
| 11. If the FTMR needs improvements, what are your suggestions? | | | | | |

5.4 TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS - TOURING ROUTES

Ten Essentials of Successful Touring Routes				
(Adapted from ForeRunner Creative and Tourism Strategies Ltd.)				
For analysis of scenic touring routes or corridors. This tool is intended to provide indicators toward tourism market readiness.				
Subject Route/Corridor:				
Evaluation Performed by:				
Date of Benchmark Evaluation:				
Target Date for One Year Re-evaluation:				
Essential	Exceeds	Meets	Lacks	Rationale
1. Compelling Theme/Story Weaves a theme or story that connects visitors to the people, places and culture involving multiple venues and/or communities. It's the foundation for a harmonized, memorable, experience that is unique, responds to demand, & delivers on the regional brand promise.				
2. Authentic Features access to local people, stories and/or culture and a sense of place.				
3. Emotional Trigger Creates a series of emotional responses from both visitors and hosts.				
4. Access Ease of access to: a) product information, b) itinerary/route map, c) site location, d) mobility at the site, and e) throughout the journey.				
5. Educational Opportunities to discover and learn that build and complement (not duplicate) each site along the route. Visitors should learn something new en route.				
6. Enriching/Entertaining Delights and engages visitors through personally relevant activities, locations and interactions along the route.				
7. Element of Surprise Incorporates the unexpected.				
8. Hands-on/Interactive Provides opportunity for interaction between guests, hosts and communities, allowing for time to enjoy, connect and participate.				
9. Value-Added Provides unique value that creates an urge to stay longer, detour for unique experiences, and discover things you would not find on your average tourist map!				
10. Exceeds Expectations Leaves guests 'WOW'ed' by receiving more than they anticipated.				

5.5 COMMUNITY TOURISM ASSESSMENT INDEX

COMMUNITY TOURISM ASSESSMENT INDEX									
	<i>NOTE: Formatting and final scores to be finalized.</i>								
	COMMUNITY TOURISM SNAPSHOT								
1	Name of Community:								
2	Population:								
3	Main Industry(ies):								
4	Visitors: estimated number per year								
5	Season of visit: Main months of visits								
6	Attractions: approximate number (1. Natural, 2. Cultural, 3. Man-made)								
7	Accommodation: Approximate number (1. Fixed Roof, 2. Campgrounds and Rooms/Sites, 3. Alternative (Couch surfing, Air B&B))								
8	Restaurants/Eating Establishments: Approximate number (Mix of fine dining, casual, fast food?)								
	Activity Based Businesses: Approximate number (outfitters, snowmobile/ATV, kayaking)								
	People/Program Based Businesses: Approximate number (guiding companies, festivals, community events that are a tourism draw, musicians, artisans, - people that enrich the visitor experience).								
	Retail: Unique/boutique, carry authentic local products								
	Transportation Businesses: Approximate number (car rentals, taxi companies, bus companies (beyond city transit), airlines, train, other.								
	Trails: Approximate number that attract or service visitors (ATV, Snowmobile, hiking, horse, etc.)								
9	Other Tourism Infrastructure: (e.g. Visitor Information Centre, Convention Centre, Arenas, Other)								
10	Top 2 Reasons for Wanting to Develop Tourism: 1. 2.								

*TOURISM EXCELLENCE NORTH: A Tourism Development Program for Northern Ontario,
Business Model and Program Plan Draft in Progress, December 2014*

SECTION 1: CURRENT COMMUNITY BASELINE SITUATION									
A	TOURISM ASSETS	Quality	Authenticity	Uniqueness, Significance	Generates Demand	Activities	Engagemen t?	Highest Possible Score	COMMUNITY SCORE
		3=Outstanding 2=Average; 1=Below Average; 0=Poor	3=Outstanding 2=Average; 1=Below Average; 0=Poor	3=Nat, int'l; 2=Prov; 1=Local, Regional	3=Multi Prov/Nat; 2=Ontario; 1=Local, Regional	3=Lots of Activity Options; 2=Some; 1=Few; 0=None	3 - highly interactive, personal; 2 - opportunities to connect; 1 opportunistic; 0 = None		
	Highest Possible Scores in Green Possible Scores --> Use Blue Boxes for Community Scores	1-3	1-3	1-3	1-3	1-3	1-3		
A-1	Natural Attributes/Attractions	3	3	3	3	3	3	18	
	These include coastal experiences, outdoor activities, natural areas or features with high amenity or scenic beauty and include natural landscapes/seascapes, landforms and topography, sculptural effects, special outcrop features, flora, fauna, water areas and waterlife.								
A-2	Cultural Attributes/Attractions	3	3	3	3	3	3	18	
	These include culture, entertainment and heritage offerings such as archaeological, historic and cultural resources such as: attractions related to the cultural heritage of the built environment; attractions related to other aspects of cultural heritage such as dance, music, folklore, festivals, and craft villages; attractions related to traditional and modern economic activities and rural landscapes and lifestyles.								
A-3	Man-Made or Special Attributes/Attractions	3	3	3	3	3	3	18	
	These include larger events, experiences offered and man-made or special types of attractions such as: botanical gardens, monuments, resorts, sports facilities, casinos, entertainment, and public buildings.								
A-4	Seasonality. Appropriate Utilization Rate of Tourism Attractions/Services (5=High Use, Year Round; 3=Avg Use (4-6 mos of year); 1=Very low use (even in season))							5	
	Whether existing tourism attractions are currently under-used or over-used.								
	Subtotal							50	
B	COMMUNITY SUPPORT, LEADERSHIP and COOPERATION (10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)	1-10 Scale							
B-1	Community Support/Involvement							10	
	The degree of local support for tourism development, participation readiness and involvement of key stakeholders in local tourism initiatives.								
B-2	Leadership							10	
	Whether there is an organization with prime responsibility for promotion/ development of tourism & local leadership has been mobilized.								
B-3	Cooperation							10	
	Degree of cooperation among community on various projects.								
	Subtotal							30	
C	TOURISM PLANNING and MANAGEMENT (10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)	1-10 Scale							
C-1	Tourism Inventory & Categorization							10	
	Tourism assets and services have been inventoried & categorized on a list.								
C-2	Tourism Strategy or Plan (written)							10	
	The community's recognition of sustainable tourism objectives in a long-term tourism plan, or regional destination development plan or strategy.								
C-3	Land Use							10	
	Whether there is evidence of good land use planning (no unsightly, over-developed or poorly designed development).								
	Whether there is evidence of good human use impact planning .								
C-4	Tourism Sector Development							10	
	Whether the environment is suitable to tourism development (tourism would not negatively impact the social or environment/natural habitats).								
C-5	Private Sector Investment							5	
	Existing or potential private sector investment available for developing tourism industry.								
C-6	Not for Profit Investment							5	
	Existing or potential not-for-profit investment towards developing tourism.								
C-7	Government Investment							2	
	Existing or potential government investment towards developing tourism..								
	Subtotal							52	

D	SUPPORTING COMMUNITY ATTRIBUTES								
D-1	Existing Tourism Services (1-10 Scale: 10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)								10
	Tourism services that make it possible for tourists to live/stay temporarily in the community (accommodations, restaurants, tourist information, recreational amenities, clustering, critical mass)								
D-2	Geography/Transportation Access (1-5 Scale: 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)								5
	The adequacy of transportation facilities to provide efficient access to get to, and around, the region and convenient travel within the area.								
D-3	Favourable Market Image (1-5 Scale: 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)								5
	The overall appeal and uniqueness of the area, the identity and image of the destination and touring scenic routes.								
D-4	Available Work Force (1-5 Scale: 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)								5
	The availability of a qualified labour force to work in tourism.								
	Subtotal								25
	Subtotal for Section 1								157
SECTION 2: Sustainable Tourism Practices (1-5 Scale: 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)									
E	ENVIRONMENTAL PRACTICES								
E-1	Resource Carrying Capacity								5
	The community has ensured that increased use of the natural, cultural or man-made attributes/attractions does not significantly detract from the appeal of the resources.								
E-2	Conservation of Natural/Cultural Resources								5
	The community's level of awareness of the need to protect natural and cultural resources in tourist areas and the sustainable use of these resources.								
E-3	Environmentally Responsible Practices and Design Criteria								5
	The community's use of environmentally responsible practices (energy/water conservation, waste minimization, use of alternative technologies, etc.) and use of design criteria to ensure tourism development is in harmony with natural surroundings.								
	Subtotal								15
F	SOCIAL PRACTICES								
F-1	Social Carrying Capacity								5
	The community's commitment to support more tourism, ensure that the form and scale of tourism is appropriate for the community and a willingness to apply visitor control measures to prevent overcrowding where necessary.								
F-2	Respect for Culture and Traditional Architectural Design								5
	The community's demonstrated respect for local cultural values and tradition and use of architectural styles and design elements in existing tourism development.								
F-3	Improvement of Quality of Life of Community								5
	The community has ensured that existing tourism development improved the quality of life for the community (promotes local lifestyles, is consistent with community values or enhanced enjoyment of local environment by residents.)								
F-4	Visitor Experience								5
	The degree to which visitors feel a sense of welcome, the community wants visitors, has/creates ways to engage with the locals.								
	Subtotal								20

G. ECONOMIC PRACTICES									
G-1 Economic Carrying Capacity								5	
The community has ensured that existing tourism development is consistent with the existing labour force, uses goods and services offered by local businesses and does not exceed existing infrastructure capacity.									
G-2 Fiscal Capacity								5	
The community has demonstrated that it has financial resources available to maintain existing and potential tourism development in a sustainable way.									
G-3 Support for Local Entrepreneurial Tourism Development/ Partnerships								5	
The community provides support for local entrepreneurial tourism development such as business training and assistance, opportunities for local residents to control and manage tourism resources, and encourages partnerships between tourism stakeholders.									
G-4 Employment Opportunities, Training and Practices								5	
The community encourages existing tourism businesses to employ local residents, offer adequate and affordable training opportunities geared to industry needs and adopt good employment practices.									
Subtotal								20	
Subtotal for Section 2								55	
TOTALS									
Section 1: CURRENT COMMUNITY BASELINE SITUATION								Scores	
								Max.	Community
A. TOURISM ASSETS								50	
B. COMMUNITY SUPPORT, LEADERSHIP, COOPERATION								30	
C. TOURISM PLANNING AND MANAGEMENT								50	
D. SUPPORTING COMMUNITY ATTRIBUTES								25	
Subtotal Community Baseline Situation								155	
Section 2: SUSTAINABLE TOURISM PRACTICES									
E. ENVIRONMENTAL PRACTICES								15	
F. SOCIAL PRACTICES								20	
G. ECONOMIC PRACTICES								20	
Subtotal Sustainable Tourism Practices								55	
Overall Total (Sections 1 and 2)								210	
Score out of 100 (Divide Overall Total by 2 to get score out of 100)								105	
Community has the capacity for tourism development.	60 +								
Community may have capacity for tourism development but there are opportunities for improvement.	40-59								
Community is not suitable for tourism development at this time.	< 40								

5.6 OTEC AND WORLDHOST

Ontario Tourism Education Corporation (OTEC)

OTEC is the premier source for customer service strategy, standards, leadership development and training (in-person, online and custom) for a variety of sectors including hospitality, healthcare, retail, transportation, finance, law enforcement, education and other service-oriented industries. Their training is focused in five key areas:

- Service Excellence;
- Service Excellence Series;
- Leadership Excellence Series;
- Sales Excellence Series; and
- Diversity Excellence Series.

Courses range in length from 3.5 to 7 hrs, up to two full days. Prices are available on request, with their exception of their Service Excellence' course listed online at \$229.

World Host (BC)

WorldHost Training Services was first launched as SuperHost® in 1985 and prior to the 2010 Olympics was rebranded. It is now customer service excellence standard in B.C. and many international destinations. Recognized for their relevant, affordable training solutions for front-line staff and managers, WorldHost now offers five online programs, all of which could be of value to the tourism industry in Northern Ontario.

- Communication Tools for the Service Professional (2 – 3 hours, \$65 + tax);
- Service Across Cultures (3 - 5 hours, \$65 + tax);
- Remarkable Service in the Age of Social Media – Front Line Staff (2 – 3 hours, \$65 + tax);
- Remarkable Service in the Age of Social Media – Social Media Administrators (2 – 3 hours, \$65 + tax); and
- Customers with Disabilities (3 - 5 hours, \$65 + tax).

Their growing e-learning solutions appeal to people who prefer to complete training at their own pace, as well as for those who find it challenging to access face to face and in-class workshops.