

# Premier-ranked Tourist Destinations: A Self-guided Workbook

PREMIER RANKED TOURIST DESTINATION					
PRODUCT		PERFORMANCE		FUTURITY	
<b>A. Distinctive Core Attractions</b>		<b>E. Visitation</b>		<b>L. Destination Marketing</b>	
<b>A1</b>	<b>A2</b>	<b>F1</b>	<b>F2</b>	<b>F3</b>	
A1.i	A1.vi	F1.i	F2.i	F3.i	
A1.ii	A1.vii	F1.ii			
A1.iii	A1.viii	F1.iii			
A1.iv	A1.ix	F1.iv			
A1.v	A1.x	F1.v			
		F1.vi			
		F1.vii			
		F1.viii			
<b>B. Quality and Critical Mass</b>					
<b>B1</b>	<b>B4</b>	<b>B6</b>			
B1.i	B4.i	B6.i			
B1.ii	B4.ii	B6.ii			
B1.iii	B4.iii	B6.iii			
B1.iv	B4.iv	B6.iv			
<b>B2</b>	<b>B5</b>	<b>B7</b>			
B2.i	B5.i	B7.i			
B2.ii	B5.ii	B7.ii			
<b>B3</b>					
B3.i					
B3.ii					
<b>C. Satisfaction and Value</b>		<b>G. Occupancy and Yield</b>		<b>J. Product Renewal</b>	
<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>G1</b>	<b>G2</b>	
C1.i	C2.i	C3.i	G1.i	G2.i	
	C2.ii	C3.ii	G1.ii	G2.ii	
		C3.iii	G2.iii	G2.iv	
<b>D. Accessibility</b>		<b>H. Critical Acclaim</b>		<b>K. Managing w/in Carrying Capacities</b>	
<b>D1</b>	<b>D3</b>	<b>D4</b>	<b>H1</b>	<b>H2</b>	<b>H3</b>
D1.i	D3.i	D4.i	H1.i	H2.i	H3.i
D1.ii	D3.ii				
D1.iii	D3.iii				
D1.iv	D3.iv				
D1.v					
<b>D2</b>					
D2.i					
D2.ii					
<b>E. An Accommodations Base</b>					
<b>E1</b>					
E1.i					
E1.ii					
E1.iii					











**LEGEND**

**Yes**  Yes, the affirmation can be made and supported for the destination

**A**  The affirmation can almost be made and supported - one to several key efforts/investments will enable affirmation

**No**  No, the affirmation cannot be made/supported for the destination

Note that blank cells indicate that performance against the measure was not determined.



2<sup>nd</sup> Edition



# **Premier-ranked Tourist Destinations: A Self-guided Workbook**

*2<sup>nd</sup> Edition; revised to incorporate new materials on transportation and travel trade resources, and other lessons learned in implementation to date.*

**Investment & Development Office  
Ministry of Tourism and Recreation**  
900 Bay Street, 9<sup>th</sup> Floor, Hearst Block  
Toronto, Ontario M7A 2E1  
Tel: (416) 325-1724  
Fax: (416) 327-2506  
[ont.ido@mczcr.gov.on.ca](mailto:ont.ido@mczcr.gov.on.ca)

May, 2003

For more information, please contact your local Regional Tourism Office of the Ministry of Tourism and Recreation (MTR) or, in northern Ontario, the Ministry of Northern Development and Mines (MNDM). A listing of the Tourism Regional Offices can be found on the MTR website at [www.tourism.gov.on.ca](http://www.tourism.gov.on.ca) and on the MNDM website at [www.mndm.gov.on.ca](http://www.mndm.gov.on.ca)

Published by the Ministry of Tourism and Recreation  
Printed by the Queen's Printer for Ontario  
Province of Ontario, Canada

©2003, Queen's Printer for Ontario

ISBN 0-7794-1515-9  
ISSN 0-7794-1516-7

## ABSTRACT

The Premier-ranked Tourist Destinations Workbook is a manual designed to guide its users through an assessment of a tourist destination's market status. It evaluates performance against measures defined in the Premier-ranked Tourist Destinations Framework. The Framework addresses the attributes/factors/conditions necessary if a destination is to be perceived as being among the Premier-ranked. The approach is relevant to any destination with an interest in improving sustainable market performance.

The Framework argues that a premier-ranked destination must show well above average performance across Product, Performance and Futurity dimensions:

**THE  
PRODUCT  
DIMENSION:**

*A Premier-ranked Tourist Destination provides a high quality tourist experience, enabled through the destination's offerings of:*

- A. Distinctive Core Attractions;
- B. Quality and Critical Mass;
- C. Satisfaction and Value;
- D. Accessibility; and,
- E. An Accommodations Base.

**THE  
PERFORMANCE  
DIMENSION:**

*The quality of the tourist experience and the destination's success in providing it is validated by:*

- F. Visitation
- G. Occupancy and Yield; and,
- H. Critical Acclaim;

**THE FUTURITY  
DIMENSION:**

*and sustained by:*

- I. Destination Marketing;
- J. Product Renewal; and,
- K. Managing within Carrying Capacities.

Each of these elements (A to K) is supported by criteria and measures.

The Workbook guides the user through the evaluation process step by step. It outlines why and when use of the Workbook might be considered, describes how to complete a resource audit, and identifies how to respond to the measures. It shows how to complete a summary analysis of performance, and determine whether the destination achieves premier-ranked status. The Workbook concludes with guidance on converting the insights gained from the analysis into an agenda for action.

**Comments and suggested improvements to the Workbook are welcomed. Please forward them to the attention of the Ministry of Tourism and Recreation's Investment and Development Office at the address on the inside front cover.**

## PRÉCIS

Le manuel sur les destinations touristiques de premier rang se veut un guide pour évaluer la situation sur le marché d'une destination touristique. Il sert à évaluer le rendement par rapport aux mesures précisées dans le cadre des destinations touristiques de premier rang. Le cadre a trait aux attributs, conditions et facteurs indispensables pour qu'une destination touristique soit perçue comme une destination de premier rang. La méthode convient à toute destination qui s'intéresse à améliorer un rendement du marché durable.

Le cadre affirme que le rendement moyen d'une destination de premier rang doit se situer bien au-dessus de la moyenne en ce qui concerne certaines dimensions, dont produit, performance et possibilités d'avenir :

**LA DIMENSION  
« PRODUIT » :**

*Une destination touristique de premier rang offre une expérience touristique de haute qualité grâce à ce qu'elle offre :*

- A. un noyau d'attractions particulières
- B. qualité et masse critique
- C. satisfaction et valeur
- D. accessibilité
- E. un système d'hébergement

**LA DIMENSION  
« PERFORMANCE » :**

*La qualité de l'expérience touristique et le succès avec lequel la destination procure celle-ci sont confirmés par :*

- F. le nombre de visites
- G. le taux d'occupation et de rendement
- H. les applaudissements de la critique

**LA DIMENSION  
« POSSIBILITÉS  
D'AVENIR » :**

*et dure grâce :*

- I. à la promotion de la destination
- J. au renouvellement du produit
- K. à une gestion axée sur la capacité d'accueil

Chacun de ces éléments (de A à K) est étayé par des critères et des mesures.

Le manuel guide pas à pas les utilisateurs pendant le processus d'évaluation. Il précise pourquoi et quand l'utilisation du manuel doit être envisagée, décrit la manière d'effectuer une vérification des ressources et explique comment répondre aux mesures. Il indique la façon de faire une analyse sommaire du rendement et de déterminer si la destination occupe une situation de premier rang. Le manuel se termine sur des conseils pour convertir les données recueillies pendant l'analyse en un programme d'action.

**Tout commentaire ou toute suggestion pour améliorer le manuel sont les bienvenus. Veuillez les envoyer à l'attention du Bureau de l'investissement et du développement touristiques du ministère du Tourisme et des Loisirs de l'Ontario. (Vous trouverez l'adresse en deuxième de couverture).**

## TABLE OF CONTENTS

Abstract

Précis

Table of Contents

<b>INTRODUCTION</b> .....	i
What Is the Premier-ranked Tourist Destinations Workbook? - and Why Would You Use It? .....	i
What Does the Workbook Do? .....	ii
How to Use the Workbook .....	iv
Basic Concepts and a Glossary of Terms .....	vi
<b>STEP 1: COMPLETING THE RESOURCE AUDIT</b> .....	1
The Tourism Resource/Opportunity Matrix .....	2
Filling Out the Tourism Resource/Opportunity Matrix .....	4
Filling Out the Transportation Resources Checklist .....	12
Filling Out the Travel Trade Resources Checklist .....	13
<b>APPLYING THE PRODUCT, PERFORMANCE AND FUTURITY MEASURES</b> .....	15
<b>STEP 2: PRODUCT</b> .....	17
A Distinctive Core Attractions .....	17
B Quality and Critical Mass .....	21
C Satisfaction and Value .....	28
D Accessibility .....	30
E Accommodations Base .....	33
<b>STEP 3: PERFORMANCE</b> .....	35
F Visitation .....	35
G Occupancy and Yield .....	39
H Critical Acclaim .....	41
<b>STEP 4: FUTURITY</b> .....	43
I Destination Marketing .....	43
J Product Renewal .....	46
K Managing within Carrying Capacities .....	47
<b>STEP 5: COMPLETING THE DESTINATION PERFORMANCE SUMMARY</b> .....	55
<b>STEP 6: DETERMINING WHETHER YOUR DESTINATION IS AMONG THE PREMIER-RANKED</b> .....	58
<b>STEP 7: LINKING CURRENT PERFORMANCE TO FUTURE PLANNING</b> .....	59
Performance Summary Forms	
Bibliography	

*Premier-ranked Tourist Destinations: A Self-guided Workbook*

---

## INTRODUCTION

### WHAT IS THE PREMIER-RANKED TOURIST DESTINATIONS WORKBOOK? - AND WHY WOULD YOU USE IT?

Leading tourist destinations are constantly trying to distinguish themselves in the marketplace. Some present themselves as a “Premier-ranked Tourist Destination”. Others aspire to achieve that status, but aren’t exactly sure of what they’re seeking or how they’ll know when they get there. Still others are more concerned with operating at the highest level within their reach than they are with any label. While wrapped in the language of “being Premier-ranked”, this workbook focuses on enabling your destination, any destination, to “be the best it can be.”

The word “premier” is typically defined to mean *first in rank, position, importance or quality* (emphasis added). Being a Premier-ranked Tourist Destination is considered important because it says “here is a place more attractive than the rest”, a place the potential tourist visitor should consider first in making travel plans. But still the questions remain - What does it really mean? Is it first among all others? The best among a certain class of destinations? “The best we can be”, or something else? How do you get your destination to that level? What should you do when you get there? Where should you start if your destination isn’t there yet?

These are the questions this Workbook is designed to address, with emphasis on enabling any tourist destination of any scale to operate at the highest level it can achieve.

There are a number of reasons why you might consider investing effort in completing the Workbook. Most relate to enjoying the benefits of a clear appraisal of your current competitive position in the tourism marketplace. Some circumstances in which these benefits may be especially compelling include:

- You need a solid foundation for a tourism development strategy;
- You are seeking funding for a new “branding” or marketing exercise, and need to demonstrate a solid understanding of what you have to offer and who your target markets should be;
- You need to assess destination strengths and weaknesses, and want to do so in a disciplined manner, or one which may enable consistent comparison to other destinations;
- You need to establish a consensus on goals, objectives, priorities and required actions to build your tourism sector, and want a pre-tested approach to get you there;
- You need to attract investment and want a common basis for identifying gaps and opportunities in the product mix;



- You need to justify ongoing investment in tourism development, and want to measure destination performance against a consistent yardstick.

The above situations can occur at any time. Other instances when investing in the Workbook process will make particular sense include:

- When significant shifts in visitation patterns or your destination's product mix occur;
- When the view that "something is missing" arises, and stakeholders want to understand what it might be, and what to do about it;
- When time has passed since the last assessment of market position, and you want to measure forward progress.

## WHAT DOES THE WORKBOOK DO?

The Premier-ranked Tourist Destinations Workbook is a tool to measure the market status of a tourist destination - any destination, be it Windsor, Niagara Falls or a rural or wilderness area removed from a major urban market. It is intended to be a basic input to strategic planning for future development of the area's tourism economy - a beginning rather than an end in itself. It is a manual for working through a framework that:

- 1) captures the attributes/factors/conditions considered necessary for a tourist destination to be perceived as a Premier-ranked Tourist Destination;
- 2) identifies weaknesses and gaps that must be addressed;
- 3) identifies strengths and opportunities that might be used to create sustainable competitive advantage; and,
- 4) provides a focus for building an expanded network of tourism stakeholders, and consensus on future priorities for action.

In essence, a Premier-ranked Tourist Destination must have attributes with well above average performance, along dimensions that capture quality of the tourist experience, destination attractiveness, and market success. In order for that quality and success to be maintained over time, the destination must also be marketed, renewed, and managed in a sustainable manner. These essential dimensions can be distilled to Product, Performance, and Futurity.

The framework at the heart of the Workbook - the Premier-ranked Tourist Destination Framework, fleshes out those dimensions in the manner shown in the box on the next page. As expressed in this

structure of dimensions and supporting elements, the Framework provides a tool for destination areas to use in assessing their position in the marketplace. It is intended for use by destination areas rather than individual attractions, and is relevant to destinations of any size and with any degree of current market success. Fundamentally, it is designed to identify strategic targets you can aim for as you strive to improve performance in the tourism marketplace.

Intended for use by tourism stakeholders in a destination area, this workbook is just that - it defines a self-contained analytical process to be worked through. While this process requires a commitment of time and energy, that investment is rewarded by the insights and directions gained. At its conclusion, you will have a very clear picture of your destination's status, the strengths and weaknesses supporting or constraining that status, and the directions that might be pursued to further improve market success. You should also enjoy a significantly expanded and more capable network of industry stakeholders, with a more cohesive focus on solving the challenges ahead.

**The Premier-ranked Tourist Destinations Framework:**

**THE  
PRODUCT  
DIMENSION:**

*A Premier-ranked Tourist Destination provides a high quality tourist experience, enabled through the destination's offerings of:*

- A. Distinctive Core Attractions;
- B. Quality and Critical Mass;
- C. Satisfaction and Value;
- D. Accessibility; and,
- E. An Accommodations Base.

**THE  
PERFORMANCE  
DIMENSION:**

*The quality of the tourist experience and the destination's success in providing it is validated by:*

- F. Visitation
- G. Occupancy and Yield; and,
- H. Critical Acclaim;

**THE FUTURITY  
DIMENSION:**

*and sustained by:*

- I. Destination Marketing;
- J. Product Renewal; and,
- K. Managing within Carrying Capacities.

Where each of the elements "A" to "K" is further supported by criteria and performance measures.

The workbook is designed to guide you through a three stage process of evaluation, interpretation and planning. These stages and their respective steps are:

**EVALUATION:**

- Step 1 - Complete the Resource Audit;*
- Step 2 - Measure destination Product;*
- Step 3 - Measure destination Performance;*
- Step 4 - Measure destination Futurity.*

**INTERPRETATION:**

- Step 5 - Complete the destination Performance Summary;*
- Step 6 - Determine whether your destination is among the Premier-ranked.*

**PLANNING:**

- Step 7 - Determine the next steps in tourism development for the destination.*

Following this Introduction, the Workbook proceeds through seven sections, one for each of the above seven Steps. Step 1 leads you through the Tourism Resource Audit, which guides an inventory and appraisal of your tourism resources and their market appeal. It provides answers to some of the questions raised later in the Workbook. Steps 2 to 4 are the heart of the document, where you will work through a series of measures that evaluate destination Product, Performance and Futurity. Steps 5 and 6 describe how to summarize and interpret the results of the evaluation, and judge whether your destination is among the Premier-ranked. Step 7 addresses the “Now what do I do?” question. It offers suggestions on steps that might be taken to improve the destination’s market position for input to strategic planning. Each step gives instructions on how to work through its content.

**HOW TO USE THE WORKBOOK**

Simply stated, the Workbook itself is used by following the instructions and completing each of the above Steps 1 to 7, in that order. In practice, determining whether and how to implement the Workbook requires its own decision and pre-planning process, with its own stages and steps:

**COMMITMENT:**

- Step i - Consider adoption of the Workbook as an assessment and planning tool;*
- Step ii - Gain more knowledge of the requirements and benefits of implementation;*
- Step iii - Commit to implementation and design the communications approach to other stakeholders;*

### ORGANIZATION:

- Step iv - Define the preferred “depth” for the Resource Audit [see Step 1 on page 1];*
- Step v - Define the Implementation Team structure, roles and staffing plan;*
- Step vi - Access funding for implementation (e.g., from municipal budgets, OSTAR, HRDC);*
- Step vii - “People” the implementing organization at the committee level;*
- Step viii - “People” the implementing organization at the staff level;*

### PRE-PLANNING:

- Step ix - Plan the implementation.*

The scope of effort and investment in implementing the Workbook must be assessed with consideration of the size and nature of the destination area, the nature of the lead agency (e.g., the area Destination Marketing Organization (DMO), the Economic Development function, an ad hoc group of industry and municipal representatives, etc.), the capacity of industry representatives and others for the volunteer effort required, funding availability, etc. As discussed in Step 1 on page 1, the depth of the data gathering effort for the Resource Audit is the single largest determinant of overall level of effort.

The variables just listed will also shape the overall approach and allocation of responsibilities for implementing the Workbook. Experience to date suggests three approaches:

- ***Agency Driven, Agency Led***, where the implementing agency and stakeholder do it all, with input and advice from the Ministry of Tourism and Recreation (MTR) Regional Services Branch or Ministry of Northern Development and Mines (MNDM) Consultant, and the Investment Development Office (IDO);
- ***Agency Driven, Consultant Facilitated***, where the implementing agency retains a consultant to facilitate its work and discussions (with an ongoing but lesser role for the MTR/MNDM Consultant and IDO); and,
- ***Agency Driven, Consultant Led***, where the implementing agency retains a consultant to do most or all of the work, reporting to a Steering Committee ( still with support from the MTR/MNDM Consultant and IDO).

The selection of a particular model must also consider the comparative benefits inherent in each approach. Figures 1 and 2 on pages vii and viii respectively summarize roles and responsibilities for the actors that might typically be engaged in adopting and implementing the Workbook, and the relative benefits of each approach. Depending upon the depth of the resource audit, destination area resources and funding sources, the “staff” function identified in Figure 1 can be fulfilled by

secondments or new hires enabled by municipal or senior government funding (e.g., OSTAR and HRDC programs). The effort required in completing the resource audit limits a volunteer-based approach to destination areas with smaller geographies and thinner resource bases, or pre-existing inventories.

It is self-evident that the larger the role taken by the lead agency and area stakeholders, the stronger the foundations for building the tourism economy in the destination area. Key roles for these actors are on the committees guiding the overall implementation, or guiding specific tasks within the larger process. A generic committee structure is illustrated in Figure 3 on page ix.

With this Introduction, and the commitment to implementing the Workbook, you are almost ready to proceed through the Workbook's steps. Before turning to Step 1, please review the concepts and definitions offered below.

## **BASIC CONCEPTS AND A GLOSSARY OF TERMS**

There are some fundamental concepts about tourism and successful tourism destinations that underpin the Framework and Workbook. These are set out below, and are followed by definitions for key words that are used in the criteria and measures. Much more extensive analyses of the features and characteristics that make for a well marketed and successful tourist destination can be found in the sources cited in the Bibliography at the end of the Workbook.

The following concepts are held as basic truths about tourism. They are reflected in the dimensions, elements, criteria and measures of the Premier-ranked Tourist Destinations Framework:

- Tourists travel to gain experiences that are not available at home, experiences which are therefore out-of-the-ordinary.
- Tourists' satisfaction with their experiences is shaped by their expectations for those experiences, which are different for each individual.
- The key to success in the tourism marketplace is to offer an out-of-the-ordinary experience "product" which exceeds those expectations.
- Tourism products exist only when they provide something so valued by potential visitors that they will actually travel to experience them.
- A destination's success in a competitive marketplace requires that it offers distinctive experiences tied to resources or programs unique to that destination, and delivered with high service quality. In so doing, it contributes to the development of sustainable competitive advantage through the creation of non-replicable assets - a fundamental business objective.

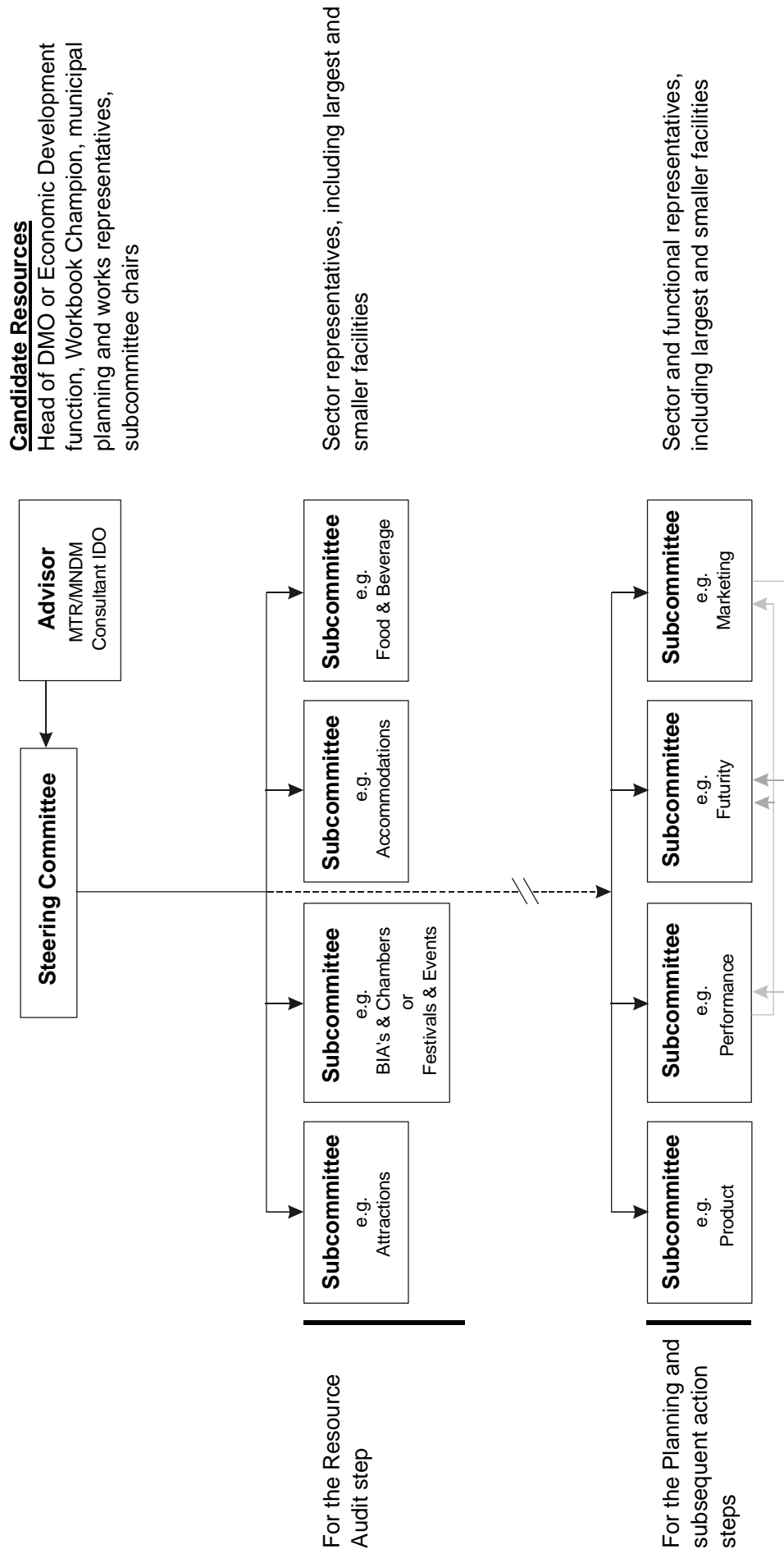
Figure 1: Responsibility Matrix - Implementation of the Premier-ranked Tourist Destinations Workbook

TASK	IMPLEMENTATION MODEL:		Responsible Actor(s)	
	Agency Driven, Agency Led	Agency Driven, Consultant Facilitated	Agency Driven, Consultant Led	Agency Driven, Consultant Led
<b><u>Pre-Implementation</u></b>				
Step i: Consider Adoption of the Workbook	Agency, Stakeholders	Agency, Stakeholders	Agency, Stakeholders	Agency, Stakeholders
Step ii: Brief Agency & Stakeholders re Requirements and Benefits	MTR	MTR	MTR &/or Private Consultant	
Step iii: Commit to Implementation, Prepare Communications Plan	Agency, Stakeholders	Agency, Stakeholders	Agency, Stakeholders	Agency, Stakeholders
Step iv: Define Optimal "Depth" for the Resource Audit	Agency	Agency, possibly with Consultant input	Agency, possibly with Consultant input	Agency, possibly with Consultant input
Step vi: Define Implementation Team Structure, Roles, Staffing Plan	Agency, Stakeholders	Agency, Stakeholders	No team; internal to Consultant	
Step vii: Access Funding for Implementation	Agency	Agency, possibly with Consultant	Agency, possibly with Consultant	Agency, possibly with Consultant
Step viii: "People" the Organization: Committee Level	Agency	Agency	Agency	Agency
Step ix: "People" the Organization: Staff Level	Agency	Agency	Agency	Consultant
Step x: Plan the Implementation Process	Agency	Agency, with Consultant input	Consultant, for Agency approval	
<b><u>Workbook Implementation</u></b>				
Step 1: Prepare the Resource Audit	Subcommittee, Staff	Subcommittee, Staff	Consultant	
Interpret the Resource Audit	Steering Committee, Stakeholders, Staff	Steering Committee, Consultant, Stakeholders, Staff	Consultant, Steering Committee	
Steps 2-4: Respond to Workbook Questions/Measures	Staff	Consultant, Staff	Consultant	
Step 5: Review Responses, Complete Performance Summary	Steering Committee, Stakeholders, Staff	Steering Committee, Consultant, Stakeholders, Staff	Consultant, Steering Committee	
Step 6: Determine Ranking	Steering Committee, Stakeholders, Staff	Steering Committee, Consultant, Stakeholders, Staff	Consultant, Steering Committee	
Step 7: Review Implications of Ranking,	Steering Committee, Stakeholders, Staff	Steering Committee, Consultant, Stakeholders, Staff	Consultant, Steering Committee	
Plan for Future Development/Management	Steering Committee, Stakeholders	Steering Committee, Consultant, Stakeholders	Steering Committee, Consultant, Stakeholders	

**Figure 2:  
Comparative Advantages of Implementation Approaches to the Premier-ranked Tourist Destinations Workbook**

CRITERIA	IMPLEMENTATION MODEL:		
	Agency Driven, Agency Led	Agency Driven, Consultant Facilitated	Agency Driven, Consultant Led
Efficiency	Weakest	Stronger	Strongest
Demands on Stakeholder Commitment and Level of Effort	Highest	High	Lowest
Demands on MTR/MNDM Consultant and the IDO	Highest	High	Lowest
Ability to Build Local Networks & Organizational Capacity	Strongest	Strong	Weakest
Ability to Attract Higher Government Funding	Strong	Strong	Strong
Ability to Build a Common Knowledge Base and Situation Analysis	Strongest	Strong	Weakest
Ability to Build Ownership in Process and its Output	Strongest	Strong	Weakest
Ability to Build Ownership in Tourism Development Planning	Strongest	Strong	Weakest

Figure 3: Generic Committee Structure and Resources





- Success over time in a context of evolving visitor expectations requires an ongoing commitment to understanding those expectations, re-investing to exceed them, and ensuring that the attractiveness and viability of core resources are maintained.
- The most successful destinations layer and cluster a wide variety of experiences on and around their core attractions, offering a variety of ways for a variety of market segments to experience them.

These basic truisms are reflected in the Workbook's use of the terms defined below. The defined terms are printed in **bold type** where they occur in the Workbook. The terms tourist, visitor and guest are used interchangeably, however Steps 2 to 4 typically use "guest" to highlight the way visitors to your destination should feel and be treated.

## Glossary:

**Core Activities:** Tourists' activities as they interact with a destination's **core attraction(s)** to create **core experiences**.

**Core Attraction:** The feature(s), facility(ies), and/or experience which act as the primary motivators for most travel to the destination; the attractions with the most tourist visits in the destination. Core attractions can differ from season to season, as in for example golf vs. skiing at a four seasons resort destination. They can overlap or be distinctly different for differing visitor segments, e.g., viewing the Horseshoe Falls vs. gaming in Niagara Falls; or mass vs. niche segments, e.g., viewing the Falls vs. exploring battlefields from the War of 1812.

A core attraction can also be the product of an assemblage of assets all relating to a specific theme, e.g., forts and battlefields in the Niagara-Queenston area, stations on the Underground Railroad; or an experience enabled by an assemblage, e.g., a resort experience supported by fishing, canoeing, dining and accommodations resources, a rural get-away experience supported by country road and trail, shopping, dining, and B&B resources.

**Core Experience:** The guest's experience of the **core attraction** or the experience that is itself the core attraction. As classified by Pine and Gilmour,\* the guest's interaction with the attraction occurs along two dimensions: the first capturing the degree of the guest's "absorption of" to "immersion in" the experience; the second capturing the degree of "passive" to "active" participation in the experience.

**DMO:** A Destination Marketing Organization - a generic term for any agency with a mandate to promote and develop tourism in a geographic area.

---

\* Pine, J. & Gilmour, J. 1999. *The Experience Economy: Work is Theatre & Every Business a Stage*. Boston: Harvard Business School Press.

**FIT:** The Fully Independent Travel market - visitors making their own plans and travel arrangements.

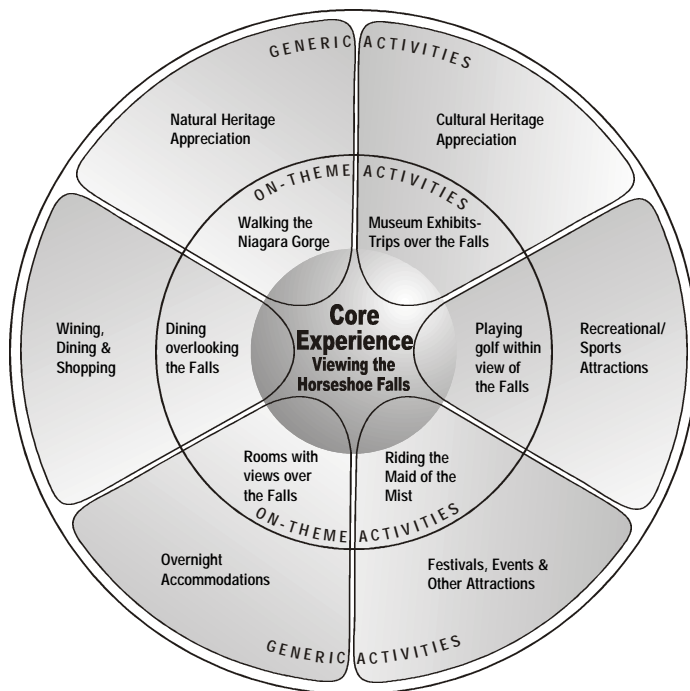
**High Quality Tourist Experience:** A travel experience which exceeds the guest's expectations.\*\*

**HRDC:** Human Resources Development Canada

**Memorable Tourist Experience:** A satisfying travel experience that lasts in the guest's memory, typically because he or she was engaged in a deep and lasting (i.e., in an out-of-the-ordinary) manner by their experience of the destination. A high quality tourist experience will be memorable for all the right reasons.

**Niche Segments:** Smaller market segments with a travel-motivating interest in a particular type of experience, e.g., a specific interest in good boardsailing opportunities vs. the mass market interest in a more generic sun and sand destination.

**On-Theme Activities:** Activities (uses made of features or facilities) that are related to the **core attraction** or the core experience. For example, if the core attraction is Niagara Falls, on-theme activities could be: dining with a view of the Falls; a trip on the Maid of the Mist and walking the trails in the Niagara Gorge.



Determining whether an activity is on-theme or not is often more grey than black and white. For purposes of using this framework, activities can be considered “on-theme” when they offer a different way of experiencing the core attraction, derive some of their attractiveness from their physical or logical relationship with the core attraction, or are themselves an intrinsic part of the core experience. The illustration to the left may help distinguish activities that are on-theme vs. those that are not.

\*\* As expressed by S. Riley & J. Cunningham in their *The Magic of Your Success* presentation to the Tourism Federation of Ontario Conference, March 28, 2001.

This illustration shows the relationship between on-theme vs. “non-theme” activities in tourist destinations, with Niagara Falls as an example. All the generic activities (the outer ring) play important roles in the tourist experience, but only a smaller sub-set (the inner ring) is linked to core attractions in a manner which makes them on-theme. Other examples are illustrated by the differences between dining at a country inn vs. a fast food chain restaurant, or shopping at an artist studio vs. a chain department store while enjoying a rural get-away experience. In each case the first examples are an intrinsic part of the experience and on-theme, the second are not.

Ultimately, the range of on-theme activities layered or clustered around core attractions is considered important because of the way it makes the same core attraction more compelling to a wider variety of tourist market segments.

**OTMP:** Ontario Tourism Marketing Partnership - The partnership between the provincial government and the tourism industry responsible for marketing tourism in and to Ontario.

**Product Positioning Statement:** A brief description of what a product or service does, and its benefits using terms which set it apart from its competitors.

**Receptive Tour Operator:** A travel operator who specializes in packaging travel to the market area in which it is situated, for sale generally to visitors from other geographic market areas; an important resource in understanding market perceptions, needs and opportunities in a destination area.

**Regional Complex:** A term describing the situation in which individual tourism resources in an area are not sufficiently attractive to draw significant tourist visitation by themselves, but as a group attract visitation by virtue of complementing one another and creating a larger whole.

**Supporting Attraction:** Features or facilities that draw guests to the destination area by giving additional but secondary reasons to travel there. Supporting attractions can be primary travel motivators (i.e. **core attractions**) to some markets (typically **niche segments**). They are generally distinguished from core attractions by their smaller number of visitors.

**Travel Agent:** An individual or firm licenced under the Travel Industry Act to offer travel advice and bookings; an important resource in developing packaged travel opportunities in a destination area.

**VFR:** Visiting friends and relatives - an important motivator for tourism travel. It also highlights the importance of marketing to local and regional residents.

Given these concepts and definitions, you are ready to proceed with the Resource Audit, as described in the next step.

## STEP 1: COMPLETING THE RESOURCE AUDIT

Completion of the Resource Audit is a basic first step in the destination assessment process. The Audit relies on three supporting tools:

- 1) a Tourism Resource/Opportunity Matrix;
- 2) a Transportation Resources Checklist; and,
- 3) a Travel Trade Resources Checklist.

Each is addressed in turn as part of this Step 1 presentation, following a discussion of the appropriate “depth” of the audit.

The level of effort to be invested in completing the Resource Audit is a critical question which must be addressed very early in implementing the Workbook. The audit creates the database that is necessary to complete the Tourism Resource/Opportunity Matrix (the matrix). Depending upon the level of detail (depth) of the information recorded for each tourism asset, the database can itself become a valuable foundation enabling a range of other functions. For example, if municipal or emergency services addresses are recorded for each asset, the database can be linked to a Geographic Information System or GIS. The GIS can then be used to generate mapping of the distribution of all assets in the destination area, by any number of combinations or criteria. The database could also support web-based queries by consumers, responses to consumer enquiries to a 1-800 number, conventions and meetings bookings, on-line and paper directories of area stakeholders, etc. The utility of the data base is limited only by the investment in populating it with information.

The size of that investment must be weighed carefully, with a view to the other purposes the destination area wants to use the data for, timelines for completing the Workbook, and available resources. The “right” level of detail is responsive to those factors, and below a threshold of diminishing returns to investment. For most asset types, the matrix can be completed at a “bare bones” level of detail that records the nature of the asset, its location, and operating season. Visitation data must be gathered for core and supporting attractions; origin markets data can be inferred from **CTS/ITS** data and contact with representative operators. Depending on the extent of the information already available on the area’s tourism assets, this level of detail may be achievable without the need for contact with each operator. The next level would include address and facility scale and capacity information, and data on visitation and origin markets for the specific asset, and will require contact with operators. Greater detail, for example on facilities, pricing, etc., is best gathered with a clear view of the purposes for which it might be used. Three other considerations should also be weighed:

- It is not necessary to compile data on every restaurant and retail store in the area. Judgement and screening can focus data gathering on only those assets which play a meaningful role in tourism;
- If contact with asset operators is being pursued, the incremental cost of getting more detail from those contacts is relatively small; and,
- The cost of updating and maintaining a tourism resource database is a fraction of the initial investment in creating it.

The approach to data collection should be discussed with the area's MTR/MNDM Consultant. The Ministry can also provide a very detailed questionnaire and database template, as developed in the Windsor, Essex County & Pelee Island Convention and Visitor Bureau's implementation of the Workbook. Ultimately, the decision about the degree of investment in data collection is the single largest determinant of the time and effort required to complete the Workbook process. It can represent 40 to 60% of the effort, and a similar proportion of the value gained from the process.

Finally, it should be noted that subsequent steps in the Workbook will require information beyond that gathered through the Resource Audit - it is still only one part of the information gathering and analysis process required to complete the Workbook. Potential sources for other information are noted in Steps 2 to 4. Additional data is available from IDO's Investment website, MTR's Travel Attitudes and Motivations Survey (TAMS) reports and the Ministry of Municipal Affairs and Housing's "REDDI" site.

## **THE TOURISM RESOURCE/OPPORTUNITY MATRIX**

The Tourism Resource/Opportunity Matrix is used in several ways:

- as a tool to guide consideration of a tourist destination area's asset base, the resources contributing to its current market penetration, and ultimately, the geographic markets from which it is reasonable to expect future visitation to occur;
- as an aid to identifying product gaps and opportunities for future product development; and,
- as a summary reporting form.

The matrix is on pages 7 and 9. It is organized vertically as a series of row entries listing tourism resource or asset types, and horizontally as a series of columns with which to assess the presence, role, market performance and potential of each asset in the destination area's resource mix. The assessment made for each resource type is recorded with a symbol, as keyed at the bottom of page 7. When completed, the matrix gives a quick visual overview of a destination area's key resources, and the geographic markets from which they are attracting visitation. Upon completion of the Workbook,

and consideration of market wants and growth opportunities, the matrix can be used as a tool for evaluating the fit between current and potential assets and the wants of current and desired future markets.

The matrix incorporates:

- a **Tourism Resource** column, which provides a list of over 100 types of tourism assets or resources, grouped by their origin, type of activity and venue;
- **Opportunities** columns, which ask you to provide an inventory of the number, nature and role of the features, facilities and programs comprising the area's resource base, where:
  - the **Count** column records the number of each asset present in the area; e.g., if there were 6 beaches in the area, the number 6 would be entered in the Count column;
  - the **Resource Opportunities** column records the relative abundance of the destination's resources;
  - the **Core and Supporting Attractions** columns identify which of the resources play a significant role in motivating travel to the destination;
  - the **On-Theme Activities** column identifies the activities with links to the **core attractions**;
  - the **Underdeveloped Assets ?** column provides a prompt to consider whether the area has assets which, with further investment, could play a larger role in area tourism, and a place to record that observation;
  - the **Group Travel?** column records whether a particular asset attracts group travel; and,
  - the **Packaged?** column records whether a particular asset is packaged with others.
- **Markets** columns, which record judgements about the level of current and potential future demand for destination resources from regional to international geographic markets, where:
  - the **Existing Markets** columns identify the origin markets currently visiting destination resources, and are intended to be completed as part of the Resource Audit;
  - the **Potential and Desired Markets** columns can be ignored during the Resource Audit. They are provided for convenience, to support future planning efforts after the Workbook is completed. The Potential Markets columns identify which origin markets might be attracted by which destination resources, given knowledge of the comparative attractiveness of those resources, market behaviors and visitation patterns to similar resources in other locations.

The Desired Markets column can only be used where a destination has undertaken a planning exercise to identify the origin markets it seeks to attract, on the strength of specific resources. Where such planning has occurred, the columns can be used to summarize and display the fit between destination resources and current and future target markets and the strength of the

product/market match. Both the Potential and Desired Markets columns require judgements of destination asset quality and fit with potential market expectations. These judgements must consider the fact that the further away the origin market, the higher will be its expectations for distinctiveness, breadth, depth, and quality of the product offering.

## FILLING OUT THE TOURISM RESOURCE/OPPORTUNITY MATRIX

**Step 1.1 - Completing the Tourism Resource/Opportunity Matrix**, is done by working through the following sub-steps:

### ***Step 1.1.1 - Compile Information:***

Compile information for the full range of the destination area's tourism resource base and its utilization, from such sources as destination marketing brochures, the Ministry of Tourism and Recreation and its Tourism Establishments and Stakeholders database (TES), suppliers and agencies such as Statistics Canada, the Ministry of Natural Resources, Ministry of Northern Development and Mines and local Conservation Authorities, telephone and commercial directories and, if undertaken, an operator survey.

Note that subsequent questions in the Workbook ask for details about the number of restaurants with accredited chefs, and with wine lists with more than 25 selections, as well as questions which request details about the number of accommodations properties and rooms in selected classes. This information compilation stage is the most efficient point at which to gather and organize such data.

### ***Step 1.1.2 - Count and Categorize Resource Opportunities:***

Proceed vertically through the list of Tourism Resources, recording in the "Count" column the count for each asset type, and in the "Resource Opportunities" column your assessment of the relative abundance of each type of resource in your destination area using the symbols in the key at the bottom of page 7. If a particular resource type is missing from the list, add it to one of the blank rows under Other Tourism Resources at the bottom of page 9.

### ***Step 1.1.3 - Identify Core Attractions:***

In the "Core Attractions" column, identify which of the area's resources are its **core attractions** acting as primary motivators for tourist travel to the destination. If the core attraction is a complex of resources, or operates as part of a larger **regional complex** in concert with other destinations, add a note describing the relationship. Space for notes has been provided on page 11.

**Step 1.1.4 - Identify Supporting Attractions:**

In the “Supporting Attractions” column, identify which of the area’s resources are its **supporting attractions**, acting as secondary motivators for tourist travel to the destination. Where these also stand as primary attractions to some (typically narrower) markets, they can be flagged as a **core attraction** with a notation describing the product/market relationship.

**Step 1.1.5 - Identify On-Theme Activities:**

In the “On-Theme Activities” column, identify which of the destination’s resources are or support **on-theme activities** linked to the **core attraction(s)**.

**Step 1.1.6 - Identify Underdeveloped Assets:**

In the “Underdeveloped Assets?” column, flag those assets for which there is a consensus that, with further investment and/or marketing effort, the asset would likely become a core or supporting attraction.

**Step 1.1.7 - Identify Assets Supporting Group Travel:**

In the “Group Travel ?” column, record a check mark for each asset that currently attracts or supports (as in accommodations, dining, shopping etc.) tour group travel.

**Step 1.1.8 - Identify Assets Participating in Packaged Experiences:**

In the “Packaged ?” column, record a check mark for each asset that is currently sold with others in a travel/experience package.

**Step 1.1.9 - Identify Existing Market Penetration:**

In the “Existing Markets” columns, for each resource type with a presence in the destination area, identify the origin markets which express (through their visitation) demand for that resource, and the intensity of that demand. In most cases, resources attracting demand from more distant markets are also sought by regionally based markets. Record the sources used in making judgements about existing market penetration (e.g., the audit’s survey of operators, guest surveys, Statistics Canada’s Travel Surveys).

Completing the Existing Markets columns is the last step in filling out the matrix, which can then be put aside pending completion of the Transportation and Travel Trade Checklists.







## 1 ~ RESOURCE AUDIT

**TOURISM RESOURCE/OPPORTUNITY MATRIX**

TOURISM RESOURCE/OPPORTUNITY MATRIX			OPPORTUNITIES							MARKETS							Comment Key							
			Count	Resource Opportunities	Core Attractions	Supporting Attractions	On-Theme Activities	Underdeveloped Assets?	Group Travel?	Packaged?	EXISTING				POTENTIAL			DESIRED						
											Regional	Provincial	National / U.S.	International	Regional	Provincial		National / U.S.	International	Regional	Provincial	National / U.S.	International	
<b>TOURISM RESOURCES - BUILT/MANAGED</b>																								
Natural Resource Opportunities	Natural Parks and Sites	National																				41		
		Provincial																					42	
		Crown Land																					43	
		Conservation Areas																					44	
		Reserves																						45
		Interpretive Programs/Walks/Tours																						46
Cultural and Heritage Resource Opportunities	Historic Places and Sites	World Heritage Site																					47	
		National Historic Site																						48
		Provincial Heritage Site																						40
		Local Heritage Site																						50
		Aboriginal Heritage Site																						51
		Living History Site																						52
		Folklore Site																						53
		Architectural Heritage Site																						54
		Cultural/Historic Landscape																						55
		Cultural/Historic Travel Corridor																						56
		Interpretive Programs/Walks/Tours																						57
	Archaeological Attractions	Public Digs																					58	
		Shipwreck Interpretive Tours/Dives																					59	
		Interpretive Programs/Walks/Tours																					60	
	Cultural Attractions	Aboriginal Pow Wows/Celebrations																					61	
		Archives																					62	
		Annual Musical Festivals																					63	
		Annual Non-Musical Festivals																					64	
		Special Events/Celebrations																					65	
		Crafts Events																						66
		Museums																						67
		Galleries																						68
		Studio/Garden/Architecture Tours																						69
		Live Theatre																						70
		Live Music																						71
		Other Performing Arts Venues/Events																						72
		Active Street Scenes																						73
	Sports Venues/Events	Playing Field Complexes																					74	
		Swimming/Diving Complexes																					75	
		Arena Complexes																					76	
		Equestrian Facilities																					77	
		Major League Franchise Venues																					78	
		Minor League Franchise Venues																					79	
		Significant Sports Events																					80	
Annual/Recurring Tournaments																						81		
Recreational / Resort Developments		Ski Development - Alpine																					82	
		Ski Development - Cross Country																					83	
	Marina - Boating Developments																					84		
Attractions	Golf Courses																					85		
	Amusement/Theme Park																					86		
	Water Park/Wave Pool																					87		
	Horse Racing																					88		
	Casino/Gaming																					89		
	Zoo/Game Farm/Animal Farm																					90		
	Motorsports Venues																					91		
	Floral/Other Garden Attractions																					92		
Winery/Brewery																					93			
Commercial Venues	Theme Retail																					94		
	Factory Outlet Mall																					95		
	High-End Shopping																					96		
	Antiques Shopping																					97		
	Arts & Crafts Shopping																					98		
	Other Shopping (Name: _____)																					99		
	Dining - Fast Food																					100		
	Dining - Mid-Price																					101		
	Dining - High-End																					102		
	Brew Pubs																					103		
	Accommodations	Wine Bars																					104	
Entertainment																						105		
Night Life																						106		
Campgrounds																						107		
RV Campgrounds																						108		
Cottage Court																						109		
Bed and Breakfast																						110		
Lodge																						111		
Resort Lodge																						112		
Eco-Lodge																						113		
Condominium																					114			
Condo/Hotel																					115			
Spa																					116			
Motel - Mid-Market																					117			
Motel - Up-Market																					118			
Hotel - Mid-Market																					119			
Hotel - Up-Market																					120			
Conference/Convention Centre																					121			
Mid-Scale Meetings Facilities																					122			
Small-Scale Meetings Facilities																					123			
Other Tourism Resources																						124		
																						125		
																						126		
																						127		
																						128		

**1 ~ RESOURCE AUDIT**

## 1 ~ RESOURCE AUDIT



## FILLING OUT THE TRANSPORTATION RESOURCES CHECKLIST

Step 1.2 - Completing the Transportation Resources Checklist, is done by filling out the Checklist on page 14, using the following steps:

### *Step 1.2.1 - Compile and Record Information:*

Much of the information necessary to complete the checklist can be drawn from knowledge or perceptions held in common by area stakeholders in tourism. This information, and consensus on how it should be interpreted, is best gained through a stakeholders or committee meeting. Other information will have to be gained through direct contact with attractions and taxi and transit service providers. The information is best recorded by making lists of:

- the area's major access routes, and the internal routes serving major attractions;
- transportation locations, routes or sections where signage and maintenance are considered to be excellent, satisfactory or deficient;
- transportation terminals (i.e., airports, train stations, bus terminals) and the presence/absence of the required service and information;
- the presence/absence of congestion/navigation issues and whether a transit-based solution is in place;
- the core attractions served by transit, their hours of operation and transit service availability;
- taxi service providers and contact people, and whether the required training and briefing on core attractions is provided; and,
- attractions currently serving the coach tour market and the number of bus parking bays provided, as well as the location and parking capacity of any centralized bus parking or staging areas.

### *Step 1.2.2 - Complete the Checklist:*

With all required information in hand, the checklist can be completed, and the number of Yes's tallied. If interpretations are likely to be an issue, a committee meeting is the best forum in which to complete this task.

## FILLING OUT THE TRAVEL TRADE RESOURCES CHECKLIST

**Step 1.3 - Completing the Travel Trade Resources Checklist**, is done by filling out the Checklist on the bottom of page 14, using the following steps:

### ***Step 1.3.1 - Compile and Record Information:***

Compiling the information required for this checklist will require consultation with area attractions, tour operators and travel agents. The latter two may be able to provide trade association directories that would identify the relevant operators and agents and enable completion of the required inventories. Otherwise, telephone directories or commercial directories typically available at public libraries can be used. With this information, operators and agents can be contacted individually or invited to a group meeting to discuss the matters raised in the checklist. Notes and conclusions from those consultations will provide the information necessary to respond to the checklist. Given the value of the perspectives and expertise available from travel trade representatives, the checklist also gives points for having them sit on a Workbook Implementation Committee.

### ***Step 1.3.1 - Complete the Checklist:***

With all required information in hand, the checklist can be completed, and the number of Yes's tallied. If interpretations are likely to be an issue, a committee meeting is the best forum in which to complete this task.

With completion of the Tourism Resource/Opportunity Matrix and the two checklists, you are ready to turn to the next step and proceed through the remainder of the Workbook.



**Transportation Resources Checklist**

Attribute	Yes	No
1. a. The destination has at least one easily accessed Visitor Information Centre,	<input type="checkbox"/>	<input type="checkbox"/>
b. on a major transportation route,	<input type="checkbox"/>	<input type="checkbox"/>
c. with clear and frequent directional signage.	<input type="checkbox"/>	<input type="checkbox"/>
2. a. Major tourist transportation routes to downtown(s) have frequent directional signage,	<input type="checkbox"/>	<input type="checkbox"/>
b. well-maintained road surfaces,	<input type="checkbox"/>	<input type="checkbox"/>
c. and attractively maintained public spaces.	<input type="checkbox"/>	<input type="checkbox"/>
3. a. Transportation routes to major attractions have frequent directional signage,	<input type="checkbox"/>	<input type="checkbox"/>
b. well-maintained road surfaces,	<input type="checkbox"/>	<input type="checkbox"/>
c. and attractively maintained public spaces.	<input type="checkbox"/>	<input type="checkbox"/>
4. Shuttle services or taxis <u>and</u> Tourist orientation information are available at transportation terminals.	<input type="checkbox"/>	<input type="checkbox"/>
5. Tourist traffic congestion and way-finding problems are addressed by transit-based interventions, e.g., municipal transit, shuttle services, People Movers, satellite parking.	<input type="checkbox"/>	<input type="checkbox"/>
6. Transit services to core attractions have schedules that accord with attractions' hours of operation.	<input type="checkbox"/>	<input type="checkbox"/>
7. a. Taxi drivers have been given service delivery training,	<input type="checkbox"/>	<input type="checkbox"/>
b. and briefings on tourist attraction locations.	<input type="checkbox"/>	<input type="checkbox"/>
8. All attractions serving the coach tour market have sufficient on-site bus parking, or there is convenient access to a bus parking/staging area.	<input type="checkbox"/>	<input type="checkbox"/>

**Travel Trade Resources Checklist**

Attribute	Yes	No
1. A complete inventory of receptive tour operators bringing coach or FIT travel to the destination has been compiled.	<input type="checkbox"/>	<input type="checkbox"/>
2. Receptive tour operators have been contacted to identify:	<input type="checkbox"/>	<input type="checkbox"/>
a. the attractions, accommodations and other facilities visited, and visitation volumes;	<input type="checkbox"/>	<input type="checkbox"/>
b. issues e.g., parking, that impair visitation or the visitor experience;	<input type="checkbox"/>	<input type="checkbox"/>
c. opportunities to improve the visitor experience and increase visitation; and,	<input type="checkbox"/>	<input type="checkbox"/>
d. other assets that, with additional investment, could attract group tour visitation.	<input type="checkbox"/>	<input type="checkbox"/>
3. A local receptive tour operator sits on a Workbook implementation committee.	<input type="checkbox"/>	<input type="checkbox"/>
4. A complete [smaller areas] or comprehensive cross sectional [larger centres] inventory of local travel agents serving clientele resident in the destination area has been compiled.	<input type="checkbox"/>	<input type="checkbox"/>
5. Travel agents have been contacted to determine:	<input type="checkbox"/>	<input type="checkbox"/>
a. their perceptions of opportunities to package travel experiences within the destination area;	<input type="checkbox"/>	<input type="checkbox"/>
b. their interest in packaging travel experiences within the destination area;	<input type="checkbox"/>	<input type="checkbox"/>
c. their perceptions of opportunities to improve the visitor experience and increase visitation to the area.	<input type="checkbox"/>	<input type="checkbox"/>
6. A local travel agent sits on a Workbook implementation committee.	<input type="checkbox"/>	<input type="checkbox"/>

## APPLYING THE PRODUCT, PERFORMANCE AND FUTURITY MEASURES

Steps 2, 3 and 4 lead you through an evaluation of destination performance against the Premier-ranked Tourist Destinations Framework. Performance is assessed by a series of measures specific to the Product, Performance and Futurity dimensions. Each measure is (generally) in two parts, as shown below in the reproduction of measure A1.ii from page 17. The first part of the measure is in the form of a statement, with an implicit question asking whether you can affirm the statement as “true” “almost true” or “not true yet” for the destination. It is answered with a “Yes”, “Almost” (“A”) or “No”. The second part asks for the facts that substantiate the answer to the first. The responses to the first part questions are recorded with a check mark in the appropriate box (Yes, “A” or No) on the work page, and transferred to a summary form provided at the back of the Workbook. If you fold out one of those forms now, it will help in understanding the structure of the Framework and the process of completing the Workbook.

**A1. ii** The Audit distinguishes between **core** and **supporting attractions**.

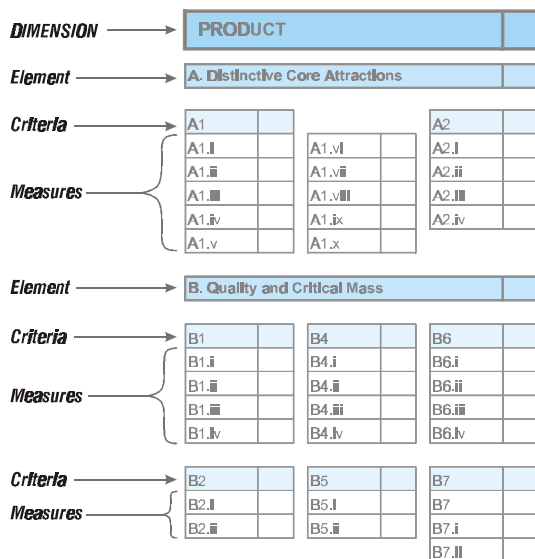
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	A	No

The **core attractions** are:

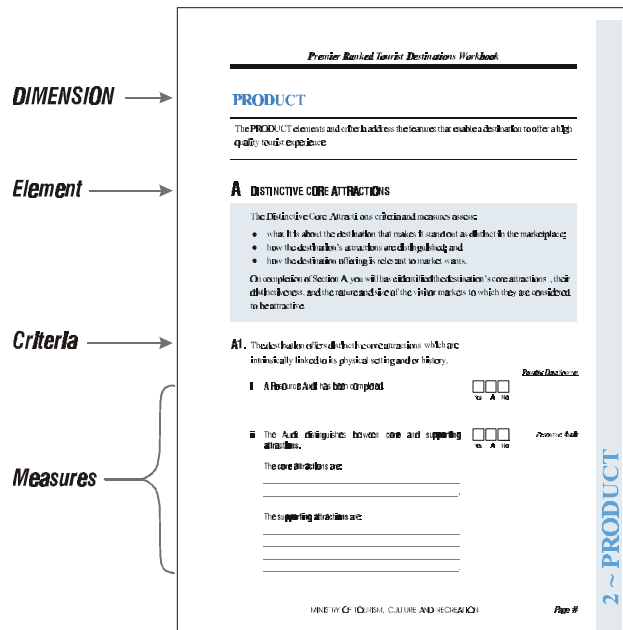
---



---



The Performance Summary Form displays the logical structure of the Framework. Being a “Premier-ranked Tourist Destination” requires success across the Product, Performance and Futurity *Dimensions*. As illustrated to the left, each dimension is supported by *Elements*, denoted by the letters A to K. Each element has a series of consecutively numbered *Criteria* as in A1, A2 etc. Each criterion is supported by *Measures* (as described above), denoted by lower case roman numerals. As an example, the Product dimension’s element A - Distinctive Core Attractions has two criteria, A1 and A2. The first has ten measures, the second has four. Element B - Quality and Critical Mass has seven criteria, each of which has two to four measures.



Page 17 (opposite) shows measure A.1.ii in the Workbook setting. The illustration to the left labels a reduction of the page to help describe its format. Each Dimension has its own section, with a brief introductory statement of its role in the Framework. Each Element is also introduced by a summary description of what its criteria and measures capture, and what you will have learned by working through them. The Workbook is completed by progressing through each Measure for each criterion one by one until each of Steps 2 to 4 is finished. Suggested sources for the requested information are contained in the right hand column.

As you record your answers on the Workbook page, you can transfer them one by one to the Summary, or wait until you have completed a set of measures or criteria before transferring.

The Summary asks you to record your responses using the symbols for “Yes”, “Almost” or “No” shown at the bottom of the summary page. This allows a quick visual read of performance on each measure, and will assist in making the judgements necessary to move upward from measures to criteria, elements and dimensions as you finish the Workbook Summary. Guidance on making these judgements is offered in Steps 5 and 6.

Steps 2 to 4 - Evaluating Destination Product, Performance and Futurity, are completed by taking the sub-steps shown below for Steps 2, 3 and 4.

**Step \_\_.1 - Respond to Measure:**

For each measure, consider the (implicit) question posed by the statement and check the box corresponding to your “Yes”, “Almost” or “No” response.

**Step \_\_.2 - Provide Support:**

Provide the requested “proof” in support of your answer to the first part.

**Step \_\_.3 - Transfer Response to Summary Form**

Transfer your response for each measure to the fold out Summary Form.

## STEP 2: PRODUCT

The PRODUCT elements, criteria and measures address the features that enable a destination to offer a high quality tourist experience.

### A DISTINCTIVE CORE ATTRACTIONS

The Distinctive Core Attractions criteria and measures assess:

- what it is about the destination that makes it stand out as distinct in the marketplace;
- how the destination’s attractions are distinguished; and
- how the destination offering is relevant to market wants.

On completion of Section A, you will have identified the destination’s **core attractions**, their distinctiveness, and the nature and size of the visitor markets to which they are considered to be attractive.

#### A1. The destination offers distinctive **core attractions** which are linked to its physical setting and/or history.

Possible Data Sources

i. A Resource Audit has been completed.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	A	No

ii. The Audit distinguishes between **core** and **supporting attractions**.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	A	No

*Resource Audit*

The **core attractions** are:

---

---

The **supporting attractions** are:

---

---

---

---

## Premier-ranked Tourist Destinations: A Self-guided Workbook

iii. The **core attractions** motivate tourist travel to the destination.

Yes   
  A   
  No

*Possible Data Sources*

*Resource Audit  
Regional Overview*

**G** They do so on their own  
and/or  
**G** as part of a **regional complex**.

The regional complex includes the area known as

\_\_\_\_\_

or bounded by \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

iv. Opportunities to build on complementary tourism attractions/activities with nearby destinations have been assessed.

Yes   
  A   
  No

*Specific Study or  
Tourism  
Development  
Strategy*

These have been assessed through:

\_\_\_\_\_

\_\_\_\_\_

which concluded that:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

v. The **core attractions** are linked to the physical setting of the destination.

Yes   
  A   
  No

*Specific Study or  
Tourism  
Development  
Strategy*

This physical linkage arises from:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

vi. The **core attractions** are linked to the history of the destination.

Yes   
  A   
  No

*Specific Study or  
Tourism  
Development  
Strategy*

This historical linkage arises from:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Premier-ranked Tourist Destinations: A Self-guided Workbook**

vii. Other Ontario destinations with competitive or similar offerings have been identified.

Yes    A    No

*Possible Data Sources*  
*Specific Study or Tourism Development Strategy*

The nearest such destination(s) and its (their) distance from the subject destination is (are):

<u>Competitive Destination</u>	<u>Distance</u>
_____	_____ km
_____	_____ km
_____	_____ km

viii. The destination is considered to stand out as distinct from its competition (as identified above).

Yes    A    No

*Specific Study or Tourism Development Strategy*

Because: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

ix. The destination's offering is superior because it offers a better guest experience.

Yes    A    No

*Specific Study or Tourism Development Strategy*

Because: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

x. The destination has a **product positioning statement**.

Yes    A    No

*Tourism Development Strategy*

It is:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

### A2. Attractions are relevant to the expectations of identified market segments.

i. The Resource Audit classifies destination resources and their appeal to Regional, Provincial, National/US and International geographic market segments.

Yes     A     No

*Resource Audit*

ii. **Core attractions** are relevant to a tourist market base.

Yes     A     No

*Resource Audit  
Specific Study or  
Tourism  
Development  
Strategy*

This base is considered to be a:

mass    or a     niche market.

It is characterized as \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(e.g., golfers, touring families, wilderness canoeists)

This (these) market(s) generated the following number(s) of trips in Ontario in the year \_\_\_\_\_.

*Canadian Travel  
Survey/International  
Travel Survey,  
Industry  
Associations*

<u>Market</u>	<u># of Trips</u>
_____	_____
_____	_____
_____	_____
_____	_____

iii. Attractions appeal to guests from beyond Ontario's borders.

Yes     A     No

*Resource Audit  
Specific Study or  
Tourism  
Development  
Strategy*

These attractions and the nature of their appeal are:

<u>Attraction</u>	<u>Appeal</u>
_____	_____
_____	_____
_____	_____
_____	_____

iv. The market segments for whom the identified attractions are expected to have a compelling appeal have been identified.

Yes     A     No

Possible Data Sources

Resource Audit ,  
OTMP Research

These market segments are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- v. A **core attraction**, or set of complementary attractions pull visitation from all segments on a year-round basis.

Yes A No

This (these) attraction(s) is (are):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## B QUALITY AND CRITICAL MASS

The Quality and Critical Mass criteria and measures address the extent to which a destination provides a memorable experience by offering a broad and deep range of options for engaging in:

- core and related activities; and,
- entertainment, shopping and dining.

On completion of Section B, you will have assessed the mass (size) of the destination’s activity and amenities base, and the mass and quality of its entertainment, shopping and dining offerings.

- B1.** The destination offers a range of memorable experience-creating, **core** and **on-theme activities** sufficient to sustain interest for more than 24 hours.

- i. The core destination experience stands out as memorable to the visitor.

Yes A No

Guest Surveys

Because: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Premier-ranked Tourist Destinations: A Self-guided Workbook

*Possible Data Sources*

- ii. The **core experience** is typically “consumed” over a period greater than 24 hours.

Yes A No

*Operator Surveys  
Guest Surveys*

The core experience(s) and its/their typical duration is(are):

Activity (e.g., rounds of golf)                      Duration (hrs/days)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- iii. A variety of **on-theme activities** are available to give guests a reason to stay overnight.

Yes A No

*Resource Audit  
Operator Surveys  
Guest Surveys  
Local Knowledge*

Examples of these activities and their typical duration are:

Activity    Duration (hrs/days)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- iv. The average length of stay at the destination is greater than 24 hours.

Yes A No

*Guest Surveys*

The average stay is \_\_\_\_\_ days.

**B2.** The destination offers a range of memorable experience-creating, **core** and **on-theme activities** sufficient to sustain tourist interest on a year-round basis.

- i. The destination offers **core activities** on a year-round basis.

Yes A No

*Resource Audit  
Guest Surveys*

These are:

Activity    Season

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## *Premier-ranked Tourist Destinations: A Self-guided Workbook*

*Possible Data Sources*

ii. The destination offers **on-theme activities** on a year-round basis.

Yes    A    No

*Resource Audit,  
Guest Surveys*

<u>Activity</u>	<u>Season</u>

**B3. Core activities** are easily accessible to a variety of market segments at a variety of price points and layers of added value (i.e., richer/more expensive options for getting more out of the experience, for example: viewing Horseshoe Falls from the rim for free vs. from the Maid of the Mist for a fee).

i. **Core** and **on-theme activities** are easy to buy.

Yes    A    No

*Inventory of Sales  
Channels*

Opportunities for guests to purchase access to these activities are located at the following:

central point(s) in the destination at: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

multiple points distributed through the destination at: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

points distant from the destination area: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*(e.g., travel agent, 1-800 number, the internet)*

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

- ii. There is a range of options and price points available for a variety of segments to engage in **core** or **on-theme** activities. (e.g., self-guided tours at \$10; group tours at \$15; individual tours at \$25)

Yes    A    No

*Resource Audit*

These include:

<u>Activity</u>	<u>Approximate Price Range</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**B4.** The destination offers a variety of activities attractive to a variety of market segments at a range of price points and layers of added value. The range extends from most basic to multiple layers, including opportunities for relaxation, entertainment, learning, skills development, adventure and new experiences.

- i. The destination offers a variety of activities with a range of sub-options for each.

Yes    A    No

*Resource Audit*

<u>Category/Activity</u>	<u>Approximate Price Range</u>
<b>G</b> relaxation _____	_____
<b>G</b> entertainment _____	_____
<b>G</b> interpretation _____	_____
<b>G</b> education _____	_____
<b>G</b> cultural/ historical understanding _____	_____
<b>G</b> skills development _____	_____
<b>G</b> adventure _____	_____

## *Premier-ranked Tourist Destinations: A Self-guided Workbook*

*Possible Data Sources*

ii. This range of activities is well promoted to and understood by guests.

Yes    A    No

*Inventory of Communications Channels*

The following means of communication are used to promote the activities available:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

iii. This range of activities is easy to buy.

Yes    A    No

*Inventory of Sales Channels*

Opportunities for guests to purchase these activities are located at the following :

central point(s) in the destination at: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

multiple points distributed through the destination at: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

points distant from the destination area: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*(e.g., travel agent, 1-800 number, the internet)*

iv. Groups have cooperatively invested in programming or animating public spaces, gathering and queuing areas.

Yes    A    No

*Marketing/ Programming Plan*

<u>Group</u>	<u>Activity</u>	<u>Location</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**B5.** The destination offers cultural experience and entertainment options, from basic to venues/ shows/ events credible at regional to larger scales, over a range of price points.

i. The destination offers a range of cultural experience and entertainment options.

Yes  A  No

Resource Audit,  
Events Inventory

These include:

<u>Activity</u>	<u>Approximate Price Range</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ii. Events or venues in the last two years included performances by artists with name recognition beyond the local region.

Yes  A  No

Events Inventory

<u>Event or Venue</u>	<u>Artist(s)</u>
_____	_____
_____	_____
_____	_____
_____	_____

**B6.** The destination offers a broad range of dining options.

i. The destination offers a range of dining options at a range of price points.

Yes  A  No

Resource Audit

These include:

<u>Restaurant</u>	<u>Average Entrée Price Range</u>
_____	_____
_____	_____
_____	_____
_____	_____

## *Premier-ranked Tourist Destinations: A Self-guided Workbook*

*Possible Data Sources*

ii. A number of restaurants have wine lists with more than 25 labels.

Yes    A    No

*Resource Audit*

<u>Restaurants</u>	<u># of Labels</u>
_____	_____
_____	_____
_____	_____
_____	_____

iii. A number of restaurants have trained and accredited chefs.

Yes    A    No

*Resource Audit*

<u>Restaurants</u>	<u>Accreditation</u>
_____	_____
_____	_____
_____	_____
_____	_____

iv. A number of restaurants/chefs have name recognition beyond the local region.

Yes    A    No

*Resource Audit*

Restaurants/chef:

_____
_____
_____

### **B7.** The destination offers a broad range of shopping options.

i. The destination offers a range of retail shopping opportunities including clothing, crafts and memorabilia at a range of price points.

Yes    A    No

*Resource Audit*

These include:

<u>Store</u>	<u>Quality of Merchandise</u> (low, med. or high)
_____	_____
_____	_____
_____	_____
_____	_____

Possible Data Sources

- ii. Stores or galleries in the destination area have name recognition beyond the local region (branded items or otherwise, excluding chain department stores).

Yes A No

Resource Audit

Examples: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## C SATISFACTION AND VALUE

The Satisfaction and Value criteria and measures document the extent to which the destination offers its guests:

- a welcome;
- satisfied expectations; and,
- value for money;

and what the destination is doing to enhance its performance in these areas.

On completion of Section C, you will have identified how the destination’s guests and outside marketers view its welcome, whether and how the destination measures guest satisfaction, guest and market perceptions of value, and whether and how the destination is investing in improved performance.

### C1. Guests feel welcomed into a community that is happy to host, serve or engage them.

- i. The destination is considered “friendly” or “very hospitable” by guests and by travel agents and tour operators packaging experiences at the destination.

Yes A No

Guest Surveys  
Sales Channels  
Surveys

Sources: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## *Premier-ranked Tourist Destinations: A Self-guided Workbook*

Possible Data Sources

**C2.** The destination offers a highly satisfying experience to its guests.

i. The destination carries out regular surveys which track guest satisfaction and their perceptions of value and hospitality.

Yes    A    No

**DMO Business Plan**

The survey is called \_\_\_\_\_  
\_\_\_\_\_

and is carried out every \_\_\_\_\_ years.

ii. The most recent survey indicated that most guests were very satisfied with their destination experience.

Yes    A    No

*Guest Surveys*

\_\_\_\_\_ % very satisfied

**C3.** The destination is perceived as offering value for money spent.

i. The destination is considered "good value" or "expensive but worth every cent" by guests and by travel agents and tour operators packaging experiences at the destination.

Yes    A    No

*Guest Surveys*

Sources: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ii. Key experience and service prices are monitored and are staying constant or trending up.

Yes    A    No

*Price Monitoring*

<u>Key experience or service</u>	<u>Current Price</u>	<u>Trend</u> (e.g., up, flat)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____



*Possible Data Sources*

iii. Visitation is trending upwards.

Yes    A    No

*Visitation Tracking,  
Guest Surveys*

This trend is:

parallel to                      or                       independent of  
key experience service price trends.

For the following reasons :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## D ACCESSIBILITY

The Accessibility criteria and measures assess:

- the ease of getting to the destination;
- the transportation modes that serve it;
- for waterfront communities, “friendliness” to cruise ships or boat passengers; and
- the recognition given to the importance of transportation to the tourist experience.

On completion of Section D, you will have identified how accessible the destination is to tourists and how well that accessibility is being managed.

**D1.** The destination is within 2-3 hours drive from a major population centre or international gateway, or a lesser drive time from a regional gateway.

i. The travel time to the nearest major urban market is less than 3 hours.

Yes    A    No

*Local Knowledge,  
Statistical Research*

The travel time is \_\_\_\_\_ hours.

The population of that centre is: \_\_\_\_\_ people.

ii. The population within a 3-hour drive time is substantial.

Yes    A    No

*Local Knowledge,  
Statistical Research*

The total population is \_\_\_\_\_.

iii. Drive time from the nearest U.S. border crossing or international airport is less than 2 hours.

Yes    A    No

*Local Knowledge*

## Premier-ranked Tourist Destinations: A Self-guided Workbook

### Possible Data Sources

iv. Flight time from the international to the nearest regional airport is less than 1 hour.

Yes A No

*Travel Agent*

v. Drive time from that regional airport is less than 1 hour.

Yes A No

*Local Knowledge*

**D2.** Travel from the nearest urban centre or gateway is not unpleasant, and is achievable with minimum effort and discomfort.

i. Travel from the nearest urban centre or gateway is not unpleasant.

Yes A No

*Local Knowledge  
Guest Surveys*

The commonly used route(s) is (are):

---

---

---

ii. A direct connection to the destination (e.g., via a shuttle bus service) is conveniently available, or travel by private car is over a route(s) generally accepted as direct and well marked.

Yes A No

*Local Knowledge  
Guest Surveys*

The connecting service and/or commonly used route(s) is (are):

---

---

---

**D3.** The destination is accessible by alternative travel modes and price options.

i. Alternative modes of travel from the urban centre/gateway are available.

Yes A No

*Travel Agents  
Guest Surveys*

These include (check those available):

- G** private car
- G** shuttle bus operated by service provider
- G** regularly scheduled public bus service
- G** train
- G** regularly scheduled ferry service

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

- G** private boat
- G** private plane
- G** other. Please list \_\_\_\_\_  
\_\_\_\_\_

- ii. If located on the water, the destination is accessible to cruise ships.

Yes A No

*Resource Audit  
Local Knowledge*

It offers a harbour with \_\_\_\_\_ metres of draft and \_\_\_\_\_ metres of dockwall.

- iii. If located on the water, the destination offers slips to transient boaters.

Yes A No

*Resource Audit  
Local Knowledge*

\_\_\_\_\_ slips are available to transient boaters

- iv. If located on the water, the destination's cruise ship and/or transient marina slip dockage are located in or close to downtown or the attraction, with attractive and comfortable spaces between them.

Yes A No

*Resource Audit  
Local Knowledge*

### D4. The destination is investing in making access to it and its attractions attractive and visitor friendly.

- i. The Transportation Resources Checklist has been completed,

Yes A No

- ii. and a minimum of 9 "Yes's" have been recorded [a minimum of 6 "Yes's" are required for an "Almost]."

Yes A No

## E ACCOMMODATIONS BASE

The Accommodations Base criteria and measures assess the breadth and depth of the destination’s offering in terms of:

- the range of accommodation classes available;
- the range of locations available; and
- the presence of higher end operators.

On completion of Section E, you will have characterized the destination’s accommodations base.

*Possible Data Sources*

### E1. The destination offers accommodations across a range of types and a variety of quality levels and price points.

- i. The destination offers rooms at a variety of quality levels and price points.

Yes A No

*Resource Audit*

The following number of rooms are available in the following property classes:

<u>Class</u>	<u># of Properties</u>	<u># of Rooms</u>	<u>Price Range</u>
RV Park	_____	_____	_____
Bed & Breakfast	_____	_____	_____
Lodge	_____	_____	_____
Resort Lodge/Hotel	_____	_____	_____
Motel - Independent	_____	_____	_____
Motel - Chain	_____	_____	_____
Hotel - Independent	_____	_____	_____
Hotel - Chain	_____	_____	_____

## Premier-ranked Tourist Destinations: A Self-guided Workbook

- ii. There is a range of choices in locations relative to attractions/ venues, and a range of price points.

Yes A No

*Possible Data Sources*

*Resource Audit*

As exemplified by:

<u>Property</u>	<u>Distance to Core Attraction (km)</u>
_____	_____
_____	_____
_____	_____
_____	_____

- iii. This inventory includes representation by "branded" (widely known and respected) higher end operators:

Yes A No

*Resource Audit*

These include:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## STEP 3: PERFORMANCE

The PERFORMANCE elements, criteria and measures identify the extent to which the destination is successful and recognized in the market place.

### F VISITATION

The Visitation criteria and measures assess the destination's market performance in terms of:

- its visitation numbers and market shares;
- its attractiveness to different market segments; and
- its attractiveness over the four seasons of the year.

On completion of Section F, you will have identified the destination's absolute and relative visitation performance.

Possible Data Sources

**F1.** The destination draws a significant share of Ontario's total travel to attractions of its type.

i. The destination attracts a significant number of guests.

Yes    A    No

*Canadian Travel Survey/International Travel Survey, Local Surveys*

In the year 20\_\_\_\_, the destination attracted \_\_\_\_\_ guests, \_\_\_\_\_ on day visits, \_\_\_\_\_ staying overnight. The source for these estimates is \_\_\_\_\_.

ii. The destination attracts a significant share of total **VFR**/Pleasure motivated travel by residents of Ontario.

Yes    A    No

*Canadian Travel Survey/International Travel Survey, Local Surveys*

In the year 20\_\_\_\_, destination visitation captured \_\_\_\_\_% of the total \_\_\_\_\_ (#) **VFR**/Pleasure motivated trips taken by Ontario residents. Its share of those trips was \_\_\_\_\_%; its share of overnight visits was \_\_\_\_\_%.

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

Canadian Travel  
Survey/International  
Travel Survey,  
Local Surveys

- iii. The destination attracts a significant portion of its visits from markets beyond Ontario's borders.

Yes  A  No

In the year 20\_\_\_\_, **overnight** guests from the following origin markets identified below accounted for the following proportions of the destination's overnight visitation:

Overnight visits:

\_\_\_\_\_ (#) or \_\_\_\_\_% from other provinces  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from the U.S.  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from other international markets  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from Ontario  
 \_\_\_\_\_ 100% Total

In the year 20\_\_\_\_, **day** visitors from the following origin markets identified below accounted for the following proportions of the destination's same day visits:

Same day visits:

\_\_\_\_\_ (#) or \_\_\_\_\_% from other provinces  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from the U.S.  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from other international markets  
 \_\_\_\_\_ (#) or \_\_\_\_\_% from Ontario  
 \_\_\_\_\_ 100% Total

- iv. The destination's share of visits by **all** visitors (day and overnight) to the province from markets beyond Ontario's borders is significant.

Yes  A  No

Canadian Travel  
Survey/International  
Travel Survey

In the year 20\_\_\_\_, destination visits by guests from the following origin markets accounted for the identified share of out-of-province visitation to Ontario.

\_\_\_\_\_ % of the total \_\_\_\_\_ trips to Ontario by guests from other provinces  
 \_\_\_\_\_ % of the total \_\_\_\_\_ trips to Ontario by guests from the United States  
 \_\_\_\_\_ % of the total \_\_\_\_\_ trips to Ontario by other international guests

**Premier-ranked Tourist Destinations: A Self-guided Workbook**

*Possible Data Sources*

- v. The destination's share of meetings and conventions-motivated travel to Ontario is significant.

Yes A No

*Canadian Travel Survey/International Travel Survey*

In the year 20\_\_\_\_, the destination attracted \_\_\_\_\_ meetings and conventions-motivated trips, or \_\_\_\_\_% of the total meetings and convention motivated trips to Ontario.

- vi. Total visitation is not dominated by same day guests.

Yes A No

- vii. The destination's share of visits in Ontario which included activities relying on the destination's core attractions classes is significant.

Yes A No

*Canadian Travel Survey/International Travel Survey*

In the year 20 \_\_\_\_\_, destination visitation which included the activities identified below represented the stated shares of all trips in Ontario which included the same activities.

(e.g., 65,000 or 3.8 % of the 1,686,000 trips in Ontario which included visits to historic sites )

\_\_\_\_\_ (#) or \_\_\_\_\_% of the \_\_\_\_\_ trips in Ontario which included \_\_\_\_\_;

\_\_\_\_\_ (#) or \_\_\_\_\_% of the \_\_\_\_\_ trips in Ontario which included \_\_\_\_\_;

\_\_\_\_\_ (#) or \_\_\_\_\_% of the \_\_\_\_\_ trips in Ontario which included \_\_\_\_\_.

- viii. The destination's shares of the visits identified above are significant in comparison to competitive destinations in Ontario.

Yes A No

*Canadian Travel Survey/International Travel Survey, Information Sharing with Competitors*

In the year 20\_\_\_\_, the shares identified above compare favourably to the shares held by the destinations shown below:



Destination share vs Competitor share of Activity

(e.g., 3.8% vs. the 4.2% share of the historic site - oriented trips to the ABC site at Theirtown )

\_\_\_\_\_ % vs. \_\_\_\_\_ % share of the \_\_\_\_\_

- oriented trips to \_\_\_\_\_;

\_\_\_\_\_ % vs. \_\_\_\_\_ % share of the \_\_\_\_\_

- oriented trips to \_\_\_\_\_;

\_\_\_\_\_ % vs. \_\_\_\_\_ % share of the \_\_\_\_\_

- oriented trips to \_\_\_\_\_;

\_\_\_\_\_ % vs. \_\_\_\_\_ % share of the \_\_\_\_\_

- oriented trips to \_\_\_\_\_.

**F2.** The destination offering draws from multiple market segments.

- i. The destination attracts visitors with differing visitor profiles, including the following market segments:

(e.g., *families with young children*) \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Yes A No

Canadian Travel Survey/International Travel Survey

**F3.** The destination offering draws from market segments over more than one season.

- i. Visitation is distributed among multiple market segments over more than one season.

Quarterly distribution of total visitation is distributed as follows:

\_\_\_\_\_ % Q1, \_\_\_\_\_ % Q2, \_\_\_\_\_ % Q3, \_\_\_\_\_ % Q4.

Visitation for the \_\_\_\_\_ segment (as identified in F2.i above) is distributed as follows:

\_\_\_\_\_ % Q1, \_\_\_\_\_ % Q2, \_\_\_\_\_ % Q3, \_\_\_\_\_ % Q4.

Visitation for the \_\_\_\_\_ segment (as identified in F2.i above) is distributed as follows:

\_\_\_\_\_ % Q1, \_\_\_\_\_ % Q2, \_\_\_\_\_ % Q3, \_\_\_\_\_ % Q4.

Yes A No

Canadian Travel Survey/International Travel Survey, Local Surveys

## G OCCUPANCY AND YIELD

The Occupancy and Yield criteria and measures assess the destination's market performance in terms of :

- accommodations base occupancy; and
- guest expenditure levels.

On completion of Section G, you will have identified the destination's occupancy and expenditure performance compared to norms, provincial averages and the destination's share of visitation.

Possible Data Sources

**G1.** The commercial accommodations base has occupancy rates in excess of 65%.

- i. The annual average accommodations occupancy rate is over 65%.

Yes A No

Supplier Surveys

The rate is \_\_\_\_\_%

- ii. Occupancy is spread throughout the year.

Yes A No

Supplier Surveys

The quarterly rates are:

\_\_\_\_\_ % Q1, \_\_\_\_\_ % Q2, \_\_\_\_\_ % Q3, \_\_\_\_\_ % Q4.

**G2.** The destination attracts a significant share of total provincial expenditures.

- i. The average expenditure per capita for guests on day trips to the destination is equal to or greater than the provincial average.

Yes A No

Canadian Travel  
Survey/International  
Travel Survey

In the year 20 \_\_, the average expenditure per capita for guests on day trips was \$ \_\_\_\_\_ or \_\_\_\_\_ % of the \$ \_\_\_\_\_ average for Ontario.

## Premier-ranked Tourist Destinations: A Self-guided Workbook

### Possible Data Sources

- ii. The average expenditure per capita for guests on overnight trips to the destination is equal to or greater than the provincial average.

Yes A No

*Canadian Travel Survey/International Travel Survey*

In the year 20 \_\_ , the average expenditure per capita for guests on overnight trips to the destination was \$ \_\_\_\_\_ or \_\_\_\_\_% of the \$ \_\_\_\_\_ average for Ontario.

- iii. The destination's share of expenditures by guests on day trips is equal to or greater than its share of day trips in Ontario.

Yes A No

*Canadian Travel Survey/International Travel Survey*

In the year 20 \_\_ , total spending by guests on day trips to the destination was \$ \_\_\_\_\_. Total spending by all tourists on day trips in Ontario was \$ \_\_\_\_\_. The destination's share of total spending by these tourists was \_\_\_\_\_%.

- iv. The destination's share of expenditures by guests on overnight trips is equal to or greater than its share of overnight trips in Ontario.

Yes A No

*Canadian Travel Survey/International Travel Survey*

In the year 20 \_\_ , total spending by guests on overnight trips to the destination was \$ \_\_\_\_\_. Total spending by all tourists on overnight trips in Ontario was \$ \_\_\_\_\_. The destination's share of total spending by these tourists was \_\_\_\_\_%.

# H CRITICAL ACCLAIM

The Critical Acclaim criteria and measures address the extent to which the destination is recognized as:

- “must see/must do” on general grounds or those more specific to a given type of experience;
- having a profile that contributes to the attractiveness of Ontario and Canada as a destination; and
- a top-ranked place to visit.

On completion of Section H, you will have identified whether and how the destination is recognized as standing out from its competitors.

Possible Data Sources

**H1.** The destination is considered as “must see / must do” and is recognized as a symbol of its type of travel experience.

i. The destination is at the near or top of the list of places out-of-town guests must be taken, or things guests must do when “seeing the sights” in the wider travel region.

Yes A No

*Local Knowledge  
Guest Surveys*

ii. The destination is at or near top of mind when considering “must see/must do” places or activities offering the same type of travel experience as the destination.

Yes A No

*Local Knowledge,  
Travel Trade,  
Industry  
Associations,  
Activity-specific  
Media*

Because: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**H2.** The destination has a role in branding/ marketing Ontario and/or Canada.

## Premier-ranked Tourist Destinations: A Self-guided Workbook

- i. Destination imagery of, and/or text about the destination or its core attraction(s) is used in promoting Ontario and/or Canada.

Yes   
  A   
  No

*Possible Data Sources*  
*Provincial/National Brochures and Web Sites*

This imagery and/or text is placed in the following media:

---

---

---

---

### H3. The destination or its attractions have been ranked “best in class” or “top tier” in consumer or industry rankings.

- i. The destination or its core attraction(s) has(have) been ranked as “Number 1,” “Best in Class” or “top tier.”

Yes   
  A   
  No

*Travel Publications, Travel Articles, Activity-specific Media*

This ranking was published in:

<u>Source</u>	<u>Year</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- ii. Other products or experiences in the destination have been ranked as “Number 1,” “Best in Class,” “top tier,” or otherwise recommended.

Yes   
  A   
  No

*Travel Publications, Travel Articles, Activity-specific Media*

This ranking was published in:

<u>Source</u>	<u>Year</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

## STEP 4: FUTURITY

The FUTURITY elements, criteria and measures identify the extent to which the destination is investing in its future as a place with viable and continuing attractiveness to evolving markets.

### DESTINATION MARKETING

The Destination Marketing criteria and measures identify the extent to which the destination:

- targets viable markets;
- invests in managing and promoting its tourism marketplace.; and,
- consults with the travel trade operators and agents serving area visitors and residents.

On completion of Section I, you will have identified whether and how the destination is actively matching its products to the expectations of the tourism marketplace, and taking advantage of the skills and knowledge of its travel trade assets.

#### Possible Data Sources

11. The destination's product offerings are created and packaged to attract significant market segments with prospects for stability if not growth.

- i. There is market demand for the destination's type of offering.

Yes A No

*Visitation Statistics  
for Destination and  
its Comparators,  
Canadian Travel  
Survey/International  
Travel Survey*

This demand is demonstrated by \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- ii. Market demand to the destination's type of offering is stable or growing.

Yes A No

*Local DMO,  
Research and  
forecasts by the  
CTC and MTR*

This demand trend is demonstrated or forecast in:  
\_\_\_\_\_  
\_\_\_\_\_

12. There is a Destination Marketing Organization (DMO) in place with funding sufficient to sustain awareness and motivate travel from target markets.

i. There is a DMO in place with a focus on the local destination vs. a larger travel region.

Yes A No

Local DMO

The DMO is:

\_\_\_\_\_

ii. The DMO is funded at a level sufficient to reach target markets through print and electronic (e.g., Internet, toll-free phone lines, etc.) media.

Yes A No

DMO Budget

Communications represents \_\_\_\_\_% of the DMO's total \$\_\_\_\_\_ operating budget.

iii. The DMO conducts surveys which track the influence of marketing on guest visits.

Yes A No

Guest Surveys

\_\_\_\_\_ % of visitors have their choice of destination influenced by the destination's marketing communications efforts.

13. Travel Trade operators and agents have been contacted for advice on product and package development opportunities

i. The Travel Trade Resources Checklist has been completed, and

Yes A No

ii a minimum of 10 "Yes's" has been recorded. [A minimum of 7 "Yes's" is required for an "Almost."]

Yes A No

14. A tourism development and marketing strategy is in place.

i. A destination development and marketing strategy focussing on growth in visitation and/or yield has been developed and is being implemented.

Yes A No

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

The strategy is called \_\_\_\_\_

\_\_\_\_\_

Its key goals are: \_\_\_\_\_

\_\_\_\_\_

Its key objectives are: \_\_\_\_\_

\_\_\_\_\_

*Tourism  
Development  
Strategy*

### 15. Performance towards the development plan's objectives is being monitored.

i. A program for tracking progress towards objectives is in place.

Yes A No

*Tourism  
Development  
Strategy*

Its key variables are : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

These are measured by: \_\_\_\_\_

\_\_\_\_\_

### 16. Customer service training programs are in place.

i. There is a customer service training program in place at the key experience/activity providers, as well as programs for the service community generally.

Yes A No

*Local DMO*

The programs are offered by:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## J PRODUCT RENEWAL

The Product Renewal criteria and measures assess the extent to which the destination is making capital investments in its attractiveness into the future.

On completion of Section J, you will have documented the status and magnitude of destination investment in the future.

*Possible Data Sources*

**J1.** Reinvestment and new investment is occurring to enhance, revitalize or develop facilities relevant to the quality of the tourist experience.

i. In the past five years, capital has been invested in facility renewal, expansion or development.

Yes A No

*Resource Audit  
Local Knowledge*

<u>Location</u>	<u>Investment (\$)</u>
_____	_____
_____	_____
_____	_____
_____	_____

ii. A significant portion of that investment occurred in the past two years.

Yes A No

*Resource Audit  
Local Knowledge*

\_\_\_\_\_ %

iii. Core attractions demonstrate an ongoing commitment to reinvesting in programming and other improvements in order to enhance the visitor experience.

Yes A No

*Resource Audit,  
Local Knowledge*

Examples of such reinvestment include:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

J2. Investment and reinvestment in underdeveloped or underperforming assets is occurring.

i. Underdeveloped and underperforming assests (or the absence of same) have been identified in the Resource Audit.

Yes A No

ii Investment and/or reinvestment is being made in developing or revitalizing underdeveloped or underperforming assets.

Yes A No

Examples include:

Three horizontal lines for text input.

K MANAGING WITHIN CARRYING CAPACITIES

The Managing Within Carrying Capacities criteria and measures assess the extent to which the destination is aware of and manages within the capacity thresholds of its:

- local economy;
• ecosystems setting and soft services infrastructure;
• guest’s satisfaction levels
• hard services infrastructure; and
• administrative systems.

On completion of Section K you will have documented the destination’s ability to manage the systems that sustain it and its attractiveness to the tourism marketplace.

K1. Destination visitation generates economic benefits to the host community.

i. Guest visits and expenditures make a net positive contribution to the local economy.

Yes A No

Yield and/or Fiscal Impact Analysis

Possible Data Sources

This is demonstrated by: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- ii. Benefits and costs are balanced equitably across municipal boundaries.

Yes  A  No

Fiscal Impact Analysis  
Municipal Offices

Because: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**K2.** Visitation does not consume local resources or increase their values to an extent that the local population is negatively affected.

- i. Attractiveness of the destination to recreational or retirement home or investment markets has not bid up the cost of housing to the extent that it is unaffordable to the locally employed population.

Yes  A  No

Housing Surveys  
Realtors, Social Agencies, HRDC

This is documented in: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- ii Where housing cost impacts are occurring, a plan to resolve the problem is being implemented. (Record N/A below and leave the boxes blank if the preceding answer is 'Yes.')

Yes  A  No

Issues-Oriented Action Plan

The plan is documented in: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Premier-ranked Tourist Destinations: A Self-guided Workbook

### Possible Data Sources

- iii. Servicing guest visitation, or the investment to attract and accommodate it, does not consume labour or materials to the extent that their cost or availability to other sectors is impairing those sectors' profitability.

Yes A No

Chamber of  
Commerce

This is documented in: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- iv. Where resource cost or availability impacts are occurring, a plan to resolve the problem is being implemented. *(Record N/A below and leave the boxes blank if the preceding answer is 'Yes.')*

Yes A No

Issues-Oriented  
Action Plan

The plan is documented in: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### **K3.** Trained labour is available to serve visitation demands at a level that maintains guest satisfaction.

- i. There is a labour pool sufficient to accommodate current and projected levels of visitation.

Yes A No

**HRDC**

This is documented in : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- ii. Where labour pool constraints are occurring, a plan to resolve the problem is being implemented. *(Record N/A below and leave the boxes blank if the preceding answer is 'Yes.')*

Yes A No

**DMO/Supplier/  
HRDC Partnership**

## Premier-ranked Tourist Destinations: A Self-guided Workbook

### Possible Data Sources

The plan is documented in: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- iii. Guest surveys confirm satisfaction with hospitality and service.

Yes A No

*Guest Surveys*

This is demonstrated in: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- iv. Where dissatisfaction has been identified, a plan to resolve the problem is being implemented. *(Record N/A below and leave the boxes blank if the preceding answer is 'Yes.')*

Yes A No

*Tourism  
Development  
Strategy, **DMO** or  
Suppliers' Annual  
Operating Plans*

The plan is documented in: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- K4.** Carrying capacities of the natural systems that sustain local ecosystems and quality of life are not overwhelmed by destination visitation.

- i. There is an environmental monitoring program in place which provides early warning that the quality of the resource or the visitor experience is at risk of being impaired.

Yes A No

***DMO/Municipal/  
Provincial Agency  
Partnership***

This is described in: \_\_\_\_\_  
\_\_\_\_\_

## Premier-ranked Tourist Destinations: A Self-guided Workbook

Possible Data Sources

Its participants are:

---

---

---

---

- ii. There is a community health and well being monitoring program in place that provides early warning of whether quality of life impact thresholds are being approached.

Yes A No

*Municipal/Service  
Agency Partnerships*

The program is documented in: \_\_\_\_\_

---

---

- iii. Evidence from formal monitoring programs, or informal observations indicates that no capacity/thresholds are being exceeded.

Yes A No

*Municipal/Service  
Agency Partnerships*

If thresholds are being exceeded, they are notable in the following areas, at the following periods:

Area

Period

<u>Area</u>	<u>Period</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- iv. Where the environment or quality of life are at risk or are being impaired, a plan to resolve the problem is being implemented.

Yes A No

The plan is documented in: \_\_\_\_\_

---

---

Possible Data Sources

K5. Growth in visitation to the destination is not threatening the experience enjoyed by current visitors.

i. Overcrowding, overuse, diminished quality of the environment or diminished quality of the guest experience are not being raised as issues by guests surveys or by managers of facilities and resources.

Yes A No checkboxes

Guest Surveys

ii. If issues are raised, they relate to one or two peak weekends only.

Yes A No checkboxes

Guest Surveys

iii. A response to identified issues has been defined and is being implemented.

Yes A No checkboxes

Tourism Development Strategy, Annual Operating Plan

The response is described in: [lines]

K6. Infrastructure is available to accommodate current or projected levels of demand without exceeding carrying capacities.

i. There is current/planned water treatment and delivery capacity to accommodate current and projected levels of visitation

Yes A No checkboxes

Master Servicing Plan

The plan is described in: [lines]

## Premier-ranked Tourist Destinations: A Self-guided Workbook

### Possible Data Sources

- ii. There is current/planned sewage treatment and trunk capacity to accommodate current and projected levels of visitation.

Yes A No

*Master Servicing  
Plan*

Described in: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- iii. There is current/planned road, transit, parking and trail capacity to accommodate current and projected levels of visitation.

Yes A No

*Master Servicing  
Plan, Parking &  
Trails Studies*

Described in: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- iv. Assessments of the environmental effects of infrastructure expansions have been completed, with effects considered manageable and acceptable, as documented in:

Yes A No

*Environmental  
Assessment  
Documentation*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- K7.** Municipal entities with approval authority are able to address development applications in a timely manner.

- i. Local and upper tier (where present) Official Plans have tourism-related objectives and policies in place.

Yes A No

*Official Plans*



## Premier-ranked Tourist Destinations: A Self-guided Workbook

The following objectives and policies are in place:

Local Level: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Upper Tier: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- ii. There is a political will to move forward with those projects considered to further the objectives expressed in the Official Plan or other planning documents.

Yes A No

*Local Knowledge*

This is exemplified by \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

- iii. There are sufficient administrative resources in place to efficiently manage review, approvals and permit processes.

Yes A No

*Municipal Officials,  
Chamber of  
Commerce,  
Developers,  
Industry Observers*

The staff complement is \_\_\_\_\_, with \_\_\_\_\_ consulting firms able to provide assistance as required.

## STEP 5: COMPLETING THE DESTINATION PERFORMANCE SUMMARY

Congratulations! You have completed the most demanding part of this Workbook. You should now have a much more solid and clear sense of your destination's strengths and challenges than you did before you began.

This section of the Workbook describes how to assess destination performance on the measures in order to extend those results to judgements of performance on the higher level criteria, elements and dimensions. If you haven't already done so, please fold out the Framework Performance Summary, and transfer all of your responses for the measures in Steps 2 to 4 to the Summary by placing the appropriate symbols in the appropriate boxes in the foldout.

**Step 5 - Complete the Destination Performance Summary** through the following sub-steps:

- 5.1 Extend Measures Level Results to the Criteria level
- 5.2 Extend Criteria Level Results to the Elements level
- 5.3 Extend Elements Level Results to the Dimension level

It should be stressed that you will gain the most from your assessment by being true to what you think the results are telling you. There is little to be gained from glossing over imperfections in an effort to achieve a higher "score" on the Performance Summary.

### ***Step 5.1 - Extend Measures Level Results to the Criteria Level:***

Step 5 asks you to record a symbol beside each Criterion (*e.g., A1*) on the basis of the responses made for each of their measures (*e.g., A1.i to x*). This process of extending your measures level results up to the criteria level will vary from the self-evident to the more judgmental - guidance is offered below.

Proceed through all of the criteria, assigning the appropriate symbol for each. Do not extend these results to the Element level yet. The left side of the Summary page provides space for you to rationalize judgements that others might question, and to record why performance against particular measures was not determined. Step 5.1 is complete when all criteria have a symbol recorded beside them and any necessary explanations are noted.

### **Guidelines:**

Where a criterion is assessed by one measure only, it takes the same result as was recorded for the measure. For example, if you concluded "Yes" to measure D2.i, then criterion D2 takes the "Yes" [darkened circle] result as well. This simple extension works for the C1, F2 & F3, H2 and I4 to I5 criteria. Similarly, where all measures for a particular criterion have the same response, the criterion takes that result as well.

Where there are two or more measures with different results for a particular criterion, you will need to rely on your own judgement to decide what result to record for the criterion. The decision must weigh the number and relative importance of each measure. Where there are two measures with differing results, give the criterion the symbol that logic and your situation suggest is the most appropriate. Where there are three or more measures, the majority will generally rule unless specific circumstances suggest more weight should be given to particular measures or results. No criterion should have a more positive result than that of its measures; i.e., if a criterion's measures are all given "Almost" ratings, it should not be possible to rationalize a "Yes" result for the criterion.

***Step 5.2 - Extend Criteria Level Results to the Elements Level:***

Step 5.2 asks you to record a symbol beside each Element (*e.g. A. Distinctive Core Attractions*) on the basis of the responses made for each of their supporting criteria (*e.g. A1 & A2*). The process of extending your criteria level results up the Framework hierarchy to the element level will require more judgment than in the previous step - guidance is again offered below.

Proceed through all of the elements, assigning the appropriate symbol for each. Do not extend these results to the Dimension level. Use the left side of the Summary page to explain the rationale for judgements that others might question. Step 5.2 is complete when all elements have a symbol recorded beside them and any necessary explanations are noted.

**Guidelines:**

As in Step 5.1 above, where all criteria for a particular element have the same response, the element takes that result as well.

Given variation among the symbols recorded for each criterion, judgement will again guide the affirmation made and recorded for the element. The selection of which response to record must consider the number and relative importance of each of the supporting criteria. Where there are two criteria with differing results, give the element the symbol that logic and your situation suggest is the most appropriate. Where there are three or more criteria, the majority should again rule unless specific circumstances suggest more weight should be given to particular criteria or results. No element should have a more positive response than that of its criteria.

***Step 5.3 - Extend Element Level Results to the Dimensions Level:***

Step 5.3 asks you to assess the affirmations made for the elements comprising each Dimension, and make a judgement as to what response to record for each of the Product, Performance and Futurity dimensions. Guidelines are offered below.

Assess performance against each Dimension, and give each its appropriate symbol. Use the left side of the Summary page to explain the rationale for judgements that others might question. This is also a good opportunity to record your name (and those of others who contributed), and identify the key sources relied upon in filling out the Workbook. Doing so will greatly assist any reviewers of your analysis, or anyone doing a follow-up analysis in future. Step 5.3 is complete when this information is recorded.

**Guidelines:**

Ultimately, performance on the Dimensions level is weighed by the extent to which the destination can affirm that it does fulfill the stated expectations, i.e., that it does fulfill:

- Product expectations, through providing a high quality tourist experience as enabled by its offering's elements;
- Performance expectations, by having its success in offering that high quality tourist experience validated by its performance elements; and
- Futurity expectations, by having its ability to manage its future success affirmed by its ability to manage its marketing, products and environment in a sustainable manner.

As above, if all elements for a particular Dimension have the same response the dimension takes that same result, however this is expected to be a rare occurrence. Given variation among the determinations made for each Element, judgement will guide the response made and recorded for the Dimension. The selection of which response to record will again consider the number and relative importance of each of the supporting elements, however certain minimums are considered necessary to justify a “Yes” for each Dimension:

- a “Yes” affirmation for the Product dimension requires “Yes’s” for the A, B and C elements;
- a “Yes” affirmation for the Performance dimension requires “Yes’s” for both the F and H elements;
- a “Yes” affirmation for the Futurity dimension requires “Yes’s” for each of its I, J, and K elements.

No dimension should have a more positive affirmation than that of its elements.

Given this assessment of performance against each Dimension, the determination of whether the tourist destination area can be deemed to be among the Premier-ranked or among the best-managed can now be made.

## STEP 6: DETERMINING WHETHER YOUR DESTINATION IS AMONG THE PREMIER-RANKED

Before finally making a determination of whether your destination is among the Premier-ranked in Ontario, let's review the definition for "premier" and its implications. You will recall from page i that "premier" typically means "first". A literal interpretation requires that there be but one Premier-ranked entity in a given class. Interpreted more loosely, Premier-ranked arguably includes the top several or the "top tier" entities. This suggests that we can view "being Premier-ranked" from two perspectives:

- 1) As a near absolute, whereby there can be no more than several Premier-ranked Tourist Destinations (PrTD's) in all of Ontario. Alternatively, there could be a larger number of Premier-ranked "X" Destinations, where X denotes more narrowly defined destination classes comprised of, for example, theatre, wilderness, heritage and other destination types; or,
- 2) As a tier-oriented concept, whereby the Premier-ranked or top tier destination areas are so classified by virtue of operating at the highest level they can achieve - "being the best they can be."

You are invited to position your destination using either approach, with three provisos:

- Claims to Premier-ranked status must be substantiated by performance against the Framework;
- Credibility and relevance will be strained if destination types become too narrowly defined; and,
- You and other stakeholders in tourism to your area are the best judges of whether your destination is performing at the highest level it can achieve.

Ultimately, the final determination of rank is less important than the insights gained through the evaluation process. These insights are the real benefits of using the Workbook. Guidance on converting them into a plan of action for tourism development is offered in the next section, following the determination of Premier-ranked status. With this understanding, you can now turn to Step 6.

### *Step 6 - Determine whether your destination is among the Premier-ranked:*

The determination of whether your destination is a Premier-ranked Tourist Destination is straight forward. Achieving that status requires:

- a "Yes" response for the Product dimension;
- a "Yes" response for the Performance dimension; *and*,
- a "Yes" response for two of the three elements supporting the Futurity dimension.

Review the affirmations made for the Dimensions, and judge whether your destination is, is almost, or is not yet a Premier-ranked Tourist Destination. Place the appropriate symbol in the box at the top of the Performance Summary. If your conclusion is that your destination is Premier-ranked among a particular type of destination, identify that type beside the box.

## STEP 7: LINKING CURRENT PERFORMANCE TO FUTURE PLANNING

Having worked through the preceding sections of the Workbook, you will now have a clear picture of your destination’s strengths, weaknesses and challenges, as well as a consensus on relative priorities and urgencies. Step 7 gives some answers to the “Now what do we do?” question, by offering suggestions on linking these insights to steps that might be taken in future to improve your destination’s market position.

### *Step 7 - Determine the next steps in tourism development for the destination:*

A visual scan of the completed Framework Performance Summary will quickly identify concentrations of strength and weakness in the destination’s Product, Performance and Futurity dimensions. Areas of strength will read as darker or more dense by virtue of the frequency of darkened circles. Areas of weakness will be the reverse, due to the frequency of half and empty circles. The space below gives the opportunity to record areas of weakness, and asks you to identify their relative priority on a scale of low, medium, high or urgent. The latter will typically be restricted to issues of futurity, particularly as they relate to having a current tourism development strategy, or approaching or exceeding sustainability thresholds for current demands on key environmental or infrastructure resources. Space is also provided to identify the agency(ies) that has (have) responsibility for the area of weakness or might take on the responsibility for resolving it.

Use the space below to record areas of weakness and their apparent priority:

<u>Weaknesses</u>	<u>Agency Responsible</u>	<u>Priority</u>			
		Low	Med	High	Urgent
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

With this foundation, we can turn to identifying possible responses to the above weaknesses by suggesting options to consider for future tourism development directions. It must be stressed that these suggestions reflect only a portion of what must be addressed by a tourism development strategy. Destination strengths, market trends and opportunities and the competitive context must also be considered and integrated into that strategy.

Recognizing that everything is connected and that actions and their success/failure in one area will influence needs and results in others, the suggestions below identify options to consider in response to differing areas of weakness. Space is provided to flag options you feel are particularly appropriate to your situation. Areas with weaknesses in the Product Elements should also review the destination characteristics on the Tourism Resource/Opportunity Matrix to help identify market gaps and/or new product development opportunities.

Proceed through the criteria below, marking off the possible responses to your circumstances:

Areas of Weakness

Possible Responses

**PRODUCT ELEMENTS**

**G A.** Distinctive Core Attractions:

- G** Partner with adjacent areas;
- G** Invest in assets identified as being underdeveloped or underperforming;
- G** Reposition/Create themes with appeals to new or more specific markets/segments;
- G** Create events or festivals, ideally with a link to the distinctive attributes of the area;
- G** Invest in product development, unique programming and differentiated packages, in consultation with Travel Trade representatives;
- G** Focus on a particular competence and excel at it;
- G** Build a consistent and distinctive “brand” identity.

**G B.** Quality and Critical Mass:

- G** Consult the OTMP’s Product/Market-match materials, and add new experiences, new themes; in primary, shoulder and off-seasons;
- G** Market the destination to attract new facilities & services;
- G** Invest in programming.

**G C.** Satisfaction and Value:

- G** Undertake guest surveys;
- G** Invest in guest service training;
- G** Ensure that service quality is high everywhere;
- G** Seek opportunities to add value at low cost;
- G** Review the competitive context for pricing, adjust prices accordingly.

Areas of Weakness

Possible Responses

**G** D. Accessibility:

- G** Target nearby markets;
- G** Target longer stay markets to reduce the impact of accessibility issues;
- G** Seek ways to break up or add value to the travel process;
- G** Invest in improved route marking and destination signage;
- G** Package with travel providers;
- G** Invest in facilities attractive to different travel modes.

**G** E. An Accommodations Base:

- G** Market to build visitation and demand;
- G** Expand product offerings (see A and B above);
- G** Market destination to accommodations providers.

**PERFORMANCE ELEMENTS**

**G** F. Visitation:

- G** Promote destination to target markets/segments;
- G** Expand product offerings (see A and B above).

**G** G. Occupancy and Yield:

- G** Expand shoulder and off-season offerings and packages;
- G** Manage demand and yield through pricing (as feasible);
- G** Ensure that as full a range of services as possible (as viable) is on offer;
- G** Invest in programming and packaging.

**G** H. Critical Acclaim:

- G** Promote to local markets;
- G** Focus on a particular competence and excel at it;
- G** Position the destination as “the best” at its competence (as justified by the facts);
- G** Generate compelling imagery and descriptions of destination experiences;
- G** Ensure travel channels and media are familiar with destination offerings.

**FUTURITY ELEMENTS**

**G** I. Destination Marketing:

- G** Incorporate market research & analysis into destination marketing;
- G** Invest in and support a **DMO**;
- G** Ensure that marketing communications budgets are sufficient;
- G** Ensure that there is a current tourism development and marketing plan;
- G** Ensure that the plan incorporates a monitoring process.



Areas of Weakness

Possible Responses

- |   |   |
|---|---|
| <p><b>G</b> J. Product Renewal:</p>                     | <p><b>G</b> Identify areas of competence, strength and future market viability;</p> <p><b>G</b> Market the destination and its future, to attract new internal and external investment in facilities and services related to the areas identified above.</p>  |
| <p><b>G</b> K. Managing Within Carrying Capacities:</p> | <p><b>G</b> Identify the balance of benefits and costs of tourism, and seek a net return;</p> <p><b>G</b> Strike alliances with other agencies and interests promoting environmental and community health;</p> <p><b>G</b> Invest in monitoring and response programs in accordance with need;</p> <p><b>G</b> Invest in hard and soft infrastructure demand forecasts and plan accordingly;</p> <p><b>G</b> Ensure that there is strategic alignment across broadly defined stakeholder agencies, functions and capital and program investments.</p> |

Flagging a long list of possible responses to the identified weaknesses will complete the Workbook process. With this list in hand, and giving consideration to destination strengths, market trends and opportunities and the competitive context, you will be in a position to identify the outline of a tourism development strategy. This outline should be reviewed with other stakeholders, refined and fleshed out to become an updated development strategy and action plan for the destination. After a year or several have elapsed, it will likely be appropriate to repeat the Workbook process and update your assessment of market status.

Again, **Congratulations**. You have completed an important step forward in enhancing the success of your tourist destination. As a reminder, please forward any suggestions on improving the Workbook to the contact identified on the inside front cover.

## DESTINATION PERFORMANCE SUMMARY PREMIER-RANKED TOURIST DESTINATION FRAMEWORK

Performance Summary for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_

Key Sources/Resources used to complete the Workbook:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Notes about judgements:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

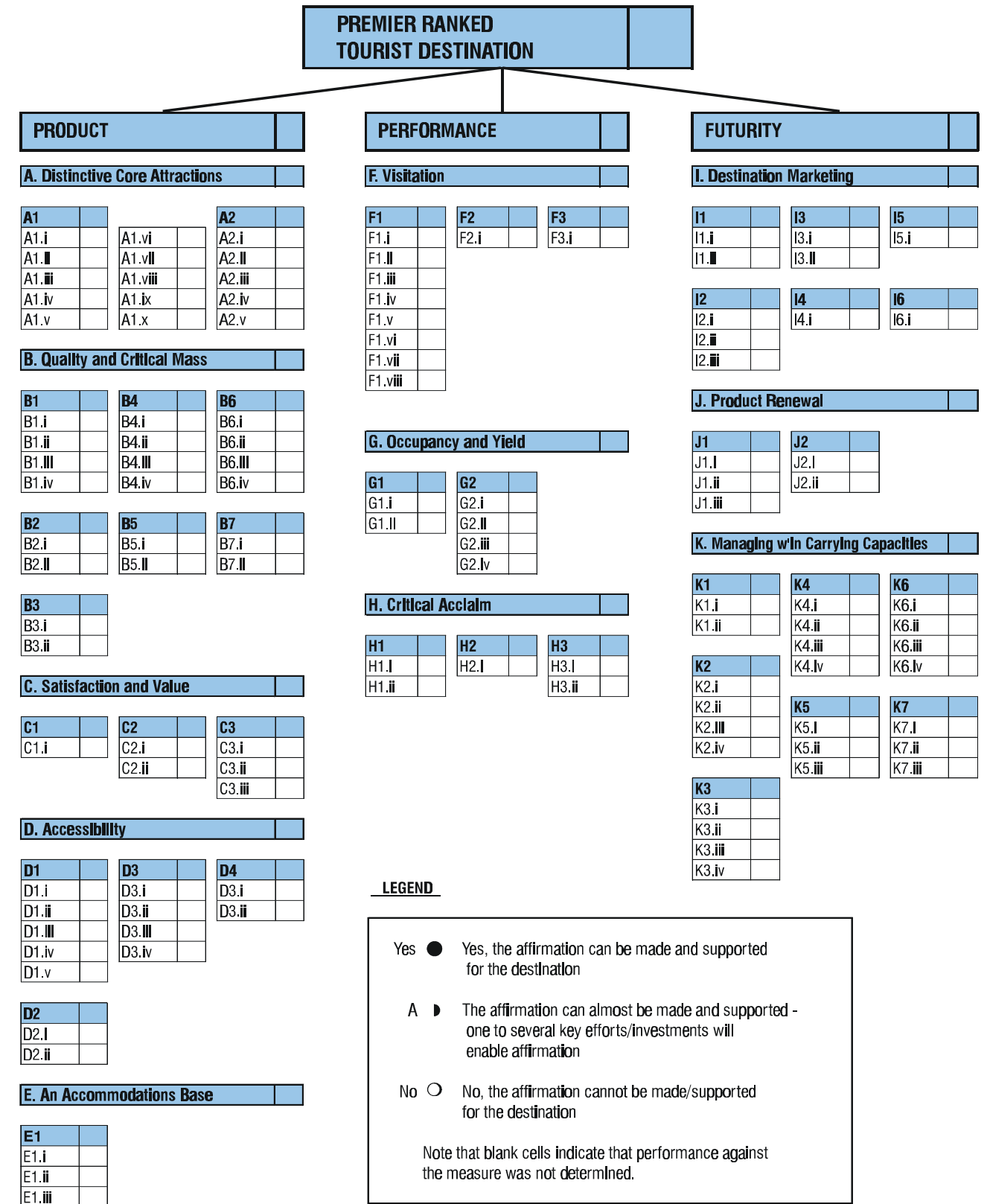
\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## DESTINATION PERFORMANCE SUMMARY PREMIER-RANKED TOURIST DESTINATION FRAMEWORK

Performance Summary for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_

Key Sources/Resources used to complete the Workbook:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Notes about judgements:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

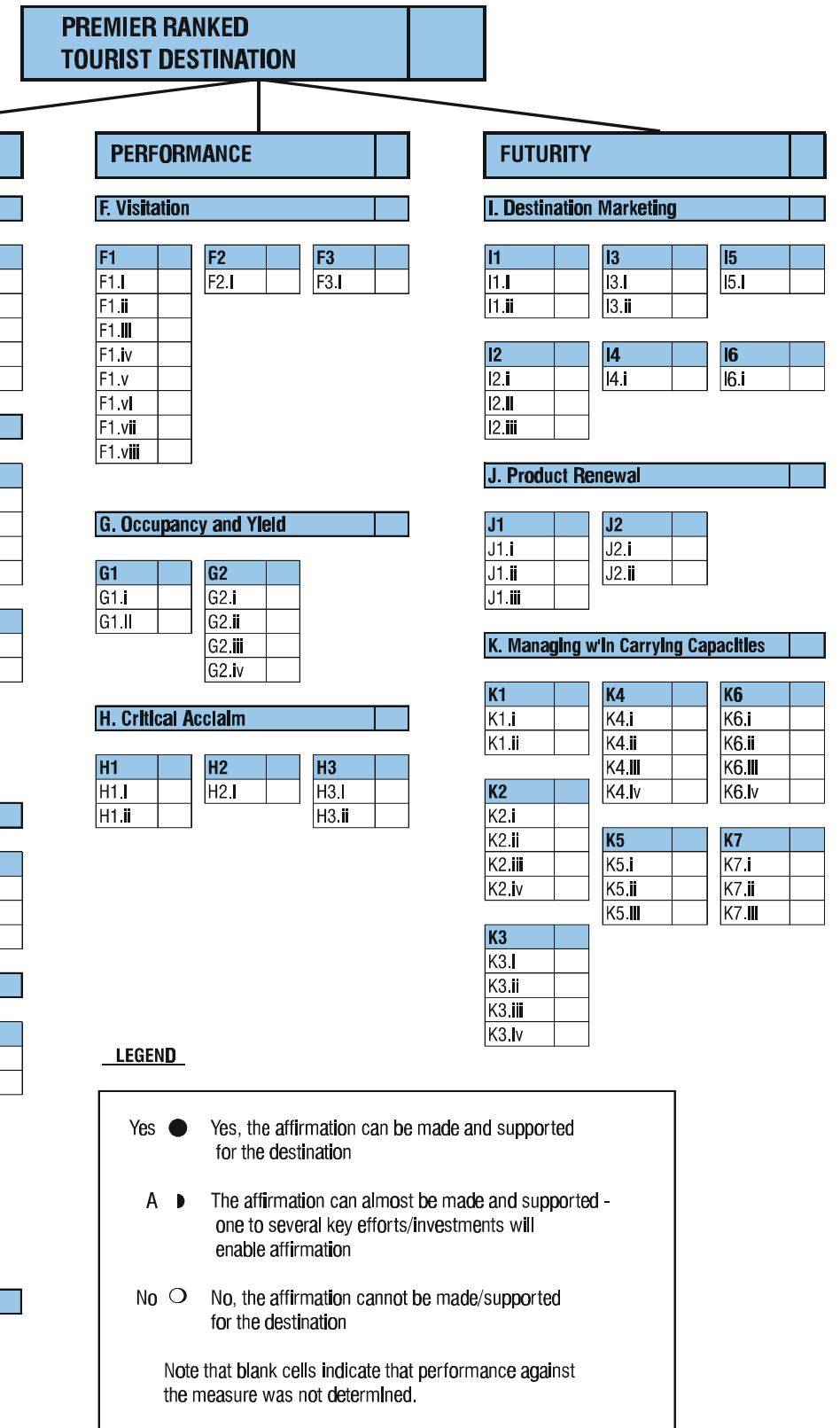
\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## BIBLIOGRAPHY

Condé Nast Traveller Magazine. October 2000. *Readers' Travel Awards 2000*. London: Condé Nast Publications Ltd.

Condé Nast Traveler Magazine. November 2000. *Readers' Choice Awards 2000*. New York: Condé Nast Publications Ltd.

Gee, C.Y; Makens, J.C; Choy, D. 1989. *The Travel Industry*, 2nd ed. New York: Van Nostrand Reinhold.

Godfrey, K & Clarke, J. 2000. *The Tourism Development Handbook*. New York: Cassell.

Goeldner, C; Ritchie, J.R; McIntosh, R.W. 2000. *Tourism: Principles, Practices, Philosophies*, 8th ed. Toronto: John Wiley & Sons, Inc.

Goeldner, C. & Ritchie, J.R. 1994. *Travel, Tourism, and Hospitality Research: A Handbook for Managers and Researchers*, 2nd ed. Toronto: John Wiley & Sons, Inc.

Golf Ranking Canada Magazine, Annual Edition. 2000. Toronto: Longhurst Golf Corporation.

Gunn, C.A. 1997. *Vacationscape: Developing Tourist Areas*, 3rd ed. Washington, D.C: Taylor & Francis.

Heath, E. & Wall, G. 1992. *Marketing Tourism Destinations: A Strategic Planning Approach*. Toronto: John Wiley & Sons.

Ontario Ministry of Municipal Affairs and Housing. 2000. *Municipal Readiness for Economic Development*. Queen's Printer for Ontario.

Ontario Tourism Marketing Partnership, 2000. *Packaging Handbook for Tourism Suppliers*. Prepared by the Tourism Company, Toronto.

Pine, J. & Gilmore, J. 1999. *The Experience Economy: Work is Theatre & Every Business a Stage*. Boston: Harvard Business School Press.

SKI Magazine. December 2000. *The Top 10 Best Ski Hotels*. New York: Times Mirror Magazines.

SKI Magazine. December 2000. *Vail vs Whistler*. New York: Times Mirror.

*Premier-ranked Tourist Destinations: A Self-guided Workbook*

---