



**MM
GY** NextFactor

Destination Northern Ontario

DESTINATION MASTER PLAN

 SUBMITTED BY MMGY NEXTFACTOR ON MAY 10, 2024

David MacLachlan
Executive Director
Destination Northern Ontario
111 Elgin Street, Suite 304
Sault Ste. Marie, ON P6A 6L6

Dear David,

Thank you for this opportunity to submit our proposal for a Destination Master Plan for Destination Northern Ontario and its 13 regional tourism organizations.

We are committed to working collaboratively with your team and stakeholders to develop an actionable plan that ensures economic sustainability for the visitor economy while preserving the quality of life for your residents, providing a quality experience for your visitors and ensuring the ongoing stewardship of the destination.

We believe that our team is uniquely qualified to deliver this Destination Master Plan, based on our extensive experience with destination master plans, work in multi-jurisdictional regions, and our current relationship with the DestinationNEXT assessment in Northern Ontario. Our qualifications extend to:

Proven experience in developing Destination Master Plans: MMGY NextFactor has completed more than 40 destination master plans and development plans, and detailed industry and community assessments in more than 340 destinations. Our experienced professionals are further complemented by an extended team of respected and well-known past DMO executives from around North America.

Global thought leadership in tourism and economic development: MMGY NextFactor has been at the forefront of the industry's focus on aligning tourism and broader economic development. The Destinations International DestinationNEXT Futures Study, produced by MMGY NextFactor identifies key trends and strategies facing DMOs.

Commitment to Sustainability: MMGY NextFactor has been at the forefront of the industry's focus on sustainable and regenerative tourism. Our focus has always been, and will continue to be, working with destinations to balance sustainable visitor growth with the long-term health and vibrancy of their communities.

Again, thank you for this opportunity to submit a proposal. Please let us know if you have any questions, and we look forward to hearing from you.

Sincerely,



CASSANDRA MCAULEY, CDME

Managing Director
MMGY NextFactor

cmcauley@nextfactorinc.com
403.835.0711

MMGY NextFactor

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Introduction



Our Understanding of the Project

Destination Northern Ontario is a well-known destination for those who know and love the north. Fishing, hunting, camping and hiking are the activities that most consider are the attractions in the north. Few are aware of the Agawa Canyon Train Ride, the Polar Bear Express, and the spectacular beauty of Kakabeka Falls, not to mention that the northern lights are visible from more than one location.

Northern Ontario is a vast landscape that is currently attracting \$1.5B in tourism receipts annually. To grow tourism, while respecting communities within the region and the environment, it requires dedicated local engagement in order to develop the products that will attract incremental and diverse visitors, and improve or enhance the lives of residents.

There are few other sectors beyond tourism where the organizations stewarding their industries spend so much more effort and resources on marketing a product than they do developing and managing a product. Addressing that in recent years, the world's most progressive tourism organizations have been expanding their purpose from destination marketing to destination management. It's a shift from promoting communities to engaging and stewarding them, which in turn provides more liveable, lovable and sustainable destinations.

In this new paradigm, the impact of tourism can no longer be measured solely in economic terms. We must also measure success against the well-being of destinations, considering nature, human health, and community identities. We must be thoughtful about how the quality of the visitor experience can be balanced with the quality of life for residents; about the types of visitors who would provide maximum financial value to our local communities while having the optimal social and environmental impact; and how we can responsibly grow our tourism industry for the benefit of all in our communities.

Northern Ontario's Destination Master Plan will emerge from community-wide conversations led by MMGY NextFactor through one-on-one interviews, focus groups, and surveys of residents and tourism-facing businesses. The goals of these conversations are to support alignment with stakeholders towards a vision for the types of assets and offerings that will enhance Northern Ontario's unique sense of place, its values, and its personality.

Through this process, our team will evaluate the current state of the tourism economy in Northern Ontario and assess the viability of a variety of leisure amenities and demand-generating experiences, accommodations, meeting and gathering places – both inside and outdoors – and the supporting infrastructure that is needed to work for both residents and visitors. The goal is to achieve a plan that is aspirational, doable, and respectful of the needs and desires of your diverse stakeholders.



Company Profile



Who We Are



MMGY NextFactor is an industry-leading consulting firm specializing in strategic planning and master planning in the travel and tourism industry. Our team of experts has delivered insights and strategies to more than 350 destinations across the globe.

Our firm was founded by Paul Ouimet in 2015, following the launch of our ground-breaking DestinationNEXT initiative. Our collective team saw the opportunity to blaze a new trail for visitor economies and help destinations prepare for the next era of travel.

Recognized as one of the industry's top thought leaders, MMGY NextFactor has developed extensive knowledge of key trends, strategies and recommended best practices. The company has gained a strong reputation internationally for our services as a leader specializing in:

- Destination organization strategic and business plans
- Destination master plans
- Organization reviews
- Destination scenario models & assessments
- Recovery plans, and
- Brand strategies

MMGY NextFactor has an exclusive license with Destinations International to manage the DestinationNEXT program, a groundbreaking approach developed by Paul Ouimet to help stakeholders strategically evaluate their destinations. The proprietary DestinationNEXT Scenario Model and Assessment Tool is based on a comprehensive stakeholder survey that measures destination strength and community engagement, using a series of 24 variables. This assessment is the only one of its kind in the tourism industry today. It has been recognized as one of the most significant developments in destination management and is the only strategic planning tool officially endorsed by Destinations International, the global trade association for destination marketing and management organizations. The tool has now been used to produce more than 385 detailed assessments of destinations around the world.

In 2019, we joined forces with MMGY Global, the world's largest integrated marketing company specializing in the travel, tourism and hospitality industries. As part of the MMGY Global family, our clients have access to insights and experts in various service areas across multiple agencies throughout the world.

Recent Planning Experience

A list of current and past clients for destination master plan projects is provided below:

- Birmingham, AL
- Branson, MO
- Breckenridge, CO
- Buffalo Niagara, NY
- Chelan County, WA
- Colorado Springs, CO
- Dallas, TX
- Denver, CO
- Door County, WI
- Durham, NC
- Edmonton, AB*
- Fort Worth, TX
- Fox Cities, WI
- Frontenac County, ON*
- Galena, IL
- Glacier Country, MT
- Great Lakes Bay Region, MI
- Greater Miami, FL
- Greater Palm Springs, CA
- Haliburton Highlands, ON*
- Hamilton County, IN
- Hilton Head Island, SC
- Indianapolis, IN
- Jasper, AB*
- Lake Placid (ROOST), NY
- Manitoba*
- Mesa, AZ
- Minneapolis, MN
- Missoula, MT
- Myrtle Beach, SC
- New Smyrna Beach, FL
- North Myrtle Beach, SC
- Oceanside, CA
- Olympic Peninsula, WA
- Orlando, FL
- Outer Banks, NC
- Pierce County, WA
- Rockford, IL
- SeaTac, WA
- Shreveport-Bossier, LA
- Sumner, WA
- Vail, CO
- Vancouver, WA
- Victoria, BC*
- Washtenaw County, MI
- Westchester County, IN

** denotes Canadian clients*



Project Team



Cassandra McAuley, CDME
Managing Director
MMGY NextFactor

Role: Project Lead

With over a decade of experience in the tourism industry, Cassandra is an enthusiastic advocate for the visitor and experience economies and the people who contribute to them. As Managing Director of MMGY NextFactor, Cassandra and her team work with destination organizations to build aligned, sustainable and prosperous communities through the transformative power of travel.

With a master's degree in organizational change and leadership, Cassandra possesses a deep understanding of the intricacies of driving positive change within organizations. She's also earned a professional certificate in sustainable tourism destination management, demonstrating her commitment to fostering responsible tourism practices.

Cassandra's dedication to our industry is further exemplified by her role as an instructor in the Certified Destination Management Executive (CDME) program, which prepares senior executives to advance their careers and helps industry leaders thrive in a constantly changing environment. Cassandra is actively involved in various boards and committees, contributing her insights and expertise to further the industry's goals and initiatives.

Before joining MMGY NextFactor, Cassandra served as the Vice President of Communications & Stakeholder Engagement with Tourism Calgary, where she played a key role in shaping the organization's strategic communication, engagement and destination planning efforts.

Cassandra's journey in the tourism industry is characterized by a commitment to excellence, a passion for sustainable practices, and a desire to create meaningful and lasting impacts on the communities she serves.



Minto Schneider
Executive Consultant
MMGY NextFactor

Role: Project Support

Minto has more than 30 years experience in the tourism industry including hotel marketing, destination marketing and management.

She brings extensive knowledge of the Canadian market including more than 20 years working in DMO roles. Most recently, Minto spent 9 years as CEO at Explore Waterloo Region where she led the development for a business event specific marketing strategy, working closely with Destination Canada. Destination development in Waterloo Region focused on sport and the outdoors under Minto's leadership.

Minto's career also includes significant time spent in Nova Scotia at the provincial marketing organization and prior to that, Minto was with Hilton Canada in hotels across Canada in senior sales and marketing roles. Minto has served on the board of the Destination Marketing Association of Canada, Destination Ontario, Tourism Industry Association of Ontario, and Tourism Industry Association of Canada.

She currently serves on Destination Canada's Business Events Advisory Committee and on the board of Meetings Mean Business Canada.



Shelly Green
Executive Consultant
MMGY NextFactor

Role: DestinationNEXT Lead

Shelly Green is a 30-year veteran of destination marketing, having led visitor bureaus in Asheville, Chapel Hill, and Durham, NC. Her experience has been in organizations of many sizes as a CEO, COO, and CMO, and spans the full gamut of public, private and nonprofit businesses.

As an Executive Consultant for MMGY NextFactor, Shelly will play a key role in the analysis of your DestinationNEXT results, determining implications of stakeholder feedback and making recommendations for actionable steps. Shelly also produces strategic plans, serves on destination management and master plans teams, and spearheads DMO organizational reviews. Shelly's creative problem-solving ability and affinity for using research to make data-based decisions help DMO's fuel growth and prioritize business decisions to ensure fresh ideas to succeed and deliver on your mission.

In recognition of her service and accomplishments, Shelly was recently inducted into the Destinations International Hall of Fame. She also received the Bill Sharpe Public Service Award from the NC Travel Industry Association for her significant contribution toward state and national tourism initiatives.

Before moving to North Carolina and starting a career in destination marketing, Shelly served as a public-school music teacher, choral director, and administrator at a fine arts college in Florida. She earned a bachelor's and master's degree in music from the University of Miami, and she is a certified destination marketing executive (CDME). She and her husband live in Durham, North Carolina.



Teresa Allan
Senior Manager,
Client Success
MMGY NextFactor

Role: Project Manager

Teresa Allan is the Senior Manager of Client Success for MMGY NextFactor, bringing over 15 years of experience in the tourism and business events industry. With a passionate commitment to developing trusted relationships with our clients, Teresa ensures they have all the tools they need to be successful throughout the lifespan of each project.

Prior to joining MMGY NextFactor, Teresa played a key role on the Business Events team for Tourism Calgary for nearly a decade, managing the research and sales support team. This team was responsible for identifying and evaluating new business development opportunities, developing bid strategies for global clients, and conducting crucial market intelligence and research activities for the department. She led the successful bid development for key international clients such as Rotary International and the World Petroleum Council and has a wealth of experience working with destination stakeholders across a variety of market sectors.

Teresa has supported the development of over 25 Destination Master Plans for MMGY NextFactor and its clients. Teresa holds a bachelor's degree in Tourism Management from Vancouver Island University, and is based in her hometown of Edmonton, Alberta, Canada.



Dinete Kollanur

Destination Development
Manager
MMGY NextFactor

Role: DestinationNEXT
Analyst

Dinete is the Destination Development Manager at MMGY NextFactor. He works on the global DestinationNEXT initiative and provides destinations with strategies for sustainable growth, as well as analyzing and researching global and local tourism trends, such as sustainability, recovery, innovation, and organization management.

Dinete previously worked for Seera Group, one of the largest tourism companies in the Middle East, as an Accountant and Finance Executive. Moreover, he was a research coordinator, consultant, and graduate assistant at George Washington University's International Institute of Tourism Studies (IITS). Dinete has led several research projects working with Native American communities in the Dakotas and was instrumental in the development of the first Indigenous Tourism Forum of the Americas (ITCA) in 2020. During his time with IITS, he also assisted on projects involving the IMF, World Bank, and UNWTO. His background includes finance, accounting, data analysis, marketing, and content creation.

Dinete holds a Master of Tourism Administration degree with a concentration in Sustainable Tourism Development from George Washington University, as well as a graduate certificate in Creativity, Innovation, and Entrepreneurship. He earned his undergraduate degree from the American University of Sharjah, one of the top business schools in the Middle East, with a Bachelor of Science in Accounting and minors in Marketing and Music.

Methodology



Proposed Process

We are proposing six phases for this project:

Phase One

Project Planning & Management

Confirm project plan, management processes and approach to stakeholder engagement

Phase Two

Destination Assessment

A data-driven assessment to identify strengths and weaknesses of the destination

Phase Three

Stakeholder Engagement

Proactively engage key stakeholders, community leaders and residents to collaboratively develop the plan and generate buy-in

Phase Four

Visioning Workshop

Develop future vision for the Northern Ontario visitor economy and prioritize key issues and opportunities

Phase Five

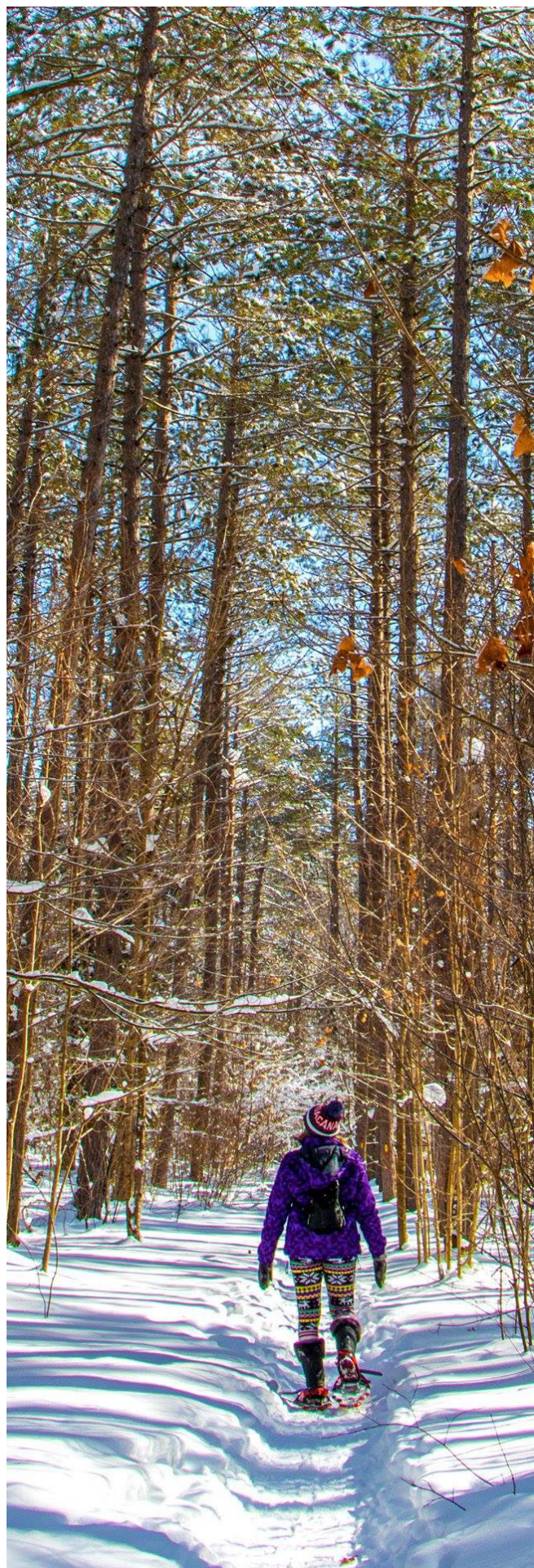
Destination Master Plan Development

Validate recommendations and develop the plan

Phase Six

Implementation Guide Development

Develop a comprehensive three-year implementation guide



PHASE 1

Project Planning and Management

This phase will confirm key elements of the project including the critical engagement plan.

During our project initiation meeting, we will discuss and finalize with the management team:

- Project objectives, approach, timelines, and key milestones;
- Approach to stakeholder engagement;
- Communication plan; and
- Approach to project management, including document repository via Google Drive.

In Phase 1, we will launch the project by conducting a kickoff trip to familiarize our team with the destination and discuss how the project will unfold over the coming months. We recommend that a steering committee be formed for this project, so we may also conduct a steering committee kickoff meeting during this time to review the project plan and their roles as steering committee members. It is recommended that Destination Northern Ontario's steering committee be comprised of representatives from each of the 13 RTOs.

This will also be the time to develop an ongoing community engagement plan, including understanding the stakeholders we will want to engage. Following the trip, we will finalize the project work plan which will form the basis for monitoring and reporting on project status throughout the engagement.

We recommend that the Destination Northern Ontario team identify an internal champion to work directly with our project team. We believe in a collaborative approach to success with our clients, therefore, having an internal champion who can dedicate time to project update meetings, act as a liaison to the project steering committee, communicate project updates and status to internal stakeholders and the Destination Northern Ontario Board of Directors, and identify key stakeholders for engagement will help to streamline the process and ensure success.

Tasks

- Conduct a virtual project initiation meeting to discuss approach
- Conduct a 1.5-day project kickoff trip to familiarize with the region and meet with steering committee
- Project planning, management, and monitoring
- Prepare strategy for stakeholder work plan and timeline

Consultations

- Destination Northern Ontario team
- Steering Committee

Deliverables

- Updated project work plan
- Ongoing community engagement plan

PHASE 2

Destination Assessment

A comprehensive Destination Master Plan requires a detailed examination of the current and future state of Northern Ontario’s visitor economy.

To generate this understanding, we will work with Destination Northern Ontario to undertake the following:

Data Analysis: This will involve working with Destination Northern Ontario and existing research data providers to gather and analyze destination metrics like visitor count, visitor profiles, spending, source markets, and length of stay.

Background Research: We recognize and respect the work that is already completed and currently underway in the destination and consider these plans a strong foundation to build on. We will conduct a thorough review of existing plans in Northern Ontario to ensure alignment between these strategies and the Destination Master Plan.

Incorporating Northern Ontario’s recent DestinationNEXT Assessment: MMGY NextFactor will review and incorporate all results from Northern Ontario’s recent comprehensive stakeholder survey that measures destination strength and community alignment, based on a series of 24 variables. This assessment is the only one of its kind in the industry and the only destination assessment tool officially endorsed by Destinations International. Through this proprietary assessment tool, which will have been completed by key community and tourism stakeholders in the region, our team will get a thorough understanding of the area’s strengths, weaknesses, opportunities and threats which can then be weighed against national, regional and global trends.

Tasks

- a. Analyze destination metrics, including marketing and visitor metrics, current markets and product offerings
- b. Review existing research, destination plans and other planning documents, including recent DestinationNEXT assessment

Consultations

- Destination Northern Ontario management team

Deliverables

- Review of DestinationNEXT Assessment results

PHASE 3

Stakeholder Engagement



Engaging and inspiring a diverse set of stakeholders is critical to ensuring support for the development and implementation of the strategy.

Along with gathering everyone's ideas and input, our approach to stakeholder engagement will generate buy-in to the plan and foster support for implementation. Our objective is to engage the diverse stakeholders who collectively comprise the tourism ecosystem in Northern Ontario to identify and prioritize opportunities that will improve the experiential offering and address the triple bottom line.

Steering Committee Sessions: We will facilitate working sessions with members of the steering committee to guide the project. We recommend at least three steering committee sessions: a kickoff meeting, visioning workshop and validation session.

One-On-One Interviews: Key stakeholders identified by Destination Northern Ontario will have the opportunity to share and discuss insights into current initiatives and desired outcomes in a one-on-one conversation with our consultants. An interview guide will be developed to help guide the conversation and obtain critical information to be considered in the development of the Destination Master Plan.

Focus Groups: We propose hosting one focus group for each of the 13 regional tourism organizations (RTO). These sessions will include a short presentation, followed by a highly interactive discussion on the key issues and opportunities for the Northern Ontario visitor economy. Focus Group participants should represent a cross-section of industry segments (e.g. Hotels and Accommodations; Attractions; Arts, Culture and History; Restaurants and Culinary; Transportation, Infrastructure and Government; First Nations Community Leaders; etc.).

Resident Survey: We will develop an online survey to identify and gauge the community and resident perceptions on a variety of key issues, including preferred visitor characteristics, preferred forms of tourism, aspirations for the future and attitudes toward various visitor impacts and possible solutions.

Tasks

- | | |
|-------------------------------------|--|
| a. Prepare discussion guides | c. Facilitate 13 focus groups (one for each RTO) |
| b. Conduct 25 one-on-one interviews | d. Develop an online resident survey |

Consultations

- | | |
|----------------------|---------------------|
| • Industry leaders | • Community leaders |
| • Government leaders | • Residents |

Deliverables

- Resident Survey Report
- PowerPoint deck of key takeaways from engagement

PHASE 4

Visioning Workshop

The objective of the visioning process is to build consensus around a shared vision for the future of the visitor economy in the destination.

Draft Vision, Goals, and Initiatives: Prior to the visioning workshop, we will develop a draft set of goals and recommendations for the plan. Our recommendations will consider development costs and feasibility, and ultimately an optimal plan that maximizes contribution to the triple bottom line will be presented.

Trend & Market Analysis: MMGY NextFactor will leverage our ongoing research and knowledge of industry trends and best practices, including more than 600 powerful case studies of proven NEXTPractices in sustainable destination development and community alignment developed through our proprietary DestinationNEXT initiative.

Visioning Workshop: A strong vision can motivate disparate stakeholders to work together to achieve what otherwise might be unachievable. Since a vision is only as strong as those who share it, participation from a diverse set of community representatives is encouraged. Stakeholders identify key issues and opportunities that should be prioritized, and then potential solutions are discussed in an open forum. Effective workshops help develop strategies to leverage a destination's key strengths, improve weaknesses and address issues.

Tasks

- | | |
|---|---|
| a. Draft recommended vision, goals, and initiatives | d. Present stakeholder findings |
| b. Prepare session materials | e. Facilitate a half-day visioning workshop |
| c. Present trends and market analysis | |

Consultations

- Destination Northern Ontario management team
- Destination Northern Ontario Board of Directors
- Steering Committee

Deliverables

- Vision for the destination
- Strategic goals and initiatives

PHASE 5

Destination Master Plan Development

Our approach begins with a vision and framework for tourism in the destination, with a focus on ensuring economic sustainability for the region while preserving the quality of life for residents and quality of place for visitors.

Draft Destination Master Plan: Prior to the validation session, the draft Destination Master Plan will be developed incorporating opportunities and recommendations for review with the Destination Northern Ontario management team. MMGY NextFactor's team of designers will then layout and design the plan according to your organization's brand guidelines.

Validation Session: We will conduct a validation session with the Destination Northern Ontario team, Steering Committee and key stakeholders to validate and review key elements of the plan. The goal of this exercise is to generate further buy-in to the plan and ease the implementation process.

Final Presentation: Once the draft has been validated by the Steering Committee and key stakeholders, we will finalize the Destination Master Plan and present it to your Board of Directors for ratification.

Tasks

- | | |
|--|---|
| a. Prepare draft Destination Master Plan report | d. Conduct a validation session with the Steering Committee and other key stakeholders |
| b. Layout and design the plan according to brand standards | e. Present the Destination Master Plan to the Destination Northern Ontario board for ratification |
| c. Work with the Destination Northern Ontario team to review and edit the plan | |

Consultations

- Destination Northern Ontario Board of Directors
- Destination Northern Ontario management team
- Steering Committee
- Key stakeholders

Deliverables

- Final Destination Master Plan

PHASE 6

Implementation Guide Development

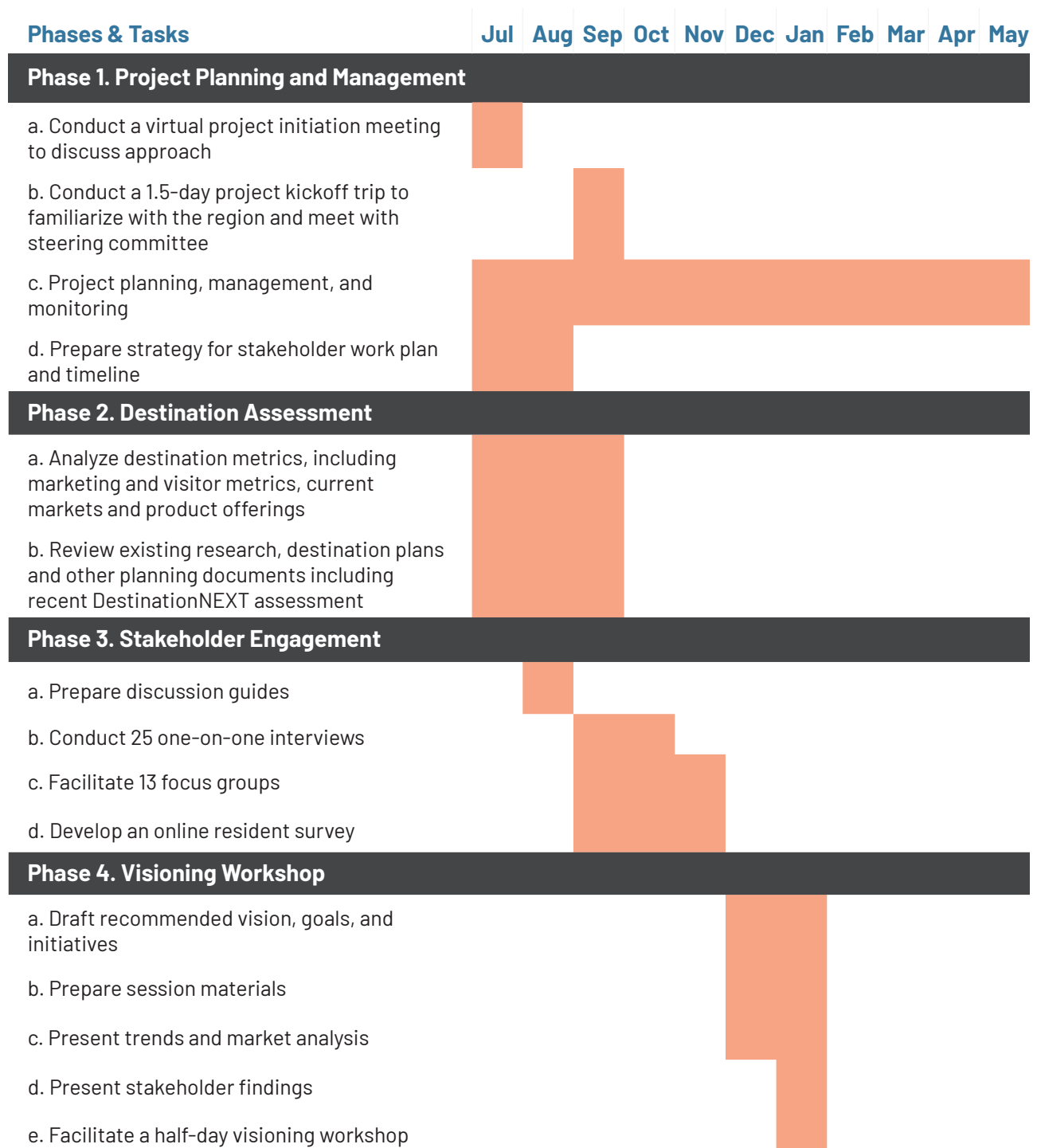
Effective implementation will be critical to the long-term success and credibility of your Destination Master Plan.

Preparing for this can be overwhelming without a planned approach, so we would recommend including the development of an Implementation Guide in conjunction with the final phase of your Destination Master Plan creation.

Our team will develop a comprehensive three-year Implementation Guide that offers a prioritized roadmap that considers annual budget needs, team member implications, stakeholder partnership opportunities and effective and transparent evaluation and reporting. This plan will identify where existing resources and services may support actions and where new resources or structures may be required.

Tasks	
<div><div>a. Prepare a three-year Implementation Guide</div><div>b. Present to the Destination Northern Ontario management team</div><div>c. Deliver final reports</div></div>	
Consultations	Deliverables
<div><div>• Destination Northern Ontario management team</div><div>• Steering Committee</div></div>	<div><div>• Three-year Implementation Guide</div></div>

Project Timeline



Phases & Tasks

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May

Phase 5. Destination Master Plan Development

- a. Prepare draft Destination Master Plan report
- b. Layout and design the plan according to brand standards
- c. Work with the Destination Northern Ontario team to review and edit the plan
- d. Conduct a validation session with the Steering Committee and other key stakeholders
- e. Present the Plan to the Destination Northern Ontario board for ratification

Phase 6. Implementation Guide Development

- a. Prepare a three-year Implementation Guide
- b. Present to the Destination Northern Ontario Management Team
- c. Deliver final reports

Project Budget



Proposed Budget

We are proposing a budget of \$80,800 CAD in professional fees to deliver this project, based on our understanding of Destination Northern Ontario's goals and objectives for the project and our experience doing similar work in other destinations. This budget does not include expenses related to travel, hosting any meetings, retreats or community events related to the development of the Destination Master Plan. Travel costs incurred will be billed at cost for reimbursement, estimated but not limited to \$17,500 CAD.

We like to remain flexible in our compensation structures and are prepared to modify the budget and project scope based on discussions with the Destination Northern Ontario management team.

Billing

Our preferred payment schedule is to invoice 25% (\$20,200) of the total budget upon contract signature, followed by 10 monthly invoices for the remaining balance of \$60,600 at \$6,060 /month from August 31, 2024, through May 31, 2025, for services rendered.

Cheryll Girard, Operations Manager, will work with you on all billing matters. The contract and invoice would be administered through NEXTFactor Enterprises Inc., which has the exclusive license to manage DestinationNEXT on behalf of Destinations International.

Cost Breakdown

Phases & Tasks	Cost (\$CAD)
Phase 1. Project Planning and Management	
a. Conduct a virtual project initiation meeting to discuss approach	\$ 1,550
b. Conduct a 1.5-day project kickoff trip to familiarize with the region and meet with steering committee	\$ 9,600
c. Project planning, management, and monitoring	\$ 9,400
d. Prepare strategy for stakeholder work plan and timeline	\$ 1,100
Phase 2. Destination Assessment	
a. Analyze destination metrics, including marketing and visitor metrics, current markets and product offerings	\$ 2,400
b. Review existing research, destination plans and other planning documents including recent DestinationNEXT assessment	\$ 2,400
Phase 3. Stakeholder Engagement	
a. Prepare discussion guides	\$ 1,200
b. Conduct 25 one-on-one interviews	\$ 7,275
c. Facilitate 13 focus groups	\$ 8,150
d. Develop an online resident survey	\$ 5,600

Phases & Tasks	Cost (\$CAD)
Phase 4. Visioning Workshop	
a. Draft recommended vision, goals, and initiatives	\$ 3,600
b. Prepare session materials	\$ 2,400
c. Present trends and market analysis	\$ 1,200
d. Present stakeholder findings	\$ 1,200
e. Facilitate a half-day visioning workshop	\$ 2,400
Phase 5. Destination Master Plan Development	
a. Prepare draft Destination Master Plan report	\$ 7,750
b. Layout and design the plan according to brand standards	\$ 5,250
c. Work with the Destination Northern Ontario team to review and edit the plan	\$ 1,750
d. Conduct a validation session with the Steering Committee and other key stakeholders	\$ 1,200
e. Present the Plan to the Destination Northern Ontario board for ratification	\$ 1,200
Phase 6. Implementation Guide Development	
a. Prepare a three-year Implementation Guide	\$ 2,625
b. Present to the Destination Northern Ontario Management Team	\$ 1,200
c. Deliver final reports	\$ 350
Total Budget	
	\$ 80,800

References





Edmonton, Alberta

Tourism Master Plan

Background

Explore Edmonton's job is to always be looking at the big picture, leading the way to promote the city as a four-season destination and developing the experiences and partnerships that will position Edmonton as a destination of choice. The organization required a 10-year framework aimed at providing a common vision for growth and investment with tourism industry partners. The ultimate objective of the project was to assist in the prioritization of efforts and investments which will address the triple bottom line (people, planet, profit).

Approach

MMGY NextFactor met with more than 150 stakeholders through a series of focus groups and one-on-one interviews; conducted a detailed assessment of Edmonton's visitor economy; and surveyed more than 800 residents to identify and gauge residents' perceptions on a variety of key characteristics with respect to livability, culture, economy, and sense of place.

The results and insights gleaned from these research activities were then used in a visioning workshop with the Steering Committee and Explore Edmonton leadership to envision the future of Edmonton's visitor economy and develop priorities to be addressed by the project.

The results of the workshop were then compiled into a Draft Recommendations Report, which was presented to the Steering Committee, Explore Edmonton leadership, and key stakeholders for feedback and validation.

Results

The Tourism Master Plan provided a new long-term vision for the future of Edmonton's visitor economy along with a set of actionable goals and recommendations to achieve this vision. The plan also included a set of guiding principles to ensure a more holistic approach to planning and implementation. A final plan was presented and validated by the Explore Edmonton Board of Directors along with an Implementation and Action Plan.

**EXPLORE
EDMONTON**

Tracey Bednard

President & CEO

Explore Edmonton

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Glacier Country, MT

Destination Stewardship Plan

Background

Western Montana is quickly evolving. When they started their work to promote Glacier Country as a visitor destination in 1987, tourism was a secondary industry, supplementing economic staples such as forestry and agriculture. Now, tourism is one of the top two industries in Montana, bringing in billions of dollars to their state's economy and supporting tens of thousands of jobs for Montana residents each year. This plan was developed with the goal of balancing this growth with the long-term health and vibrancy of their communities.

Approach

The 12-month process to develop the Destination Stewardship Plan was anchored in a robust series of community engagement experiences to ensure that key stakeholders and residents were aligned around a collective vision for their future. We engaged community members from across Western Montana in a variety of formats including: 16 community town halls, 11 focus groups with various industry and community segments, and more than a dozen one-on-one interviews. More than 1,600 residents of Western Montana then participated in a regional survey, and more than 225 industry stakeholders also took part in an empirical destination assessment based on a comprehensive survey.

Engagement was supplemented with an extensive review of existing research and planning documents to ensure strategic alignment and support between the various plans. The results and insights gleaned from the research and engagement activities were then utilized in a visioning workshop to identify priorities that must be addressed in the plan. Potential goals and action items were workshopped in a collaborative format, focusing on three key areas: capacity building, visitor management and strategic planning.

Results

The Destination Stewardship Plan has been presented to Glacier Country Tourism's Board of Directors to a very positive response. The core deliverable for the Destination Stewardship Plan is a new strategic framework with five high-level goals and actionable initiatives for each to accomplish the vision for Glacier Country Tourism. The goals were interdependent and designed to collectively optimize the year-round economy and enhance the local community character and cultural DNA. Many of the strategic initiatives resulting from this plan will be incorporated into Glacier Country Tourism's strategic plans, ensuring the work plan becomes a natural part of the organization's values and operations, not a one-time activity.



Racene Friede

President & CEO
Glacier Country Tourism
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Jasper, Alberta

Destination Stewardship Plan

Background

Located within the Canadian Rockies, visitors to the municipality of Jasper and the connection they share to the natural and cultural heritage of Jasper National Park is central to the community, as tourism comprises more than 80% of all economic activity and is why many people live in the park. However, in recent decades there has not always been alignment between visitors, residents, and the park itself and that relationship became more complex than ever.

The idea for this plan was conceptualized in the heart of COVID-19 when Jasper residents and businesses were trying to stay afloat as the community's economic lifeblood was put on pause. This period offered a moment of reflection and a window of opportunity for transformation, emerging with a renewed focus on nurturing the supply side of the visitor economy. Through collaboration with Parks Canada and the Municipality of Jasper, led by MMGY NextFactor and Tourism Jasper, this plan was developed to chart a roadmap for the future based on a collective community vision.

Approach

The overarching purpose of this plan was to optimize the visitor economy to best steward the collective future of Jasper as a mountain community and tourism destination. That required the public, private, and civic sectors to work together to achieve a shared long-term vision of a unified community. More than 800 locals participated in a diverse range of community engagement opportunities which included the formation of a Steering Committee, stakeholder interviews and focus groups, a public visioning workshop, and a resident sentiment survey. Key themes were identified throughout that process and were distilled into key takeaways that informed the development of the goals and objectives within the plan.

Results

The Destination Stewardship Plan was presented to Tourism Jasper's Board of Directors and subsequently ratified with strong support. The plan is a 10-year roadmap that outlines initiatives that both protect the authenticity of Jasper and future-proof the region's visitor economy. The core deliverable for the Destination Stewardship Plan was a new strategic framework with five high-level goals aligned with community priorities and actionable initiatives to support the intended outcome of shared community success moving into the future of the Jasper and Jasper National Park.



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Washtenaw County, MI

2030 Destination Master Plan

Background

In 2019, MMGY NextFactor collaborated with Destination Ann Arbor to develop the Washtenaw County 2030 Destination Master Plan. The objective was to define how the visitor economy in Washtenaw County in Southeastern Michigan could be leveraged more strategically to drive sustainable growth and equitable community development, within and beyond the city of Ann Arbor. The county-wide process was very much community-driven to ensure that the widest breadth of residents would determine, and benefit from, the future growth of the region.

Approach

The following engagements and actions were critical to the successful development of the Master Plan:

- Collaborated with the public and private sectors across Washtenaw County to define the long-term opportunities for the destination, especially in terms of diversifying the visitor economy
- Facilitated more than 50 community engagement sessions with more than 400 people during town halls, focus groups, workshops, and 1-on-1 interviews with key stakeholders
- Completed extensive research on existing tourism and destination development initiatives to define integrated strategies to drive higher visitor spend and dispersal
- Developed specific vertical strategies to enhance cultural, culinary, sports and outdoor recreation tourism segments
- Designed a framework to develop the Southeastern Michigan Mobility Innovation District to grow meetings business in related advanced industries

Results

The Plan has been ratified by the DMO and Washtenaw County. The Plan includes numerous initiatives, including new enhanced experiences in outdoor recreation, arts & culture, and culinary; new sales and marketing strategy for meetings business and amateur sports; and a renewed commitment to workforce development.



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An aerial photograph of a serene lake surrounded by dense green forests. Several sailboats are scattered across the water, and small islands with trees are visible in the distance. The overall tone is peaceful and natural.

/ Thank You



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