

OUTAOUAIS TOURISM REGION

AGREEMENT ON THE

DIGITAL DEVELOPMENT OF

THE TOURISM INDUSTRY

(ADDTI)

– OUTAOUAIS –

2018–2020

PROMOTER'S GUIDE



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1. INTRODUCTION

The Agreement on the Digital Development of the Tourism Industry (ADDTI) reflects the shared intention of Quebec's Ministry of Tourism (MTO) and Outaouais Tourism to support digital projects proposed and implemented by tourism businesses in Quebec.

This call for projects aims to support the priorities set out in the Quebec Digital Strategy and the development priorities set out in the MTO's *Plan de développement de l'industrie touristique (PDIT) 2012–2020: Un itinéraire vers la croissance* (Tourism Industry Development Plan 2012–2020: An Itinerary for Growth). It also contributes to achieving the tourism performance targets set out in the MTO'S *PDIT 2012–2020* and *Plan d'action 2016–2020: Appuyer les entreprises, enrichir les régions* (Action Plan 2012–2020: Supporting Businesses, Enriching Regions).

2. APPLICATION FRAMEWORK

The present document contains the rules and guidelines governing the project application and evaluation process. Project promoters are encouraged to read this information carefully.

3. OBJECTIVES OF THE AGREEMENT

The purpose of the ADDTI is to help strengthen the digital intensity of tourism businesses in the region. In general terms, projects must have the following objectives:

- Accelerate skills development;
- Accelerate the applicant's digital transformation;
- Increase the vitality of the tourism offer by creating innovative content that will:
 - enhance the tourist experience;
 - inspire and engage travellers at every stage of their journey (initial attraction, planning, etc.).

3.1 EXPECTED RESULTS AND BENEFITS

For implementation projects (Component 2), please specify at least three (3) expected results and how you will measure the degree to which they are met (indicators).

Here are some examples of potential benefits, depending on the type of digital project being considered:

Optimizing the company's operations management

- Improve employee productivity or organizational efficiency
- Reduce operating costs
- Improve business decision making
- Increase compliance with particular laws or regulations
- Reduce data entry errors
- Create new business opportunities
- Identify a new business model

Improving customer relations and digital marketing

- Increase sales volume
- Improve the company's image
- Increase online presence
- Increase the number of online transactions
- Shorten the response time for customer inquiries
- Sharpen focus on customer requirements
- Strengthen customer loyalty

Improved service delivery and customer experience

- Improve customer satisfaction as a result of the customer experience
- Increase site access times
- Improve the accuracy, reliability and/or presentation of information on the site

Examples of other cross-functional benefits

- Develop employees' digital skills
- Introduce new collaborative opportunities
- Create a competitive advantage
- Increase a region's attractiveness
- Improve customer service
- Maintain jobs and/or create new ones

❖ The data collected at the end of the projects will be used to evaluate the ADDTI program.

4. PRIORITY TOURISM SECTORS

Preference will be given to projects that support the priority tourism sectors defined by the MTO in its *Plan de développement de l'industrie touristique du Québec (PDIT) 2012-2020*, and by Outaouais Tourism in its *Plan stratégique de marketing et de développement touristique de l'Outaouais 2014–2020* (Outaouais Region Tourism Marketing and Development Strategic Plan 2014–2020).

- **Priority sectors:**
 - Enhance the tourism offer at the Montebello, Gatineau Park–Chelsea–La Pêche (Wakefield tourist village), and Gatineau (Old Hull sector) tourist destinations.
 - Strengthen Gatineau's positioning and offer as an official gateway to Quebec.
 - Develop conditions favourable to business (corporate) tourism, festivals, and sport and cultural events.
 - Structure the cultural and outdoor tourism offer.

→ **All activity sectors *except* the restaurant and retail sectors are eligible.**

5. ELIGIBLE CLIENTS

Eligible clients include Indigenous communities and nations recognized by the Quebec National Assembly, and small and medium enterprises (SMEs). For the purposes of the ADDTI, SMEs are defined as tourist attractions or tourist accommodation establishments.

Clients must be legally constituted in Quebec in one of the following categories:

- For-profit organizations (FPOs);
- Non-profit organizations (NPOs);
- Cooperatives;
- Any combination or grouping of the above.¹

→ **A project's eligibility does not constitute a guarantee of funding or obligation under the ADDTI.**

Enterprises (including those that are part of a group) may submit only one (1) funding application for each program component.

Eligible organizations must have fulfilled their obligations to their regional tourist association (RTA) with respect to funding received previously, if applicable.

Non-eligible clients:²

The following are **not** eligible for funding under the ADDTI: Regional tourist associations (RTA) and sectoral tourist associations (STA), municipal entities,³ Crown corporations, and departments and agencies of the Government of Quebec and the Government of Canada.

Applicants listed on the register of enterprises ineligible for public contracts are not eligible for funding under the ADDTI.

¹ Applicants may, if they wish, join together to propose a joint project that meets all the ADDTI criteria for eligibility and attribution. Such a group may consist of a number of enterprises from a single region, or a number of enterprises in the same sector from different regions.

² A group of enterprises proposing a joint project may, however, mandate an organization from a non-eligible category to develop, direct or implement the project.

³ The term "municipal entities" is understood to mean municipal organizations as defined in Section 5 of the *Act respecting Access to documents held by public bodies and the Protection of personal information* (CQLR, Chapter A-2.1). The term "municipal entity" includes municipalities, cities, towns, villages, parishes, townships, united townships, northern villages, unorganized areas, regional county municipalities (RCMs), metropolitan areas, intermunicipal boards and corporations. It also includes **organizations where a municipal entity appoints the majority of the members or provides more than half of the organization's funding, and any group or association of such municipalities, businesses or organizations.**

6. THE PROGRAM'S TWO-COMPONENTS

Projects proposed should aim to identify the strengths, weaknesses, issues and challenges facing the enterprise. They should propose solutions that favour a digital transition, development of a digital strategy, or implementation of appropriate digital projects. Funding in the form of a non-repayable grant will be available for projects in the following categories:

- Component 1: Project Planning
- Component 2: Project Implementation

→ **Minimum project cost: \$5,000.**

6.1 COMPONENT 1: PROJECT PLANNING

This category refers to preliminary studies that require specific expertise to increase an enterprise's digital capacity and reach. The mandate must be performed by a consultant or organization with recognized expertise in the digital field.

→ **Maximum funding amount per project: 50% of eligible costs, to a maximum of \$10,000.**

Eligible projects:

- Conducting a study on the enterprise's digital positioning.
- Analyzing the enterprise's digital capacity.
- Conducting a needs analysis.
- Developing a digital technology strategic plan based on the enterprise's business strategy.
- Preparing a digital technology business plan.

Eligible costs:

- Professional fees paid to expert consultants or firms to conduct a targeted survey for the digital development of an enterprise.
- Project-related travel costs incurred by the consultant or firm.
- The non-refundable portion of taxes applicable to eligible costs.

6.2 COMPONENT 2: PROJECT IMPLEMENTATION

This category refers to the implementation of digital projects or of a digital strategic plan. The mandate must be performed by a qualified consultant or recognized organization in the digital field (service provider, technology solution provider, etc.).

→ **Maximum funding amount per project: 50% of eligible costs, to a maximum of \$30,000.**

- ❖ The RTA reserves the right to increase this maximum for a particularly structuring project with exceptional regional influence.

Eligible projects:

- Drawing up specifications for the development and implementation of tools.
- Integrating e-commerce solutions that promote the visibility of the enterprise and provide many benefits in terms of optimizing data management, marketing, and customer relations.
- Acquiring the software and technology required to transition to Industry 4.0 and adopt best practices in information technology (IT).
- Creating enriched or innovative content to enhance the visitor experience and engagement at every stage of their journey (immersive videos, augmented reality, voice assistant, data sharing tools, user content sharing tools, etc.).
- Providing staff training for implementation-related activities.

Eligible costs:

- Professional fees for assistance with implementing the proposed solution(s).
- Purchase of technological equipment needed to implement the solution(s).
- Subscriptions to cloud-based services if the proposed solution(s) is/are in that form.
- Purchase of hardware, software or mobile applications to increase the level of customer interaction.
- Purchase of integrated management software packages.
- Purchase of e-commerce software.
- Travel expenses (comparable to the RTA's), general expenses, wages and benefits of the promoter's employees working exclusively on the project.
- Costs of training or developing the staff responsible for or assigned to the implementation of the digital development project.
- The non-refundable portion of taxes applicable to eligible costs.

6.3 NON-ELIGIBLE PROJECTS AND COSTS**Non-eligible projects:**

- Updating a website.
- Acquiring a database.
- Projects in the restaurant, retail, hospitality or gaming sectors, or projects associated with the sale and consumption of alcohol.
- Projects related to debt financing, loan repayment, or financing of a project already completed.
- Projects in progress or already completed at the time of application to the RTA.

Non-eligible costs:

- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Costs of facility upgrades, asset maintenance or regulatory compliance.
- Salaries, operating costs and administrative expenses normally paid by the promoter.
- Costs of buying or renting land, buildings or facilities.
- Capital expenditures related to the acquisition of equipment.
- Costs of buying bandwidth.
- Costs related to sales commissions on online sales or reservation platforms.
- Development of video games and technological infrastructures.
- Server room setup costs.
- Donations and contributions in kind or in services.

- Asset transfers.
- Cost overruns.
- Legal fees.
- Expenses incurred by the promoter prior to the time of application to the RTA.

FUNDING CHARACTERISTICS

7. MINIMUM PROJECT REQUIREMENTS

- The project must be located within the Outaouais tourism region, except for joint projects submitted by a group of enterprises.*
- The project’s target clientele must consist primarily of tourists.
- The project must comply with all laws and regulations in force in the Province of Quebec.
- The project must comply with the criteria and requirements set out in this Guide.

* Groups submitting a proposal for a joint project must comply with all program rules and requirements. In the case of a joint project proposed by an interregional group of enterprises, the participating RTAs will agree on the specific ADDTI procedures and rules to be applied.

7.1 PROMOTER’S CONTRIBUTION

At least 20% of the total eligible project costs (10% for Indigenous communities or nations, including FPOs and NPOs) must be funded by non-government (private-sector) sources.

The promoter’s contribution, including funding from partners (community, city or town, private sponsorships, etc.), if applicable, cannot come from:

- Sources included in stacked government funding, as defined below;
- A transfer of assets;
- A contribution of goods or services.

7.2 STACKED GOVERNMENT FUNDING

Stacked government funding includes contributions from municipal entities and from departments and agencies of the Government of Quebec and the Government of Canada, including repayable grants calculated at 50% of their value specifically allocated to the project. In this context, ADDTI funding is considered a grant and must be included in the calculation of stacked government funding.

The table below shows the percentages that apply to the promoter’s contribution and to stacked funding, according to applicant category.

| Applicant category | Minimum contribution | Maximum allowable stacked government funding |
|--|----------------------|---|
| FPO | 20% | 50% |
| NPO | 20% | 80% |
| Cooperative | 20% | 80% |
| Indigenous community, organization or nation | 10% | 90% |
| Group application | 20% | Depending on the category/ies of the organizations applying, the lowest percentage applies. |

8. MEMORANDUM OF AGREEMENT AND UNDERTAKING

Projects selected for funding will be subject to a memorandum of understanding (MOU) between the funder and the promoter. The MOU will define the terms of payment and the obligations of the parties. A sample MOU is available on request.

The parties agree and undertake that:

- The project cannot be completed until the funding agreement has been ratified. Costs are eligible from the filing date of the application.
- The funded project must be completed within 24 months of the signing date of the funding announcement letter.
- The promoter must submit a project report at the end of the project period.

9. SELECTION CRITERIA

To be eligible for funding, projects must be aligned with the key goals and priorities of the ADDTI program, namely: skills development, digital transformation, and innovative content.

All eligible projects submitted will be evaluated according to weighted criteria of relevance and feasibility, such as:

- Clienteles and markets
 - Appropriateness of targeted and existing tourist clientele
 - Size of target market
- Potential positive impact of the digital project on:
 - Management practices
 - Customer relations and loyalty
 - Customer service and experience
 - Economic benefits for the sector and the region
- Innovative nature of the enterprise’s digital project
 - New dimensions of content
 - Enhancement of digital processes
 - Use of innovative or “breakthrough” digital technologies

- Financial structure and viability
 - Promoter’s contribution
 - Funding partners, if applicable, and description of their financial commitment (contributions in kind are not eligible)
 - Appropriateness of ADDTI funding requested
 - Realistic and comprehensive budget covering all the elements involved (technology, project management, appropriation, etc.)
 - Financial health of the enterprise and/ or promoter
- Project achievability
 - Feasibility of project proposal
 - Practicality of project schedule and deadlines
 - Applicant’s capacity to carry out the project
 - Experience and competence of management team
 - Expertise of external resources (suppliers, etc.)
- Value of training for the entrepreneur and staff
 - Digital skills development
- Consistency with one or more of the strategic axes defined in **Section 4 – Priority Tourism Sectors** of the Promoter’s Guide
- Intensity of use of digital technology
 - Degree of innovation
 - Complexity of the project
- Strengthening of partnerships with other tourism enterprises through the implementation of a joint project

FUNDING APPLICATION PROCESS

10. HOW TO APPLY

To apply for funding under the ADDTI program, you must:

1. Complete the online [registration form](#).
2. Wait for a call from your RTA (within approximately 10 business days) acknowledging receipt of your registration and confirming the eligibility of your enterprise and digital project.
3. Complete and sign the project proposal form sent to you by your RTA to confirm the eligibility of your project.

4. Submit electronic copies of your project proposal form⁴ and supporting documents (see Section 11) by email to gcyr@tourisme-outaouais.ca.

11. SUPPORTING DOCUMENTS REQUIRED

11.1 FOR ALL PROJECTS

- A copy of the organization's articles of incorporation or certificate of registration.
- Evidence of financial commitments, e.g., proof of support from project partners (letters of support, partnership agreements, confirmation email, etc.).
- A motion passed by the organization or enterprise authorizing the person signing the funding application to act as the organization's designated representative in matters relating to the program and project.
- A list of the members of the board of directors (if applicable).
- A copy of the enterprise's financial statements for the previous two (2) complete fiscal years, approved by the board of directors (if applicable).
- A copy of the most recent interim financial statements.
- A copy of all calls for tenders or requests for proposals issued to consultants, firms or other service providers—for example, for strategic planning services, a study, specifications, etc.—and including the following elements:
 - Description of the issue;
 - Nature and objectives of the study;
 - Proposed methodology;
 - Project schedule and budget;
 - Deliverables.
- Copies of at least two (2) offers of professional services.

11.2 FOR IMPLEMENTATION PROJECTS (COMPONENT 2) ONLY

- Completed questionnaire about the enterprise's digital capacity and digital planning template (please use the tools and templates provided).
Note: These forms are available in French only.
- A copy of the specifications sent to a technology supplier for the purpose of obtaining a quote for the acquisition or implementation of a digital solution.
- Copies of at least two (2) professional quotes from technology suppliers, or two (2) estimates of the purchase cost of digital equipment and software.

→ **The RTA may request additional supporting documents if necessary.**

- ❖ In exceptional circumstances, only one offer of services may be accepted, in which case the enterprise must justify its decision.

⁴ In the case of a group application for a joint project, one enterprise in the group should complete the application, specifying the other members of the group and attaching a letter of commitment from each one. All members must meet the ADDTI eligibility criteria.

12. PROJECT ASSESSMENT TIMELINE

1. Promoter submits project proposal and application (at any time throughout the year).
2. RTA assesses the eligibility of the applicant and the project.
3. If necessary, RTA requests additional information from the promoter.
4. Selection committee evaluates the project proposal and makes its recommendations.
5. RTA decides whether to accept or reject the application and notifies the promoter/applicant accordingly.
6. If the application is accepted, promoter signs a funding MOU under the ADDTI.

DISTRIBUTION OF DOCUMENTS

The application form will be distributed to the members of the selection committee and will serve as the basis for their evaluation. Therefore, please pay special attention when completing the form.

The supporting documents will be forwarded to the person responsible for evaluating project proposals. Promoters can be sure that the documents and data requested as part of their application will be given limited distribution and will be kept secure and confidential.

13. HELP WITH YOUR APPLICATION

For more information about the ADDTI, please contact:

Gilliane Cyr
Tourism Business Services Advisor
Outaouais Tourism
819-778-2530 ext. 206
gcyr@tourisme-outaouais.ca

14. ADDITIONAL INFORMATION ABOUT DIGITAL TRANSITION BEST PRACTICES

Companion reference document to the Promoter's Guide, with information about best practices in digital project management:

[6 Clés du passage au numérique](#) (*document in French only*).

DEFINITION OF TERMS

- **CLOUD COMPUTING:** The practice of using a network of remote servers hosted on the Internet (rather than a local server or personal computer) to store, manage, and process data and services (e.g., email, management software packages) on demand and in real time.
- **DAY VISITOR:** Someone who travels at least 40 km from their usual place of residence to visit a destination and returns home the same day.
- **DIGITAL SKILLS:** The ability to identify, evaluate, create and disseminate information using digital technology. The term thus comprises several dimensions: information and communications technology (ICT) skills, interpersonal and collaborative skills, and cognitive skills.
- **DIGITAL TECHNOLOGIES:** Information and communication technologies that are integrated into and used in the various operations and services of a company or organization to collect, store, analyze, share and communicate information in digital form to employees, customers and suppliers.
- **E-COMMERCE (ELECTRONIC COMMERCE):** Commercial activities carried out over computer networks, especially the Internet, including online advertising and sales of products and services, and payment by e-transfer or debit or credit card.
- **FLAGSHIP PRODUCT:** A product that sets the theme of a tourist experience, is widely recognized, and is the primary attractor of visitors to the destination.
- **TOURISM PRODUCT:** A combination of tangible elements (accommodation, food,⁵ activities, etc.) and intangible elements (ambiance, hospitality, animation, etc.) offering visitors a range of tourist experiences.

⁵ Projects in the restaurant and food sector are not eligible for ADDTI funding.