A Project Development Guide

Le Centre culturel ARTEM

Temiskaming Shores, ON
www.centrearterm.org

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Prepared by the NISKA Leadership Centre

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1. The project development guide

This guide's objective is to allow organizations, communities and private enterprises to develop their own interactive tours. This guide provides a summary of the development steps taken for the Temiskaming interactive circuits project (TIC) by the Centre culturel Artem.

This manual is a tool that supplies an overview of the steps to follow. The boards of directors, enterprise owners, employees and consultants will be able to learn from the work that has been done. Artem takes no responsibility for the projects developed by groups who may use this guide.

We wish good luck to whoever wants to draw inspiration from the work accomplished by Artem.

2. The reasons behind the project

The Centre culturel Artem, a non-profit cultural organisation situated in Temiskaming Shores, aims to broaden its horizons in order to meet its goals. Without the development of new initiatives, Artem understood that it'd be difficult to become a leader in the deployment of arts and the region's culture. Artem also realized that the region, its communities and its inhabitants had a lot to share with others. That's when the Temiskaming interactive circuits project (TIC) was born.

> *A project that incorporates the key concepts of the development of community capacities, the mobilization of the community itself and the use of the community assets with the help of both web and mobile technologies.*

The project's main objective was to make the Temiskaming region easier to discover from both a tourist's point of view and a cultural stand point, in an innovative and affordable way. The construction of large touristic infrastructures through northern Ontario, for the past decade, proved to be an unsustainable solution. On the other hand, the idea of interactive tours allowed an entirely different approach to be considered. Subsequently, as the ideas were developed further, the concept of health circuits was applied to the project.

In the case of interactive circuits, the base concept was applied to the touristic and cultural areas, but it could support numerous other initiatives just as well, such as economic development and multicultural sectors.

2a. A few key concepts in the development of interactive circuits

Developing the community capacities
In order to develop themselves, the communities must improve their community capacities. This capacity is linked to the assets that already exist within a community. Among these assets, there may be tangible resources, as well as the knowledge and leadership necessary to lead a variety of projects. The capacities' development is firmly connected to the ways in which a community can delve into its own forces, as it allows to strengthen the network of relations within it.

Collaborative partnerships
A partnership is defined as a relation between two or more parties who, because of their compatible objectives, decide to work together. The developing of community capacities and their mobilization can only take place when efficient partnerships are created and maintained.

Leadership
The development of capacities does not happen on its own. Leadership is an essential element, because it assembles those who are interested, collects their ideas and transforms them into

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actions. In many cases, an individual's personal qualities are what truly establish the links between the diverse groups forming a community.

The interactive circuits project is a good example that shows how these principles can be applied. The project began during the winter of 2012 and will be finished in the fall of 2013. After an entire year, the majority of the work devoted to the tourney placement has been completed, shifting the priority towards a promotion campaign for the use of interactive tourneys and health circuits. The English community has also shown interest towards the interactive tourneys, meaning that many of these circuits will be translated in 2013 to make them available to the whole population.

3. What's an interactive circuit

An interactive circuit is a community tour accessible with the use of mobile technology, which showcases the points of interest of a community, explained by the community itself. It's a great way to gather the existing assets under a single theme.

The tours can be read, listened to or watched on smartphones and tablets. As part of this project, the tours are offered free of charge to the users, who can be pedestrians, motorists or cyclists.

3a. The basic elements of an interactive circuit

The points of interest (POI – point of interest)
- A POI is a place, a site, an event, etc. that you wish to promote and talk about

Examples of POI
- A sculpture / monument
- A building
- An enterprise
- A landscape
- A park
- A trail
- An attraction

The tours (circuits)
  - A gathering of POI based around a theme or the geographical proximity of the POI.
  - You can then highlight the sites you want to emphasize and create links between them.

Examples of tours
  - The history of a community
  - The future of a community
  - The downtown
  - The green spaces
  - The enterprises
  - The legends
  - The arts and culture
  - The beautiful views / sceneries
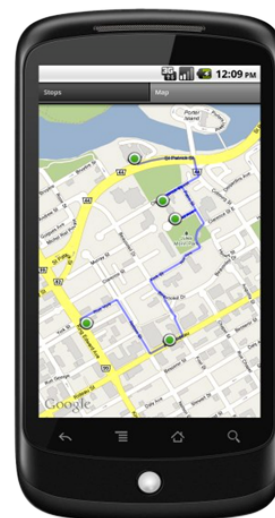
3b. The Temiskaming interactive circuits

The following tours were developed for the Temiskaming interactive circuits project.
Cultural and touristic tours
  - Sailing Ahead
  - The great fire of Haileybury tour
  - The Cobalt tour
  - The 100 years of agriculture in Temiskaming tour
  - The legend tour

Health circuits
  - New Liskeard
  - Haileybury
  - Cobalt

Short descriptions of the tours

Sailing Ahead
  - A walking tour in New Liskeard along the lake, which then covers a part of the downtown area. The tour showcases the history of francophones from the region.
  - The tour, with its 24 points of interest, covers a distance of 2.5 kilometers.

The great fire of Haileybury tour
- An historical tour recounting the events associated to the great fire of 1922, which was one of the worst catastrophes of Canadian history when a total of 6000 individuals were left homeless and 48 lost their lives.
- The tour, with its 20 points of interest, covers a distance of 2 kilometers.

The Cobalt tour
- An interactive historical tour that allows you to discover the relics of Ontario's most historical town, which is also designed like a National Historical Park. In the early 1900s, there were a hundred mines in operation.
- The tour consists of 25 points of interest over a distance of 2.5km with the option of a shorter version.

The 100 years of agriculture in Temiskaming tour
- A tour that explores the past 100 years of agriculture in Temiskaming. Historical information both accurate and recent allow for a better understanding of this part of the economy that continues to play an important role in the region.
- The tour for motor vehicles, with its 60 points of interest, covers a distance of around 100 kilometers. A portion of the tour is a walk through Earlton.

The legend tour
- The tour consists of two loops for motor vehicles and both have around 20 points of interest each. The entirety of the tour covers a distance of around 100 kilometers.

The health circuit of New Liskeard (regular version and cardio version)
- Health circuit in New Liskeard along the edge of Lake Temiskaming.
- The cardio version covers a distance of 2.4 kilometers and lasts around 75 minutes. It offers about ten exercises and five health capsules.
- The regular version, being shorter, covers a distance of 1.8 kilometers and lasts around 50 minutes.

The health circuit of Haileybury (regular version and cardio version)
- Health circuit in Haileybury that begins and ends by the lakeside, all the while showcasing different parts of the community.
- The cardio version covers a distance of 2.2 kilometers and lasts around 75 minutes. It offers about ten exercises and five health capsules.

- The regular version, being shorter, covers a distance of 1.7 kilometers and lasts around 50 minutes.

The health circuit of Cobalt (regular version and cardio version)
- Health circuit in Cobalt that helps you discover various locations in the community.
- The cardio version covers a distance of 2 kilometers and lasts around 75 minutes. It offers about ten exercises and five health capsules.
- The regular version, being shorter, covers a distance of 1.6 kilometers and lasts around 50 minutes.

4. The required elements and steps to a successful project

By using the experience gathered with the Temiskaming interactive circuits project as a reference, here's a summary of the steps and elements required for a successful project.

4a. Establishing the project's base idea

A project begins with a base idea or a specific need: touristic tours, cultural tours, economic development tours, etc.

Here are a few examples:
- A community wants to create multiple tours;
- In a community, the older population needs a circuit to promote physical activities;
- An Economic Development Corporation wants to endorse what the community can offer to attract new investors.

Oftentimes, the subjects suggested for interactive tours have already been developed, meaning that it's more efficient to build upon what already exists. The concept of interactive circuits is to present the topic under a new perspective or with a different form of media.

It is very likely that, during the development of the project, more elements will be added onto it, but the base idea needs a solid structure and a reason to be, as those two elements will become the heart of the project.

4b. Identifying the main organization / leading group

There must be a principal organization or leading group to head the project. The organization needs the will, energy, time and resources necessary to properly lead the project.

There could also be the creation of a leading group who takes care of the project's leadership jointly. There is a distinction between a single leading group and a group of community partners who could take care of very specific tasks.

For example, a project whose base idea is related to economic development could add to its group the Economic Development Corporation and the chamber of commerce. A project whose base idea is to create a health circuit could ask for the help of the community's clinic and Diabetes Centre.

Here are some important elements that should be considered when selecting the principal organisation / leading group:
- experience with a similar project
- good relation with potential donors
- good knowledge of the community and is respected by the community

- time and energy available
- organizational structure in place to prepare/present requests for funds, write the required reports, and ensure seamless compatibility

4c. Developing the draft for the project's outline, as well as the structure of the preliminary costs

It is recommended to proceed with this step before meeting with potential project partners. It is important to be able to present a solid concept with both a clear vision and a lot of passion.

It is equally important to have a preliminary budget in place. Is it a 50,000$ project or a 300,000$ project? You should also check the financing sources from the governmental programs that could apply to the project. Discussions with potential funders are vital to confirm the potential of collaboration.

The draft of the project's outline and preliminary budget will have a significant influence when convincing main partners, even during the following discussions.

4d. Regrouping the other principal partners
There are numerous groups within the community that could be interested in an interactive circuit project.

Potential partners on the cultural and touristic levels
- Municipalities
- Corporation/Economic Development Committee
- Touristic group/association
- Cultural group/centre
- Local museums
- Francophone organizations
- Chamber of Commerce
- Historical Society
- Golden Age Club
- Agricultural associations
- Private enterprises
- Religious organizations
- Individuals from the community

Potential partners on the health level
- Community health centre and family health team
- Office of public health
- Hospitals
- Health organization i.e. Diabetes Centre, Addiction Centre
- Health professionals

- Community support group
- Individuals from the community
- Etc.

In order to ensure a sustainable project, it is important to develop a diversity of collaborative partnerships and create common ground. The partners can play very different roles within the project. Here are a few examples:
- Promoter/facilitator of community meetings
- Assisting the planning
- Assisting the funding research
- Assisting the research and redaction
- Assisting the audio and video recording
- Assisting the promotion

It's recommended to sign <u>collaboration agreements</u> with the various partners when starting the project. These agreements make it easier to clarify the roles and the expectations, all the while avoiding misunderstandings. This approach requires a bit more effort, but it's often required for funders and it forces you to face the conflicts that we usually postpone. Pushing those issues back never helps the situation and may even worsen it.

Maintaining an efficient <u>communication link</u> with partners is crucial. You must ensure that the representative of an organization is on the list of communication. This way, partners will be invited to meetings and will receive the reports and updates related to the project.

4e. Finalizing the project's outline and the structure of the costs

After the meetings and agreements with the partners, it's important to finalize the project's outline. The final portrayal of the project will be the one used when asking for funding.

It's necessary to properly detail the <u>structure of the costs</u>. This will make the budget easier to understand for everyone, all the while helping the preparation of funding requests. Here's a grid for development costs that could be used:

Category	Details
Development of the project's concept and partnerships	• Research and consultation of similar projects • Mobilization and meeting with the partners • Establishing the outline of the project and its budget • Establishing the collaborative agreements
Funding	• Finalizing the funding requests • Meeting the financial partners – public and private • Costs of fundraising activities if applicable • Ensuring monitoring when sending funding requests

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Community mobilization	• Media launch – traditional medias, social medias • Individually contact the important players • Launching the project • The costs associated to the different community meetings • Documentation of meetings • Establishing community communication tools i.e. blogs, newsletters, chronicles
Establishing the work team, work tools and training if required	• Are costs added for the establishment of the project's work team (i.e. workplace, work tools, cameras, software, etc.?) • Is training necessary (i.e. software for video editing, etc.?)
Main software	• License to use the main software • Software's adaptation fees (if applicable) • Yearly fees
Developing the content of the points of interest and tours	• Developing a preliminary route • Research of both existing and new information required to develop the points of interest • Redaction associated to the points of interest and tour • Correction and translation fees if applicable • Photo purchasing fees if applicable Note: it is easier to associate a cost per capsule for its various components (i.e. research, redaction, recording, uploading, etc.)
Recording and uploading	• Recording the audio capsules • Recording the video capsules • Uploading the capsules, photos, texts and other information to the main software • Verification after uploading
Promotion and launch	• Developing promotion tools: brochures, posters, website, etc. • Training the key promoters within the community (i.e. touristic centres' staff) • Main launch activity • Promotion activity within organizations • Adding hyperlinks to the tours on the various websites of the region's community • Purchasing tablets for community usage in specific locations if this aspect is a part of the project's strategy. Remember to include the mobile connection fees for the duration of the project.

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	• Media monitoring
Administrative fees	• Administrative fees and compatibility associated to the good management of funds, and the preparing of the various reports required by different funders (interim reports and final reports) • Supervision fees • Evaluating fees: some funders will ask for an evaluation of the project that could be carried out internally or with external assistance as necessary • Insurance fees if applicable • Taxes (if applicable)

4f. Finding the sources of funding

A community project can benefit from various sources of funding while a private project will rely on a more limited external funding.

Potential financial support
- Locally
  - Principal organization/group leader
  - Community partners
  - Business community
  - Individuals
- Regionally, provincially, federally
  - Initiatives / current projects supporting the proposed project
  - Partners
  - Foundations
  - Business community
  - Individuals
- Provincial and federal programs

If your project is led by a nonprofit organization, multiple regional and federal financing programs are available to help you.

Before filling your application form, read the guidelines of the program carefully to make sure that your organization is eligible and that the activities you offer respect both the objectives and criteria of the program in the context where you apply.

It is strongly recommended that you contact the project coordinator responsible for the program in your region at the very beginning of the process. The project coordinator will give you the information necessary to structure your application adequately.

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It's equally recommended to fill your application form with the help of an individual who has expertise with the preparation of applications.

Here are a few of the provincial and federal financing programs available.
- FEDNOR – Economic Development Initiative (EDI)
- FEDNOR – Youth Interships Program
- Fednor – Community Futures Program (CFDC)
- Northern Ontario Heritage Fund Corporation – Youth Internship program
- The Ontario Trillium Foundation
- Canadian Heritage – Development of Official Language Communities Program
    o Available Component: Community life
- Citizenship and immigration Canada Inter-Action: Multiculturalism Grants and Contributions Funding
- Ministry of Tourism, Culture and Sport of Ontario – Cultural Strategic Investment Fund
- Ontario Art Council
- Tourism development funds - the ministry of Tourism, of Culture and Sports of Ontario
- Commemoration for 400 years of French presence in Ontario 2013-2015
- Ministry of Rural Affairs of Ontario – Rural Economic Development Program (RED)
- Farm Credit Canada – Expression Fund Supporting Canada's Official Languages
- Ontario Healthy Communities
- Employment and Social Development Canada : New Horizons for Seniors
- Canadian Heritage: Young Canada Works
- Community Foundations (depending on the regions)
- Employment and Social Development Canada

It's important to consider the potential <u>natural sources of collaboration</u> for your project. If the project becomes a well-known and motivating one in your community, the people, organizations and enterprises will be much more likely to collaborate with you.

Some examples of natural collaboration
- A museum could provide a hand for the research and writing of some historical capsules
- A health centre could provide similar help with the research and redaction of health capsules
- A high school, a community college or a community radio could provide audio and video recording equipment
- Some high school students could help with the video editing

4g. Selecting a partner for the web and mobile application

An interactive circuit project uses mobile technology. Over the past few years, this technology has progressed and new options are presenting themselves at reasonable costs.

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The notion of guided community tours has existed for a long time. Numerous communities have had, over time, guides that accompanied visitors to different locations. Most of the time, these guides were funded by specific projects. Afterwards, a lot of communities had no other choice than to replace these guides by brochures, making the visits self-guided. Following this change, the possibility of developing interactive tours with GPS technology, as well as geolocation, surfaced. However, the technology itself was not widespread and available enough to the general population to guarantee success. The progression of mobile technology was the awaited revolution for this type of project.

Under this project, Artem has decided to work with a technological enterprise in the region of Ottawa, EPSIDON and its application "Veni Vidi". The main reasons behind this choice were the flexibility and willingness to adapt the application for the project's needs. Furthermore, the costs of the application and its associated adaptation made the project possible. The available options with Veni Vidi are numerous and satisfy the project's needs. The usage of Veni Vidi is simple. A computer and an Internet connection are required to begin the information setup process in the application. There exist other applications on the market that were developed by other providers.

> Epsidon Inc.
> 36 David Drive
> Ottawa, ON   K2G 2N1
> Guy-Vincent Jourdan
> 613-255-6612   gvj@epsidon.com

Here are a few details concerning the Veni Vidi application
- A flexible and simple application fit for any user, who will be guided and receive access to all the information available on Veni Vidi through either smartphones or tablets.
- An accessible and always-viewable application that allows users to:
    o Choose their course by viewing different prompts, to discover and appreciate their community, its resources and services
    o Create personalized circuits based on their interests, thanks to keywords associated to various points of interest
    o Be informed during a walk whenever there's a nearby point of interest or map out their stroll
    o Access at all times, on or off site, the different medias available and share them with friends
    o View the content through different forms of media
        ▪ Text and images
        ▪ Audio guides and video guides
        ▪ Videos
        ▪ Sound clips
        ▪ Web links
    o Find practical information about the tour
        ▪ Duration of the tour
        ▪ Information on the schedules and costs of different locations to visit
        ▪ Useful contacts

- View the information in multiple languages
- It's possible to develop an application for each community
- Pricing structure
  - Epsidon provides a price based on the size of each project. Contact the enterprise in order to discuss your project
  - Fixed basic price to access Veni Vidi
  - Basic price to develop a specific application for your project
  - Yearly bandwidth fee
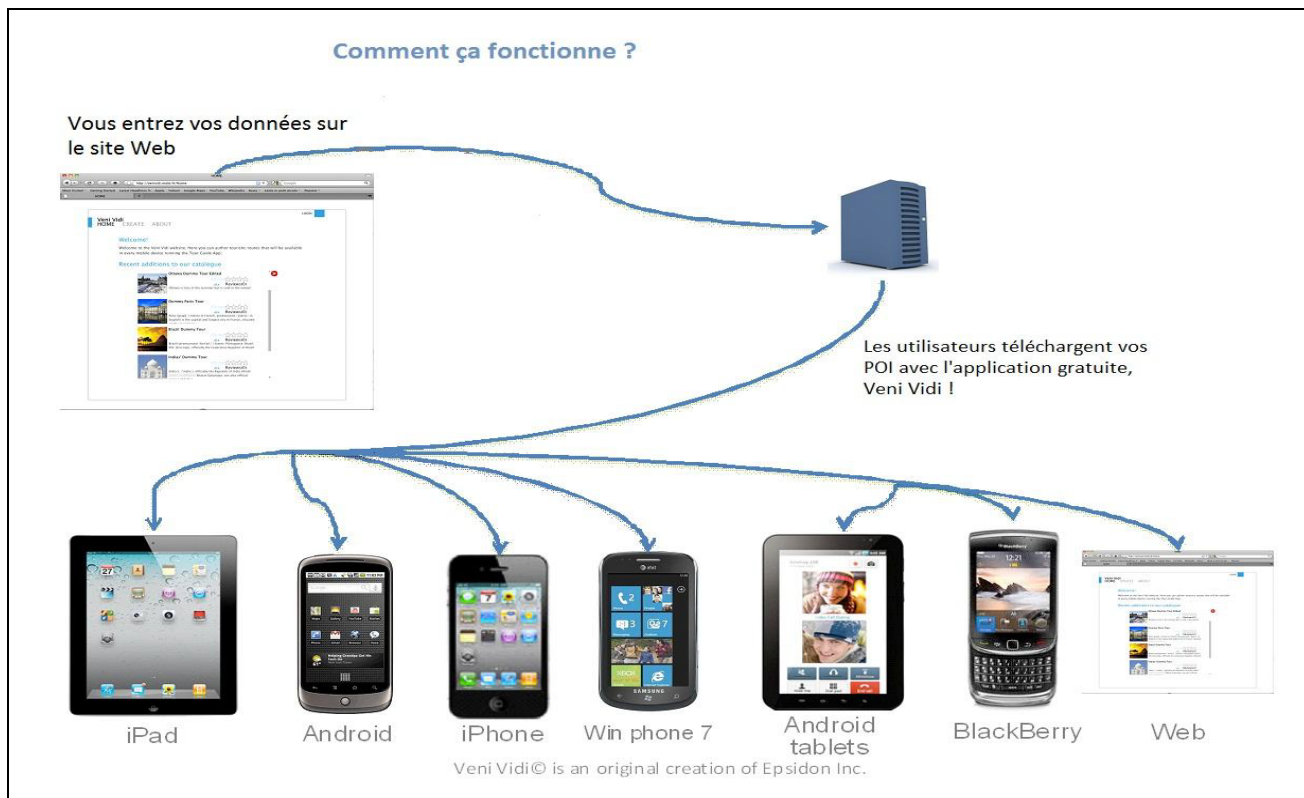
4h. Putting the work team in place

For a good implementation of the project, it's important to assemble an experienced team. Depending on the organizations, the communities and the project itself, the dedicated team for the project's development can vary from a few temporary members to a full-time team. The team can include paid members as well as volunteers. From the beginning, it's vital to make sure that the team's members have the time, energy and willpower to complete their designated tasks.

Here are a few positions/tasks that should be taken care of by members of your work team:
- Link with the community
- Accounting/financing/reports
- Link with the donors

- Marketing/graphic design
- Content revision
- Technique (video-audio-web)
- Link with the volunteers
- Link with the medias
- Fundraising if applicable

For the Temiskaming interactive circuit project, Artem decided to entrust most of the project's development work to a consulting firm, because the organization didn't have the necessary team to guide the project successfully. The request for proposal used by Artem for hiring a consultant is presented in Appendix.

The main management tool used by the team for Artem's project is the free online software www.trello.com . Trello is a collaborative project manager.

4i. Mobilization and engagement of the community

An interactive community tours project's success rests on the mobilization and engagement of the community. It's a matter of promoting the community and understanding the elements of pride within it.

The definition of "community" will probably vary depending on the project being developed. The community could be a specific group that is directly touched by a particular circuit. For example, in Artem's case, one of the circuits was "the 100 years of agriculture in Temiskaming". For this circuit, numerous rural communities were contacted.

The community can really help the project's development, either with the help of volunteers or with financial support. Subsequently, the promotion of the tours relies heavily upon word of mouth, and the community is the base of this promotion method. It's important to keep in mind that the project's topic is probably already developed, but presented in a different way. You must not reinvent what has already been done.

A few key elements must be present for the citizens' mobilization to be effective, especially the creation of a common vision, a good understanding of the situation, leadership, the establishment of collaborative partnerships, participation from the citizens and tenacity.

Here are a few suggested steps:

> Establishing a common vision and an action plan
> In order to gather members from the community, you must first create a draft containing a common vision or an action plan. An interactive community tours project could be part of an even greater community renewal goal, or even be under a simple action plan.

<u>Assembling a community group</u>
Assembling a community group to help the project is a real challenge. Oftentimes, in community projects, we contact "the same ones" and those people are often too busy already. It's important to reach out to other individuals who could help. An advertisement in the journal or local radio has low odds of successfully gathering interest. The most effective approach is one by one contact. Writing down a list of people to call based on the circles of contacts and influences, then directly contacting those individuals is the most efficient way to attract the community's attention. Don't underestimate the potential of adding to your list people that aren't often called upon. It's possible that these persons have never been contacted for help, or that the normal calls for help never catered to their interests.

<u>Brainstorming session</u>
The first step is to share the common vision and the action plan, then understand the group's ideas to truly adapt to the vision, the action plan and the elements for the community to see itself in the project.

In Artem's project's case, the online too www.trello.com was used to simplify the brainstorming sessions.

During the initial meetings, here are topics that could be discussed:
1. Identifying the themes (i.e. culture, attraction, economic development…)
2. Potential points of interest by themes

Following the first few meetings, it's important to identify the people who want to keep working on the project.

During the following meetings, here are subjects to discuss:
3. Prioritizing the points of interest
4. Identifying the circuits
5. Identifying a concept/image for the circuit

<u>Recruiting volunteers</u>

During the project's development, you'll probably need volunteers, who will give you information, photos, testimonials, etc. The general process consists of publishing an advertisement in the journal, local radio or through posters. This approach is necessary, but doesn't always give the desired outcome. The best way to contact these people is, once again, to contact them directly.
- o Firstly, write down a list of individuals that could be helpful.
- o Secondly, clearly identify what tasks the individual could help with, as well as what that could imply (what-when-how).
- o Thirdly, identify the best person to contact these individuals.

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An aspect that often ends up being neglected concerning the volunteers is the communication with them. You must establish and maintain a communication link with them, through e-mails, bulletins, meetings, etc. Another important aspect is the acknowledgement of these volunteers. This starts off with a thank you for the work, a written acknowledgement in the project and possibly a Reward Program. This program can work in a few different ways, by being an activity to thank the volunteers, gifts or even gift cards for your organization or local businesses.

4j. Identifying the points of interest

Often, the communities have a difficult time showcasing their community's assets, so they only reference a few important infrastructures that attract attention. It is possible to pinpoint other assets within the community. For example, take a look at Saint-Élie-de-Caxton in Quebec and the storyteller Fred Pellerin. Saint-Élie is now known internationally because of his tales and legends. These stories were certainly powerful assets for this small village.

The notion of community assets consists of listing the elements that are often forgotten, yet could help development and the community's ability to help each other. The assets also include elements related to history and the stories behind the community. The citizens often perceive their community like a half-empty glass that suffers important deficiencies. When all of the community assets are listed, this perception can turn around and become a half-full glass filled with capacity.

Here are a few examples of community assets that are commonly forgotten:
- The trails
- The "beautiful views"
- The ancient houses
- The legends
- The entrepreneurs
- The history of our heroes
- The history of our common citizens
- The fauna and flora
- The local artworks
- Etc.

The brainstorming sessions about potential points of interest should be as open as possible. You never know in which direction the results will bring you: perhaps a new circuit will emerge. It's also important to capture the existing resources that could be used to develop new points of interest: articles, books, videos, photos, persons to contact, etc.

Here's an example of a Trello board for Artem's project, showing a night of brainstorming on the subject of Francophonie.

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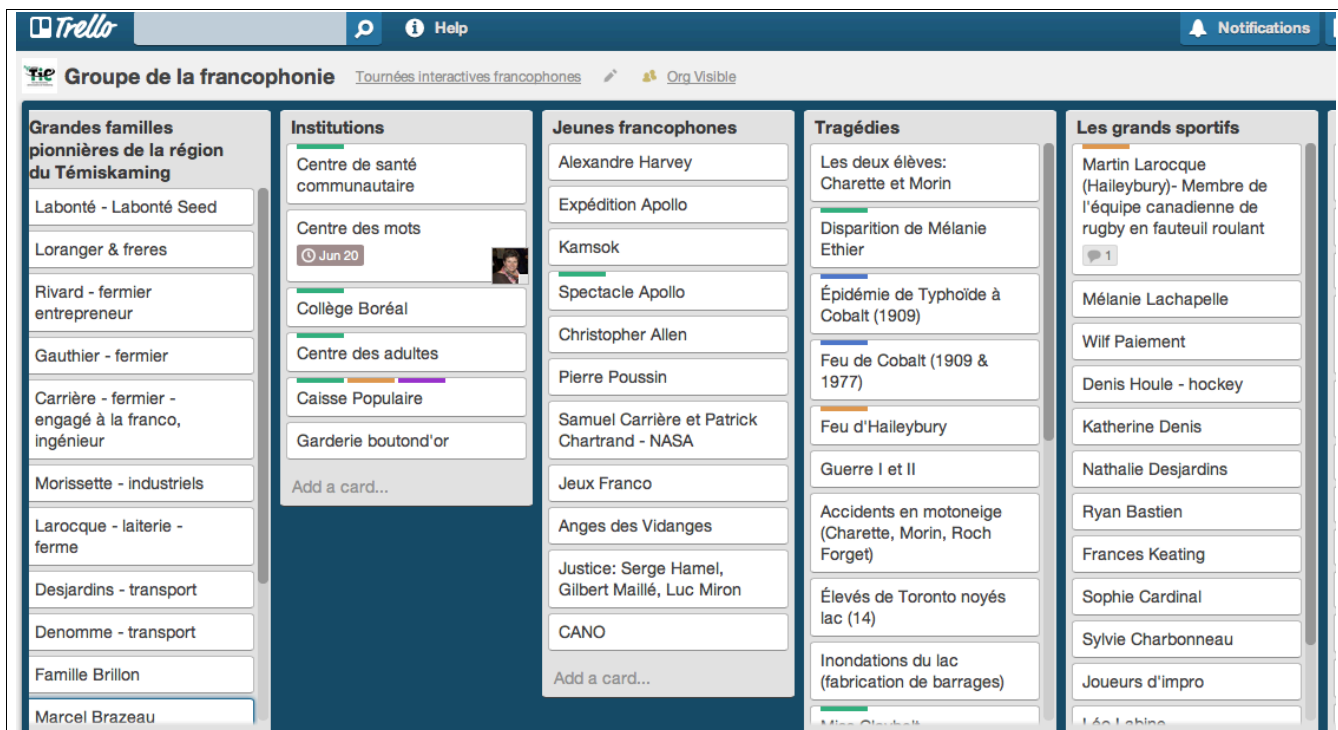
Screenshot of a Trello work board

The following steps will be the prioritization and regrouping of potential points of interest. It's common for a few hundreds of points of interest to emerge during a brainstorming session. A subgroup should be identified to prioritize and regroup according to the common vision and the action plan. This will make the circuit easier to plan out, and it'll help develop its concept and image.

4k. Developing the tours (circuits)

A tour is a grouping of points of interest based on a theme, linked geographically one way or another.

Following the prioritization of the points of interest, what are the options offered as potential tours? The points of interests can be grouped in different ways.
- Walking, cycling or driving circuit
- Length/duration of the circuit
- The neighbourhood, community, region
- The target audience

Preliminary outline
A preliminary outline is implemented by identifying the points of interest along the tour. Does this outline look interesting? Are the points of interest scattered all along the path? Do some of the points need to be modified or replaced?

Validating the tour

A community meeting with an enlarged group (probably with the initial community group) is recommended to validate the tour's preliminary outline. During this meeting, the following elements should be presented:

- The circuit's vision and purpose
- The preliminary outline
- The recommended points of interest

It's important to obtain the validation that indicates the tour could interest and create passion within the community, because it's the community itself that will keep the circuit alive in the long run. This step also helps confirming whether or not some key elements are missing.

The tour's image

A brainstorming discussion on the image of the tour could be held. What should be the image showcasing the tour and will there be a particular character narrating the circuit? A subgroup could finalize the action plan for the image.

For example, in Artem's project, a well-known and respected artist from the region, Rose-Aimée Bélanger, was the personality chosen for the tour "Vent dans les voiles" (Sailing Ahead). For the "Legend Tour", a legendary character from the beginning of the century, Father Charles Paradis, was selected to be the tour's image.

Here are a few details about the establishment of a tour in the editor of the Veni Vidi software.

First step – general information

- Title
- Tour description
- Key words
- Category to facilitate the research of similar tours

Second step – multimedia information

The multimedia information for the tour is established to present and ease the understanding of the tour, even though none of it describes the individual points of interest. The points of interest can have their own multimedia information.

- Multimedia guide, in audio or video format, to introduce the tour
- Images/photos of the tour
- Another audio/video capsule associated to the tour
- Hyperlinks associated to the tour

Screenshot of the editing screen for Veni Vidi – establishing a tour

Third step – associating points of interest (POI) with the tour

It's now time to associate the points of interest (which have been established previously in the process – see the section on points of interest). With the software, it's simply a matter of adding the points of interest to the circuit by selecting them from the existing points. The next step is to ensure that these points of interest are placed in a logical order for the tour. The system will automatically place the POI in a logical order based on the map, but it's very easy to modify the order of the POI.

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Screenshot of the editing screen for Veni Vidi – establishing a tour

Fourth step – other information

Just like it was for the points of interest, it's possible to add supplementary information such as the hours of operation or specific coordinates. This information would previously only be indicated next to the circuit, not under the points of interest.

Schedule

Days and Hours of Operation

Select	Days	Open	Close
☐	Monday		
☐	Tuesday		
☐	Wednesday		
☐	Thursday		
☐	Friday		
☐	Saturday		
☐	Sunday		

Cost:

Duration:

Contact

Name: Nicole Guertin

Position: ARTEM & Centre de leadership Niska

Phone: + (705) 622 0279

Email: nicole@centreniska.ca

Further Information:

Enter additional information here...

Écran éditeur Veni Vidi – mise en place de tournée

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4l. Developing the points of interest

The community can play an important role when developing the points of interest. Firstly, when it comes to the available information, it's quite probable that it already exists and doesn't need thorough research. Secondly, there are certainly members of the community that can take care of the research, the writing and the recording.

The research
- What are the details available about the POI – text, anecdotes, stories, photos, videos, etc? The majority of the information already exists in the museums, the municipal offices, the archives of associations, enterprises and families, as well as within the memories of people from the community
- Obtaining and classifying the information gathered in a format that will ease the development of points of interest
- Permission for the copyrights
  - When possible, you must obtain the copyrights.
  - It's also important to provide the sources of information
  - Often, the sources of public information are available for non-profit projects. If your project is for profit, you must be particularly careful when dealing with copyright.

Key elements for points of interest
- **The simplicity of details:** the majority of users want to obtain the basic information. The more complex details can always be added afterwards as attached files.
- **The length:** the information presented should be around 150 words long, which represents an audio or video capsule with a maximum duration of 60 seconds.
- **The presented information should gather interest:** for example, the historical photo of a particular location often creates interest within users, because they can compare it to the actual location by standing there.
- **The content should reflect the interest of the majority of the users:** the research for a point of interest could lead towards a few different routes. To generate as much interest as possible, it's important to look at the project from the users' point of view. The other unused information could be added as attached details.

The potential elements to present a point of interest
- Text
- Photos
- Multimedia guide : audio – video
- Supplementary information
- Hyperlinks
- Other information
  - Business hours and user fees if applicable

- Coordinates for more information

Text
- Your base text, respecting an approximate length of 150 words, should reflect the information in your multimedia guide
- If a supplementary text is required, this text could be added in the other information/attachments section.

Photos
- If possible, it's important to have 1-3 photos per point of interest
- The software used should optimize the dimensions of the photos, but if this function is not available with your software, you should choose a size that speeds up the download of the photos, all the while keeping an acceptable quality for the screens of both phones and tablets.

Multimedia guide: audio - video
- This guide should mirror the base text for the point of interest
- The multimedia guide will be the element that will automatically start up when the user approaches a point of interest
- When video footage is not required, it's preferable to use an audio guide for a quicker download

Audio and video supplementary capsules
If necessary, supplementary capsules can be added to the points of interest. However, these capsules should not replace the multimedia guide, but rather add some more specific information.

Recording and editing audio capsules
- The recording and editing can be performed with the help of professionals and specialized hardware. All depends on your budget when it comes to the creation of capsules
- However, the expectations of the community say that the quality can be lower as long as it remains acceptable. The most important part is the authenticity of the capsule and its link to the community
- It's possible to record the capsules with a basic type of microphone available for a price ranging between 10 and 50 dollars as well as a computer, an MP3 or a Smartphone
- It's possible to edit the recordings with the basic software often included with the other software from Microsoft, Apple, etc. For example, as far as Apple goes, the Garageband software allows a perfectly acceptable level of editing
- There exist resources on the web that can assist you in the editing of audio capsules.
- When you're done, you simply have to upload the audio capsule to the editor of the Veni Vidi software.

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Recording and editing video capsules
- The recording and editing can be performed with the help of professionals and specialized hardware. All depends on your budget when it comes to the creation of capsules
- However, the expectations of the community say that the quality can be lower as long as it remains acceptable. The most important part is the authenticity of the capsule and its link to the community
- It's possible to record the capsules with a camcorder camera, or any other camera that can create videos
- We strongly suggest that you purchase an external microphone to attach to your camera, in order to cut out the wind and pinpoint the audio more precisely. A microphone like this can be found for prices between 200$ and 500$
- It's possible to edit the recordings with the basic software often included with the other software from Microsoft, Apple, etc. For example, as far as Apple goes, the iMovie software allows a perfectly acceptable level of editing
- There exists resources on the web that can assist you in the editing of videos
- Afterwards, you have to upload the video capsule to your Youtube account, and add a link to it in the editor of Veni Vidi. Youtube is used as a base to contain the video in order to reduce the costs related to the bandwidth of the mobile application. You should upload to Youtube using a lower resolution in order to speed up the download time during tours
- Note: it's tougher to obtain quality video recordings than it is to get quality audio recordings. That's why we recommend you practice with different settings before recording the final capsules for the tour.

Here are a few details on the subject of recording the information for points of interest in the editor of Veni Vidi de Epsidon

Basic information:
- Title, description (text), key words, category

Editing screen for Veni Vidi - locating a point of interest

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Localizing the point of interest:
  • Define the exact location of the point
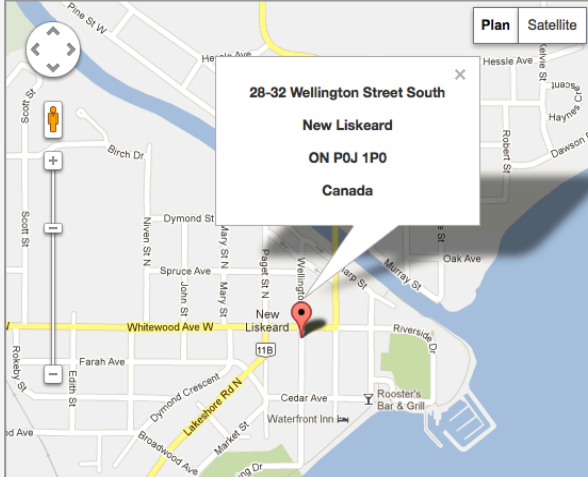
Editing screen for Veni Vidi - locating a point of interest

The multimedia information:
  • Adding information in the multimedia guide (audio or video), adding photos, adding audio or video capsules, adding hyperlinks.

Écran éditeur Veni Vidi – mise en place d'un point d'intérêt

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Editing screen for Veni Vidi - locating a point of interest

Editing screen for Veni Vidi - locating a point of interest

The supplementary information:

- Adding other information, such as the business hours and the coordinates

Schedule

Days and Hours of Operation

Select	Days	Open	Close
☑	Monday	11	20
☑	Tuesday	11	20
☑	Wednesday	11	20
☑	Thursday	11	20
☑	Friday	11	20
☑	Saturday	11	20
☐	Sunday		

Cost:

Editing screen for Veni Vidi - locating a point of interest

Contact

Name:

Position:

Phone: + (705) 647 4215

Email:

Further Information:

Enter additional information here...

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Editing screen for Veni Vidi - locating a point of interest

4m. Availability of tours in different languages

The organization establishes the different tours in a basic language. This language, by default, is the language the organization decides to work with in the Veni Vidi software. Afterwards, it's possible to translate the information on different circuits and points of interest with the translation function available in the application. The users can access circuits in different languages depending on the option they select.

For the Temiskaming interactive circuit project, the basic language chosen was French as Artem is a francophone organisation.

Editing screen for Veni Vidi - translation function

4n. Promoting the projects and tours

Promoting the project and tours required different steps all throughout the process. There are various distinct steps that must take place at different times during the project.

Before the project

The objective of promotion before the project begins is to pique the interest of the community, people and partners that could collaborate during the development of the project. People are

interested by new projects, especially those that present innovation, so it's advantageous to expose your project. The simplest and most economical method of promotion is through exposure from your Media Relations. It's important to go beyond the publishing of a simple press release. You must build a relationship with your local media, keep them informed about your project and share your various updates with them.

During the project
During your work process, it's important to keep in touch with your community and partners about the progress of your project. Once again, it's vital to involve your local media in this kind of update.

Another aspect that could be useful to start at this point, is the establishment of web tools. For example, using social media and creating a Facebook page. It'd be equally wise to add update information to your website.

It's important to keep your community partners informed. For example, the chamber of commerce, your municipal council, your Family Health Team, etc. This can be done by sending out a bulletin, a presentation for the groups, or even by hosting a kiosk during community activities.

After the project/project's launch
Your interactive tours project will require the establishment of a marketing strategy. Depending on your organization and the size of your project, a marketing group could be established and this comity could include other persons and professionals from the community.

Your marketing strategy should include the following elements:
- Name, logo, branding, slogan
  - A professional image will provide more credibility to your project.
  - Should you consider a bilingual name/logo/image?
  - What is your target market?
- Hyperlink/QR code that allows people to easily participate in your circuits
- Bookmarks, brochures, posters, promotional flag/banner
- Presence in the social media
  - Invitations to your events
  - Purchase of key words and targeted promotion campaigns
- Presence on your website and those of your partners
- Presence on the community websites (i.e. chamber of commerce, municipality...)
- Links with the websites and regional/provincial initiatives
  - The regional and provincial initiatives are often on the lookout for new elements related to their strategies and initiatives
- Local media – importance of press relations
- Bulletins
- Presentations for the groups/organizations

Throughout social media, we often hear that a message being passed on from one person to another is a great viral marketing strategy. Is such a tactic possible within your community for your project? This strategy is effective and often inexpensive.

4o. Long-term maintenance of the project

When establishing a new project, it's always essential to ensure its durability. Unfortunately, this aspect is often considered minor, meaning the durability plan is fragile.

Aspects to consider
- Leading group
- Financial aspect
- Updating the information
- Adding new information
- Promoting circuits

Leading group
There clearly must be a leading group, a comity and people that have the responsibility of ensuring the continuation of the project. Of course, the intensity will be lower than it was during the project's development, but there must be a clearly defined continuation process.

Financial aspect
There will be some fees associated to the continuation of the project and those expenses must be incorporated within a budget of sorts.
- Annual support fees for the web application
- Update/information adding fees
- Fees to continue promoting the circuits
- Fees to ensure the long-term operation of tablets if they're used for the project. (See the guide's section on accessibility to technology for more details.)

Updating the information
Organizations and enterprises often have trouble keeping websites and web initiatives updated, because this task often remains unassigned. A website that isn't kept up to date rapidly becomes outdated and unreliable. The information must be updated on a regular basis, be it monthly or annually, depending on the situation. Someone must then be entrusted with this task. It's quite possible to hire trainees or summer students to take care of these updates.

Adding new information
The establishment of your circuits in the initial project is probably the step that required the most efforts and investments. It's always important to continue adding new circuits or points of interest, in order to keep the momentum of your community going. This also helps when making vibrant promotional campaigns and keeping your media relations going.

Promoting circuits

After the initial launch of your circuits and promotional campaigns during the first year, it's important to continue developing your marketing campaign while keeping your circuits in mind. Without a constant promotion, the circuits will fall into oblivion like many other initiatives. It's the leading group's job to keep the flame alive everywhere in your community.

For example, the hyperlink to your circuits should be present in every brochure and website of your community. When a new festival is coming to your community, it's important that your circuits have some form of presence.

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5. The development of interactive health circuits

Interactive health circuits emerged soon after the initial development of interactive community tours. By combining the mobile technology behind the interactive community tours, the concept of audio and video guides, the will to use existing assets within a community and the concept of outdoor fitness, the idea of interactive health circuits was born.

The interactive health circuits provide users with outdoor fitness circuits (exercises in the wilderness) and use video capsules to instruct the user on how they can perform the exercises, all the while using existing infrastructures within the community. The difference between the two types of tours (community versus health) is the use of videos in the health tours to see demonstrations of exercises.

Another innovation with the concept of interactive health circuits is the use of audio capsules to transmit health information under a specific theme.

The health capsules allow the transmission of health information between two exercising locations that may be separated by a long distance. This makes the circuit more fulfilling, but more importantly, it helps the user learn more about health. In such a circuit, there could be between 4 and 6 health capsules, so it's possible to develop them by following specific themes such as alimentation, obesity, health factors, a specific chronic disease... The user can choose the theme to listen to during their journey.

The advantage to health circuits is the ability to be present in any community, so long as you have a good cell phone signal. Furthermore, the circuits are perfectly free for the user and can be used at any time, whether in a group or alone.

5a. Who can benefit from the interactive health circuits?

Anyone in the community who wants to take part in outdoor exercising and activities

The health circuits can also become a tool for health professionals. These professionals often want to prescribe more exercising and outdoor activities to their patients, but this kind of resource can be rare. These circuits can meet these criteria. If they were pushed a bit farther, these circuits could be adapted to different chronic diseases or to certain types of health establishments.

5b. Outdoor fitness

Conditioning or "fitness" is a series of activities destined to help you shape your body (cardiovascular exercises, bodybuilding, gymnastics, etc.). During the past few years, the concept of outdoor fitness emerged along with people like Tina Vindum in California www.outdoorfiness.com and Danielle Danault in Quebec www.cardiopleinair.ca. People want to stay fit, but traditional training in conditioning centres with cardio devices and bodybuilding rooms don't fit the needs of the majority of

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the population. A large amount of people decide they want to join a gym, without actually doing so. When it comes to those who had the courage of joining, more than 60% abandon during the first three months, either because they lack pleasure or motivation. The interior environment is often too stale.

Outdoor fitness requires training outside, doing both cardio and bodybuilding, while enjoying the benefits of nature and socializing; having the chance of releasing daily stress while renewing energy, developing muscles and gathering oxygen happily in the midst of nature.

It's possible to replicate the tools and devices from a gym with the infrastructures that exist in the community and the help of some simple items, such as rubber bands, yoga mats, etc. Here are a few examples of existing infrastructures: trails, park benches, tables, trees, streetlights, etc. Once the concept has been widely tried out, it becomes easier to add new elements to it.

Another interesting aspect of outdoor fitness is its ability to improve mental focus, emotional strength and the sense of well-being. Nature, fresh air, sunlight and plants are important elements of life that are more and more dissociated from our modern lifestyles.

5c. The steps of development

The approach to the development of an interactive health circuit is similar to what has been presented earlier in this guide.

Here are some considerable elements that are more specific to interactive health circuits.

The target market of users
It's necessary, at the very start, to properly identify the target market of users.
- The community for the average person
- The community for the already-active person
- A Diabetes Centre for those struggling with diabetes or obesity problems
- A centre for the elderly
- A community integration centre

The circuits can be adapted to any kind of user base. The target market will have an impact on the type of circuit, location, length and recommended exercises.

Gaining knowledge about outdoor fitness
Lots of information is available principally on the web. Some books cover the subject, and there is even online training. With some basic knowledge, it will be easier to identify the existing infrastructures that may be used.

The establishment of collaborations with personal trainers, physiotherapists or other rehabilitation professionals in your community could become very advantageous when designing exercises.

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<u>The location and length of the circuit</u>
Depending on the target market, the location of the circuit should be picked to satisfy the needs of those who will be using it. For example, a circuit for the elderly should be developed around the seniors' centre of the community.

It's also possible to use trails or courses that already exist in the community. Do such paths already exist in your community?

The length and duration of the circuit should be adapted to the target market.
> Are you aiming for a course covering 1km, 2km or even 5km?
> Are you aiming for a course with varied exercises, a cardio course or a course with more bodybuilding exercises?
> Are you aiming for a course that lasts 30, 60 or 90 minutes?

For the average circuit, generally speaking, the walking segment should last around as long as the exercise segment. A 2-2.5km walk with around 15 different exercises should last between 60 and 75 minutes.

<u>Identifying the assets/existing infrastructures</u>
By exploring the area of the circuit, the assets and infrastructures are identified. For example:
- Trees, park benches, tables, streetlights, fire hydrants, staircases, walls and foundations, devices in the parks.

People are often embarrassed to practice exercising in busy public areas. This factor must therefore be considered when selecting areas and exercises.

<u>Exercises design</u>
Associating exercises to infrastructures can prove to be a challenge, but it can also be quite valorizing, because some elements that have existed within the community for a while will be used in different ways for the first time, which may very well aid the well-being of the community.

With the knowledge acquired earlier in the process, you must try to find exercises that are possible with the infrastructures.

Examples:
- Push-ups on walls
- Sit-ups on park benches or bleachers
- Cardio exercises with large staircases
- Breathing exercises in calm locations, next to rivers or streams perhaps

<u>Analysis of the circuit's first draft</u>
The circuit's first draft will be done on paper. Before you formalize the circuit by recording the capsules, it's useful to analyse and evaluate the suggestions you receive.

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Here are a few questions:
- Are the different types of exercises properly distributed along the circuit? For example, exercises to strengthen your arms should not all be one after the other.
- Is the circuit too long?
- Does the circuit satisfy the needs of the target market?
- Is the circuit safe?

You must then adjust everything properly to have a plan for the establishing and formalizing of the circuit.

<u>Recording the capsules and uploading them</u>
The recording and uploading process for capsules is the same as the ones described previously in this guide.

<u>Promoting the circuits</u>
The promoting process of circuits should include the health professionals who work at the community health centres, family health teams, doctors and other health professionals who might be interested. Depending on the target market, promoting within the organisms that regroup the targeted users is an important element. For example, the golden age clubs for circuits aimed at the elderly.

5d. The interactive health circuits during winter

During winter, people are often less active. The cold, the weather conditions, the risks and the shorter days are all elements that take away motivation for exercising.

However, outdoor fitness is still possible in the midst of winter. There's no real bad weather: only a bad selection of clothes. If people are dressed properly, they can easily enjoy winter exercising.

It's possible to develop some health circuits for the summertime and others for the wintertime. Normally, the winter circuits will have fewer exercises, because the infrastructures aren't as accessible and the clothes can make some movements more difficult. The focus of winter circuits should probably be walking, with a few more cardio elements and exercises along the way.

6. Risk management

Managing risks properly is a fundamental part of any good project in development. Here are some elements that are heavily important to consider.

Agreements between partners
It's important, towards the start of the project, to establish collaboration agreements between the partners and collaborators of the project. These agreements help clarify everyone's role and expectations, while avoiding possible misunderstandings.

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Liability insurance during the project's development
> Does the organization in charge of the project possess liability insurances during the project's development? Generally, the already-established insurance coverage should apply to the project's development, but it should be checked regardless.

Liability insurance towards users
> If the tours take place on your property, you can the presence of interactive tours for close to no fees thanks to your insurance company.
>
> If the tours take place all around the community, it's strongly recommended that you add the name of your organization and project to your municipality's liability insurance. This doesn't usually cost anything for the municipality. It's important for the municipality to understand both the project and its associated risks properly. Discussions with the municipality in question should take place when the project has just begun, in order to eliminate any possibility that the municipality may refuse.

Documentation process during your project's development
> A good practice involves establishing a documentation process for your meetings and other elements that could be used during development.

Risk prevention and liability waivers
> During the development of your circuits, it's important to keep in mind the prevention of risks for users. For example, if the users must cross a road, you should make sure they cross the safest intersection available. Another example, if the circuit goes through a trail, is to make sure it's a safe one to use.
>
> At the start of your circuit, some instructions could be added according to the situations. For instance, for Artem's project, a short liability waiver was integrated to the Veni Vidi software. Therefore, if the user wants to continue the circuit, they must first accept this form. Here's the text that was used:

> > Waiver and Release of Liability
> > > As a participant, I understand that I will take part in this interactive tour at my own risk and I will not hold Artem, its employees, guides or other implicated parties responsible.
> > > The visit may involve unfamiliar physical activities and/or travel through unfamiliar locations. I voluntarily accept the risks and take the complete and utter responsibility of my health and well-being during the tour.
> > > By accepting this waiver and relief of responsibility, I (me and my group) affirm that I have read, understood and accept these conditions.

> > Refuse / Accept

Another example for Artem's health circuits, the guide mentions in his first video capsule that people can adapt to and even ignore certain exercises according to their abilities.

7. Access to the technology

It's important to know that this kind of project uses the web, mobile technology, smartphones and tablets. Even though these technologies and tools are spreading quickly throughout the population, it's possible that some people don't have access to such technology for the tours.

Is it possible to incorporate, in your project, elements that would make your project accessible to everyone? According to your situation, different elements could be added.

Here are a few examples from Artem's project:

> Different circuits have been developed in all three communities that form the municipality of Temiskaming Shores. Some circuits have even been developed on a regional level.

> Ten tablets have been acquired for the project, including the cellular coverage for all of them. These devices have been placed at strategic locations throughout the community: at the community health centre, in the touristic centres, in the museums, in the municipal offices and in the golden age clubs.

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8. Conclusion

The Temiskaming interactive circuit project has breathed new life into Artem and numerous other groups in the region. Through a community commitment process, with the help of many volunteers and a few donors, a new innovative project is now in place.

This kind of project is a carrier, because it contains many key elements.

A project with a good value for money ratio

A project led by the community

An innovative project

A project for the future

The experience this project provided has been positive. This next year will allow us to obtain more data about the actual use of interactive tours by the population.

We wish good luck to whoever would like to start up a similar initiative.

9. Appreciation of partners

This project was made possible thanks to the support of numerous financial partners and volunteers.

Thanks to our guides, those who gave us anecdotes, photos and text, our writers, translators, those who took care of the recordings and all the other members of the community that participated to the project, directly or indirectly.

Thanks to the NISKA Leadership Centre and Epsidon for leading this project to a great success.

NISKA Leadership Centre
www.niskacentre.ca

Epsidon Inc.
www.epsidon.com

Thanks to our financial partners in this project

Fednor
www.fednor.gc.ca

Ontario Trillium Foundation
http://www.otf.ca

Cultural Strategic Investment Fund
Ministry of Tourism, Culture and Sport www.mtc.gov.on.ca

Northern Ontario Heritage Fund Corporation http://nohfc.ca

The Healthy Communities Fund (HCF), Ministry of Health and Long-Term Care www.mhp.gov.on.ca/en/healthy-communities/hcf/

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Farm Credit Canada - FCC Expression Fund
 www.fcc-fac.ca

Réseau de recherche appliquée pour la santé des francophones
www.rrasfo.ca

Centre de santé communautaire du Témiskaming