



Mapping of Skills and Training Needs to Improve Accessibility in Tourism Services in Europe

Case Study 5. Kéroul Welcoming Ways, Canada

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**European Commission
Enterprise and Industry Directorate General (DG
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“Mapping skills and training needs to accessibility in tourism services”
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**Case study
The Welcoming Ways Training Programme**

Contents

EXECUTIVE SUMMARY.....	4
1.0 INTRODUCTION.....	5
2.0 OVERVIEW AND BACKGROUND INFORMATION	7
3.0 CONTENT, TRAINING MATERIAL AND AVAILABILITY	13
4.0 TARGET AUDIENCE, COMMUNICATIONS AND BARRIERS	14
5.0 EVIDENCE OF IMPACT	16
6.0 CONCLUSIONS.....	20
7.0 RECOMMENDATIONS.....	20
ANNEX I: CRITERIA AND JUSTIFICATION FOR BEST PRACTICE.....	22

Executive Summary

Québec is Canada's largest province by area and its second-largest administrative division and is located at the north-eastern tip of North America. Québec covers 1,667,926 km² (643,819 sq. mi.). That is three times the size of France, 40 times the size of Switzerland and 50 times the size of Belgium. Its territory extends nearly 2,000 km (1,242 mi.) from the U.S. border to the Arctic Ocean, between Ontario to the west and New Brunswick and Newfoundland and Labrador to the East.

Tourism plays an important role in the economy of Québec. Tourism represents 2.5% of Québec's GDP and nearly 400,000 people are employed in the tourism sector. Nearly 30,000 businesses are related to this industry, of which 70% are located outside of Montreal and Québec City. In 2011, Québec welcomed 26 million foreign tourists, most of them from the United States, France, the United Kingdom, Germany, Mexico and Japan.

According to the government "Québec is going to great lengths to ensure that its tourist sites are more accessible to people who have restricted physical abilities. Its territory may be big, but that's no reason to place limits on where travellers with reduced mobility can go or to deprive them of the countless natural and cultural sites for which Québec's tourist regions are known!"

In 2011 it was estimated that over 800,000 people in Québec have a physical disability (i.e. mobility, hearing, chronic fatigue, arthritis, obesity, severe asthma and heart problems). It is important to note that 44% of these people are over 65 years of age. According to a survey carried out by Kéroul in 2011:

- It is estimated in Québec that at least 87% of people with disabilities have attended a restaurant more than once in 2011 with 50% going to restaurants more than six times.
- 46% of people with disabilities have attended the movies at least once during 2010, 37% of people with disabilities have attended a show at least once during 2010, 42% of people with disabilities have attended a celebration or festival at least once during 2010 with only 21% of people with disabilities have attended a museum at least once during 2010.
- Overall, 40% of respondents indicated they had access to services adapted to their situation during their trip. Travellers outside Québec were more likely to indicate they had such access to adapted services (49%) than those who travelled in Québec (35%).

Kéroul is a non-profit organization with over 30 years' experience, promoting accessible tourism and culture for persons with limited physical abilities. Kéroul serves as a key consultant on accessibility matters to the Ministère du Tourisme's in Canada

and receives financial support from the Ministère du Tourisme du Québec, the regional tourism associations and Canada Economic Development.

Kérout has been delivering a course entitled 'Welcoming Ways' since 1983 and have provided training to over 25,000 people to date. The course is unique in that there are several modules available which are customised to meet the needs of different sectors; all trainers are people with disabilities; there is a train the trainer programme available to allow the course be delivered throughout the world; the training is constantly updated and improved based on feedback from participants and the training is recognised and supported by the Québec government.

In 2011 Kérout were recognised for their work on the Accessible Road Project when the project earned Kérout a United Nation's World Tourism Organization's Ulysses Award at a ceremony held this past June in Vilamoura, Portugal. The 'Welcome Ways' training programme is an integral part of the project.

1.0 INTRODUCTION

Québec has a population of approximately eight million people, the vast majority of whom live in the vicinity of the St. Lawrence River. Nearly 70,000 Amerindians, belonging to 10 different nations, along with 9,000 Inuit, live in approximately 50 villages spread throughout the territory of Québec.

About one in eight Canadians, or 13% of the population, has a disability that affects their mobility, agility, hearing, vision or learning. When pain, psychological, memory, speech and developmental disabilities are added in, the estimates increase to 14.3% or 4.4 million Canadians. In 2008, it was reported by Statistics Canada that the disability rate in Québec was 10.4% of the population. In 2011, it was estimated that over 800,000 people in Québec had a physical disability.

Tourism in Québec

Québec is made up of 21 separate tourist regions and tourism plays an important role in the economy of Québec and is the fifth largest industry in the province. Tourism represents 2.5% of Québec's GDP and nearly 400,000 people are employed in the tourism sector. Nearly 30,000 businesses are related to this industry, of which 70% are located outside of Montreal and Québec City. In 2011, Québec welcomed 26 million foreign tourists, most of them from the United States, France, the United Kingdom, Germany, Mexico and Japan¹.

¹ <http://en.wikipedia.org/wiki/Québec#Tourism>

Québec is unique among North American tourist destinations. Its French heritage sets the province apart from the most of Canada and the United States, as well as all of Mexico. The province is one of the only areas in North America to have preserved its Francophone culture. Its European feel and its history, culture and warmth have made Québec a favourite tourist destination both nationally and internationally.

Responsibility for tourism in Québec

Tourisme Québec² promotes, in consultation and partnership with public and private stakeholders, the development of the tourism industry from the perspective of economic prosperity and sustainable development within Québec. Tourisme Québec is responsible for:

- Guiding and coordinating the government and private organisations in the field of tourism.
- Ensuring the tourist gets a good visitor experience in Québec.
- The implementation and monitoring of sustainable tourism within Québec.
- Encouraging and supporting the development of tourism products (i.e. the official tourism website of Québec³).
- Providing and overseeing services to potential tourists relating to pre-visitor information and bookings.

Following the formation of the new Council of Ministers on 19 September 2012, Tourisme Québec is now part of the Ministry of Finance and Economy within Québec.





Using the Bonjour Québec⁴ search engine Kéroul publishes a tourism guide specially designed to promote accessible tourism in a dozen regions of Québec. The guide lists some 170 establishments (accommodations, tourist sites and information offices) accessible to people with restricted physical abilities. The idea is that potential visitors to Québec can quickly choose accessible accommodation as well as tourist sites and services whose accessibility has been evaluated by Kéroul, according to four criteria:

² <http://www.tourisme.gouv.qc.ca/index.php>

³ <http://www.bonjourQuébec.com/qc-en/accueil0.html>

⁴ <http://www.bonjourQuébec.com/qc-en/accueil0.htm>

Figure 1: Four accessibility labels developed by Kérout

Symbol	Denotes...
	Adapted to people with a physical impairment;
	Partial access to people with a physical impairment;
	Services to people with a visual impairment;
	Services to people with a hearing impairment.

2.0 OVERVIEW AND BACKGROUND INFORMATION

This case study presents the training and skills development components of the 'Welcoming Ways' Training programme which forms part of the Accessible Road Project which is an essential planning tool for those wishing to find out about accessible tourism within Canada. The project was initiated by Kérout.

Kérout

Kérout was established back in 1979 as a not for profit organization which, through information and lobbying, promotes and develops accessible tourism and culture. Kérout's mission is to make tourism and culture more accessible to persons with limited physical ability within Québec and Canada. A key consultant to Tourisme Québec, Kérout promotes accessible tourism and culture by providing information and by lobbying. The organisation also works with governments and private businesses to increase accessibility to tourist and cultural venues.

Kérout offers tourist information services, as well as consulting, training and research services for businesses. The organisation is recognized worldwide for its unique expertise and is part of several associations (Associate member of ENAT, partner with U.S.-based Society for Accessible Travel and Hospitality and of Tourisme et Handicaps, a French association that promotes tourism for persons with disabilities) and its representatives are involved in a number of advisory boards and working groups.

Figure 2: Image of the Kérout Logo



Kéroul works with governments and private businesses to increase accessibility and offers a range of services including:

- Evaluation and certification - Since 1979, Kéroul has been evaluating the accessibility of Québec's tourist and cultural facilities. It is the only certification recognized by Tourisme Québec. Since 1987, the Ministère du Tourisme du Québec has recognized the accessibility certification awarded by Kéroul to over 6,000 tourist and cultural establishments. Kéroul recently concluded its accessibility assessment of cultural establishments subsidized by Québec's Ministère de la Culture.
- Advisory services and consultation – Kéroul is a provider of advice and support on accessibility and tourism. For example, Kéroul delivered two talks at the TRANSED 2010 International Conference on Mobility and Transport for Elderly and Disabled Persons in Hong Kong and in July 2013 representatives from Kéroul participating in the 6th session of the Conference of State Parties to the United Nation's Convention on the Rights of Persons with Disabilities. This conference was held at the UN Headquarters in New York City from July 17 to 19, 2013.
- Training in hospitality. Since 1979, Kéroul has trained over 25,000 people in the hospitality area.
- Preparation of best practice and research publications on accessibility and tourism. Some of the reports and projects include:
 - In 2003, Best practices in tourism accessibility for travellers with restricted physical ability report as part of the APEC Tourism Working Group⁵.
 - In 2011, Kéroul published a "Study on the Behaviours and Attitudes of People with a Physical Disability with Respect to Tourism, Culture and Transportation in Québec"⁶.

In 2011, Kéroul was a recipient of the World Tourism Organization's Ulysses Prize⁷ for their work on the Accessible Road Project. The UNWTO Ulysses Awards reward initiatives and projects undertaken by public tourism institutions, tourism enterprises and non-profit institutions that have made a significant contribution to the advancement

⁵ http://www.accessibletourism.org/resources/11_best_practices_toursim_apec_en.pdf

⁶ http://www.Keroul.qc.ca/DATA/ETUDE/6_en~v~study-on-the-behaviours-and-attitudes-of-people-with-a-physical-disability-with-respect-to-tourism-culture-and-transportation-in-Québec-2011-highlights-4-pages-.pdf

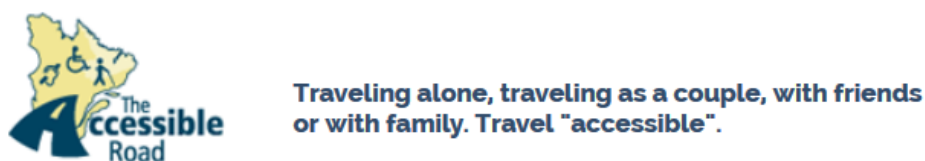
⁷ <http://media.unwto.org/en/press-release/2011-05-09/unwto-announces-2011-ulysses-prize-and-awards-winners>

of tourism through innovation, in line with the United Nations Millennium Development Goals. Kéroul was awarded for their work relating to the Accessible Road Project in the category of '**Innovation in Non-Governmental Organizations sector**'.

The Accessible Road Project – The must-have guide that paves the way to a worry-free vacation in Québec

The Accessible Road^{8 9} is an innovative project developed by Kéroul in 2006. The Accessible Road is a guide that directs people with restricted physical abilities to tourist destinations in Québec that offer activities and services adapted to meet the needs of people with disabilities. Not only are 'The Accessible Road's' member establishments accessible and welcoming for people with disabilities, their employees have undergone the "Welcoming Ways" training programme dedicated to assistance and hospitality services for the disabled.

Figure 3: The Accessible Road slogan



The Accessible Road is a travel guide specially designed to promote accessible tourism in Québec. The informative tool was developed by Kéroul in partnership with participating regional tourism associations and their members.

The Accessible Road provides trip ideas and information on getaways for travellers with limited physical ability, including cultural and tourist attractions, accommodations, restaurants, transportation services and tourist information offices. All the sites featured have been adapted to accommodate this clientele, and their staff are certified under Kéroul's Welcoming Ways training program, which is designed to ensure their services and hospitality meet the needs of these travellers. Information such as travel tips and videos¹⁰ to encourage this clientele to vacation in Québec is also provided.

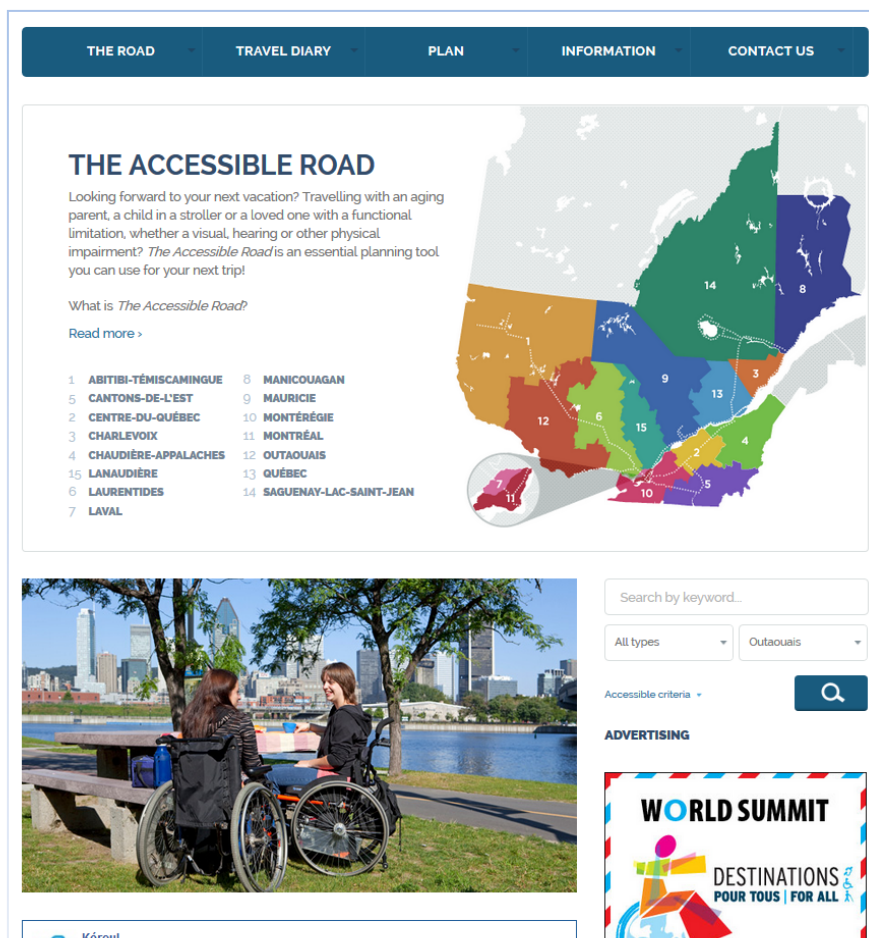
The Accessible Road is presented in the form of a map and is available free of charge in print and online, on both Kéroul's website, www.Keroul.qc.ca, and the guide's own website, www.theaccessibleroad.com.

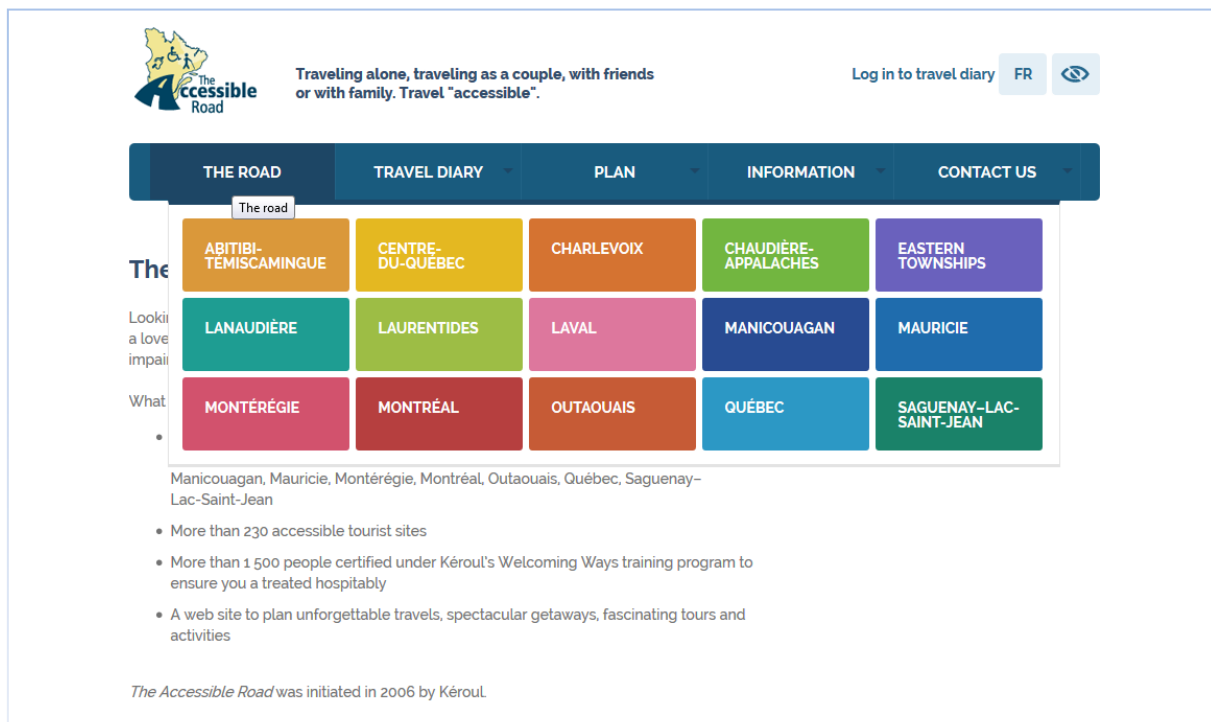
⁸ <http://www.larouteaccessible.com/index.php/en/>

⁹ <http://www.accessibletourism.org/?i=enat.en.news.1203>

¹⁰ <http://www.youtube.com/watch?v=N8-uiVWBjJw>

Figure 4: Images from the website





The main aims of 'The Accessible Road' project are:

- Meeting the travel needs of persons with limited physical ability.
- Offering a series of one-stop maps indicating tourist activities and services adapted to the needs of persons with limited physical ability.
- Fostering an environment in which every individual, including those with physical limitations, can travel in comfort and safety without giving accessibility a second thought.
- Promoting the self-reliance of persons with limited physical ability during business or leisure travel with the support of a recognized and certified network of adapted establishments.
- Increasing demand, and thus revenues, for accessible tourist sites.
- Educating tourism-industry players on the needs of persons with limited physical ability.
- Urging those in the cultural and tourism sectors to adapt their infrastructures to accommodate this clientele.

Figure 5: Image of the Accessible Road Logo.



The originality of The Accessible Road earned Kéroul a United Nation's World Tourism Organization's Ulysses Award in 2011 at a ceremony held in Vilamoura, Portugal.

“Welcoming Ways” training programme

As outlined above one of the aims of the Accessible Road is to “Educate tourism-industry players on the needs of persons with limited physical ability”. As part of the Accessible Road Initiative, Kéroul have integrated the Welcoming Ways Training Programme. This training programme was originally developed by Kéroul as far back as 1983 and to date over 25,000 people working in the tourism industry have been trained in the programme.

The training programme has been incorporated into the Accessible Road as part of the accreditation for providers to ensure that employees working in ‘The Accessible Road’s member establishments’ have been trained to welcome and assist customers and visitors with disabilities. Business participants in the Accessible Road receive the Welcoming Ways training for free.

Figure 6: Image of the Welcoming Ways logo.



3.0 CONTENT, TRAINING MATERIAL AND AVAILABILITY

This section provides an overview of the 'Welcoming Ways' Training Programme including the aims of the training, the objectives of the training, the key content, background to the trainers and the availability of training materials.

Aim of the training

The main aim of the Welcoming Ways training programme is to educate front-line staff of cultural and tourist establishments on the needs of persons with limited physical ability (i.e. elderly persons or individuals with impaired mobility, hearing or sight). The programme is designed to provide advanced training in accessible customer services and accessible hospitality in order to meet the needs of persons with limited physical ability.

After they have taken the workshop, participants will be able to:

- Describe the growing importance to service firms of the clientele composed of persons with disabilities and seniors
- Define the expectations of clients with disabilities
- Define the expectations of seniors
- Use a variety of strategies to provide quality service to these clients.

Content

The training consists of a presentation by two trainers with disabilities. A brief description of different types of disabilities and their special needs starts the training off. During the session, the trainer has a video in which the participants can observe poor staff attitudes towards people with disabilities. There are also some group activities where people are led to share their experiences and discuss the operation of mobility aids (wheelchairs, motorized wheelchair, walker, cane, etc.) and how to handle them properly. The trainers also explain how to guide a person with a visual impairment and in addition, give tips to enhance lip reading in people with hearing loss. In summary, the trainers teach participants to ask people with disabilities if they need help, and if so, how?

The training is interactive and participants are encouraged to be involved in numerous group discussions. In order to provide training that reflects participants' jobs, Kéroul has developed tailored courses for different sectors within the tourism and transport industry:

- Basic program: 3½ hours

- Restaurant services: 4 hours
- Travel agent: 1½ days
- Manager: 1 day
- Air transport: 1 day
- Bus transport: 1 day

All trainers receive training manuals for the courses outlined above. Participants also receive a training manual and an aide-memoire (including practical tips). The aide-memoire covers a number of topics including:

- Attitudes and behaviour which add to the quality of service.
- Quality service adapted to the needs of clients with a disability.
- Ageing and older people.

Kéroul has copyright over the training material in collaboration with the Ministry of Education. The content of the training has been reviewed by the Conseil Québécois des Ressources Humaines en Tourisme who oversees the recognition of skills in the tourism industry in Québec. All trainees receive a certificate of attendance unless the training is part of an educational institution's college course.

Trainers must have a disability, and have skills in group facilitation. Kéroul trains all trainers and supervision is provided. A minimum of two trainers run each session on behalf of Kéroul. Currently there are approximately 8 trainers in Québec.

4.0 TARGET AUDIENCE, COMMUNICATIONS AND BARRIERS

Kéroul's Welcoming Ways training programme aims to educate front-line staff of cultural and tourist establishments on the needs of persons with limited physical ability (elderly persons or individuals with impaired mobility, hearing or sight).

The target audience for training is for all those involved in the delivery of services in the tourism sector, in particular front-line employees who have direct contact with clients and visitors. This includes door staff, concierges, receptionist, restaurant employees, cashiers, tour guides, Tour operators, owners of tourist establishments, board officers, Transportation personnel (including airline, bus transportation and taxi) and finally students (tourism, culture, consulting services, sales and customer service). The training is also offered to managers of tourism businesses. The course is also given to other students, who work in the field of customer services. Kéroul's belief is, the greater the number of people trained the better the visitor experience will be for all.

Over the past 30 years, Kéroul has trained over 25,000 employees from many businesses and public institutions. Organisations that have participated and taken the training include:

- Aéroports de Montréal
- Air Canada
- Association des propriétaires d'autobus du Québec
- Casino de Montréal
- Corporation de développement culturel de Trois-Rivières
- Festival de Lanaudière
- Investissement Québec
- Canadian Museum of Nature
- Société des établissements de plein air du Québec
- Société des musées québécois
- Société des traversiers du Québec
- Tourisme Québec
- Travel agencies

Barriers

One of the gaps identified in this case study was the high turnover of staff and the implications this can have on the delivery of accessible services as there is a constant need to provide training. This is particularly true in a province like Québec with many seasonal positions where lots of businesses are only open for one specific season of the year.

Another gap that was identified is a lack of awareness amongst staff on the tourism requirements of people with disabilities. It was identified that many tourism providers are unaware that so many people with disabilities travel and visit tourist and cultural attractions and as a result, managers do not see the need to provide adequate training to their employees. It was also recognised that in many situations, only in-house training is provided and this can lead to a poor understanding of the barriers faced by tourists with disabilities.

One of the barriers identified by the training partners is that it can be challenging to convince people to invest in training. In order to overcome this barrier funding is

required to ease the potential financial burden on SMEs and small businesses with a high turnover of staff.

Communication

In 2010, Kéroul developed a marketing strategy for the accessible Road from 2011-2015.

The targets outlined in this strategy include:

- Expanding activities outside Québec
- Developing the international market for this initiative.
- Compiling attendance/occupancy data from member establishments;
- Developing new sectors;
- Finding new sources of funding;
- Observing sustainable development principles.

Kéroul also promotes the training using social media and newsletters campaigns. For example, there is a promotional video on the Accessible Road available on YouTube¹¹. As the organisation is well established they have multiple contact lists and they use them to promote the training. Another method used by Kéroul is promoting the initiative with professional associations within Québec and presenting at tourism related conferences and events. This ensures that the target audience is effectively reached.

5.0 EVIDENCE OF IMPACT

Key drivers and key gaps

The main driver for the establishment of a training service in Kéroul was for people with disabilities to experience an enjoyable and memorable trip within Québec and beyond. Kéroul recognised that it is really important that the people who are in contact with disabled people are aware of the different needs they might have and know the different ways to communicate and assist them. By developing a training programme, Kéroul believed they could improve employee skills and competences in this area. Kéroul also hoped to help businesses discover and attract a new market segment, through making services accessible for people with disabilities.

¹¹ <http://www.youtube.com/watch?v=N8-uiVWBjJw>

Kéroul recognised that very often service providers are uncomfortable in direct contact situation with persons with disabilities because they do not know what is required from them and they think it will be complicated before they start the transaction. There is a range of disabilities that may have different implications. Usually, these customers require no additional assistance, although many of them will appreciate it. Staff training is important at all levels of the tourism organization not only for those employees in direct contact with clients but also housekeeping and support staff who might encounter clients in the performance of their duties. Often, increased awareness and good communication will be the only thing required for a good adapted service”¹².

Tailored training customised to meet clients’ needs

One of the unique features of the Welcoming Ways training programme is that it is taught by individuals with disabilities who are certified by Kéroul. The basic training is 3.5 hours long, but the program can be customised for a variety of establishments based on the nature of the staff’s work. The following table outlines the different training courses, overall length and an outline of the content:

Table 1: Table outlining tailored courses and course duration

Course Name	Course duration
Basic training	3.5 hours
Training for travel agents	10 hours
Museum managers	10 hours
Tourism managers	7 hours
Cabin crew	7 hours
Transportation companies	4.5 hours
Students	2-3 hours

¹² Quote from Ms Isabelle Ducharme - Kéroul

Impact at a local level

Kéroul has been delivering the Welcoming Ways training course since 1983 and have provided training to over 25,000 people to date. The course is unique in that there are several modules available which are customised to meet the needs of different sectors; all trainers are people with disabilities; there is a train the trainer programme available to allow the course to be delivered throughout the world; the training is constantly updated and improved based on feedback from participants and the training is recognised and supported by the Québec government¹³.

The training has also been recently integrated into the Accessible Road project and it is a mandatory requirement for organisations participating in the project to participate in this training. To date, over 260 organisations have participated and 1500 people have been trained as part of this initiative.

There is evidence to suggest that the Accessible Road (since its inception in 2006) and the Welcoming Ways Training programme have had a positive effect on SMEs and tourism businesses Impacts. For example, the 2010 issue of *The Accessible Road* features 143 cultural and tourist establishments, including 46 hotels offering a total of 197 accessible rooms, 79 attractions and 15 tourist information offices, in 12 tourist regions across the province of Québec. Within these establishments, over 1,500 employees had completed the Welcoming Ways training programme. Kéroul has also invested a total of \$110,000 in the development, distribution and promotion of the 2010 Accessible Road guide fully funded through contributions from regional tourism associations, fundraising activities, sponsors, the Ministère du Tourisme du Québec and advertising sales.

A marketing strategy for the Accessible Road 2011-2015 was also developed by Kéroul (in 2010) which identifies a number of key targets including expanding activities outside Québec and developing the international market for this initiative.

Impacts at an international level

In 2011, Kéroul was a recipient of the World Tourism Organization's Ulysses Prize¹⁴ for their work on the Accessible Road Project. The UNWTO Ulysses Awards reward initiatives and projects undertaken by public tourism institutions, tourism enterprises and non-profit institutions that have made a significant contribution to the advancement

¹³ For example, The Ministère de l'Éducation provides funding for course delivery in educational institutions. The Conseil Québécois des ressources humaines en tourisme contributed to the updating of training content.

¹⁴ <http://media.unwto.org/en/press-release/2011-05-09/unwto-announces-2011-ulysses-prize-and-awards-winners>

of tourism through innovation, in line with the United Nations Millennium Development Goals.

Kéroul is currently involved in the organisation of the 'Destination for All' World Summit¹⁵ which is due to take place in October 2014. The aim of the summit is to lead the international sector-based association's active in the fields of tourism, culture and transport, in a process to identify the actions they will take in order to facilitate in a significant manner the journeys of people with disabilities. The subjects covered in the Summit fall under three main themes:

1. Destination management for inclusive tourism
2. Accessibility vis-à-vis infrastructures and tourism services
3. Transport service accessibility

The subjects covered in the sub themes of the Summit are as follows:

- The role of destinations in encouraging the support and development of accessible tourism.
- Governments' responsibility in regulation and standardization.
- Internationally maintained norms regarding access to tourism and culture for people with disabilities.
- Policies applicable to those individuals accompanying people with disabilities in tourism and cultural activities and transportation.
- The availability of information regarding the accessibility of destinations. Best practices related to outdoor activities, sports, leisure and cultural venues.
- Professional training for collegial and university programs and front-line personnel.
- The importance of the transportation chain's accessibility within the context of home-to-destination service on the public, private and adapted transportation services, including urban design.

¹⁵ <http://www.destinationspourtous2014.com/#!home/c1mys>

6.0 CONCLUSIONS

Kéroul has been delivering a course entitled 'Welcoming Ways' since 1983 and have provided training to over 25,000 people to date. The course is unique in that there are several modules available which are customised to meet the needs of different sectors; all trainers are people with disabilities; there is a train-the-trainer programme available to allow the course be delivered throughout the world; the training is constantly updated and improved based on feedback from participants and the training is recognised and supported by the Québec government.

According to Kéroul, in order to sustain the long term viability of a project such as the Accessible Road which involves a training element (Welcoming Ways) Kéroul must:

- Ensure local tourism providers are involved and buy into the process.
- Promote and demonstrate the business case and economic advantages of offering accessible services to people with disabilities.
- Secure adequate funding in order to run the programme (i.e. from government).
- Identify key partners to work with and promote the programme.
- Revise and maintain the programme regularly (i.e. update the training content and train the trainers).

It is important to recognise that all the key factors outlined above are relevant to any training initiative that organisations develop. It is also important to recognise that all of the elements outlined above need to be maintained in order for the successful delivery of a training initiative of this nature.

7.0 RECOMMENDATIONS




This case study has highlighted that there are a number of key factors that must be taken into account in order to achieve successful delivery of a long-term training initiative that will ensure accessibility is embedded into the tourism sector. These include (but are not limited too):



- Involving all stakeholders - Getting buy-in from local and national tourism providers. Also getting adequate support from tourism bodies, the government and disability organisations.
- Funding - Secure adequate funding in order to run the programme (i.e. from government).
- Promotion of the benefits of incorporating accessibility – Tourism providers need to be aware of the business case and economic advantages of offering accessible services to people with disabilities. Tourism providers also need to be aware of the legal and social cases for accessibility.

- Partnership – A number of key partners need to be involved to manage the programme and promote it.
- Keeping the training up to date: The training programme will need to be revised and maintained regularly. For example, if legislation changes then the content of the training will need to be amended.

ANNEX I: CRITERIA AND JUSTIFICATION FOR BEST PRACTICE

Table 2: Criteria and justification for best practice

Criteria	Justification	On track/off track
Innovative	In 2011, Kéroul was a recipient of the World Tourism Organization's Ulysses Prize for their work on the Accessible Road Project. The UNWTO Ulysses Awards reward initiatives and projects undertaken by public tourism institutions, tourism enterprises and non-profit institutions that have made a significant contribution to the advancement of tourism through innovation, in line with the United Nations Millennium Development Goals. Kéroul was awarded for their work relating to the Accessible Road Project in the category of 'Innovation in Non-Governmental Organizations sector'.	
Relevant	The main aim of the Welcoming Ways training programme is to educate front-line staff of cultural and tourist establishments on the needs of persons with limited physical ability (i.e. elderly persons or individuals with impaired mobility, hearing or sight). The programme is designed to provide advanced training in accessible customer services and accessible hospitality in order to meet the needs of persons with limited physical ability.	
Transferable	<p>There is potential for the training and the Accessible Road project to be transferable and implemented in different countries with minor modifications (i.e. application of national legislation in different countries).</p> <p>In 2010, Kéroul developed a marketing strategy for the accessible Road from 2011-2015. Two of the targets outlined in this strategy include expanding activities outside Québec and developing the international market for this initiative.</p>	

Efficient & Effectiveness	Over the past 30 years, Kérout has trained over 25,000 employees from many businesses and public institutions. The training programme has also been customised to be delivered to different target audiences.	
Impact	<p>The training programme has been incorporated into the Accessible Road as part of the accreditation for providers to ensure that employees working in 'The Accessible Road's member establishments' have been trained to welcome and assist customers and visitors with disabilities.</p> <p>There is evidence to suggest that the Accessible Road (since its inception in 2006) and the Welcoming Ways Training programme has had a positive effect on SMEs and tourism businesses Impacts. For example, the 2010 issue of <i>The Accessible Road</i> features 143 cultural and tourist establishments, including 46 hotels offering a total of 197 accessible rooms, 79 attractions and 15 tourist information offices, in 12 tourist regions across the province of Québec. Within these establishments, over 1,500 employees had completed the Welcoming Ways training programme.</p>	
Sustainable	The training programme has been running since 1983 and is now part of the Accessible Road project which is funded by the government.	