



City of Cornwall Tourism Strategy

2020

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Downtown Cornwall

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Cornwall RibFest, Lamoureux Park

Executive Summary

The City of Cornwall is a progressive community of 46,589 people, located on the banks of the St. Lawrence River in eastern Ontario. Cornwall boasts a diverse economy and a wide array of urban amenities, making it an excellent place to work and raise a family. Cornwall is the urban centre of the United Counties of Stormont, Dundas and Glengarry, which has a total population of 113,429.

Tourism is an important economic driver in Cornwall, and there is significant potential for Cornwall to play an even greater role in eastern Ontario's tourism economy. The city is home to a U.S. border crossing and is only an hour's drive to Montreal and Ottawa, two major markets for international travelers.

It is located along the Quebec City to Windsor corridor (Highway 401), the most densely populated region of Canada. These factors, together with Cornwall's natural, cultural and historical assets, modern accommodations and tourism-oriented businesses places, Cornwall in an advantageous position to serve as a destination for both international and domestic tourists.

This Tourism Strategy has been created to guide Cornwall Tourism's efforts in the development of tourism in Cornwall through a series of strategic priorities and related key actions.

Tourism Matters

According to the Ministry of Tourism, Culture and Sport, Ontario's tourism industry supported 391,000 jobs and generated over \$34 billion in economic activities in 2018.

The economic impact of tourism in eastern Ontario is equally impressive. According to 2016 statistics from the Ministry of Tourism, Culture and Sport, the south eastern Ontario travel region covered by Regional Tourism Organization 9 (of which Cornwall is a part) experienced over \$817 million in visitor spending and welcomed 7.8 million visitors. The tourism industry holds the number one position for jobs in eastern Ontario and it is still growing.

Statistics for Cornwall and SDG Counties (from the Tourism Industry Association of Ontario) show there are 481 tourism-related businesses and 4,310 tourism-related jobs in Cornwall and Stormont, Dundas and Glengarry.

A general lack of awareness of the importance of tourism to the local economy is a challenge that many communities face, and Cornwall is no exception. Taken together, the priorities and actions outlined in this strategy will help to raise awareness of the existing benefits and the future potential of tourism in Cornwall.

Tourism is a key ingredient in the overall economic health of a community. Whether it's supporting a vibrant downtown, promoting unique events and experiences that create a sense of pride and place, increasing consumer visits and spending at local businesses or providing local employment, tourism is a major driver for the local economy.

The acknowledgment of the importance of tourism is reaffirmed by its inclusion in a number of key City of Cornwall documents. The recently-updated City of Cornwall Strategic Plan identifies tourism as a key action within economic development. It's also identified in the City's Economic Development Strategic Plan (2016) as a key strategic



Cornwall Pride 2019, Lamoureux Park

action. The new City of Cornwall's Waterfront Plan identifies tourism as a critical component in animating Cornwall's waterfront for the benefit of both residents and visitors.

Strategic Priorities

This Tourism Strategy is based on five strategic priorities:

- Marketing and Visitor Attraction
- Visitor Information Services
- Sector Support, Partnerships and Research
- Attraction Development
- Conferences, Events and Sport Tourism

For each strategic priority, a series of new and ongoing actions are identified together with a proposed timeline and estimated budget impact.



Downtown Cornwall and Lamoureux Park

Background

One of Ontario's oldest communities, Cornwall was founded in 1784 by the United Empire Loyalists who remained loyal to the Crown during the American Revolution. Originally named New Johnstown, the name was changed to Cornwall in honour of Prince George, the Duke of Cornwall. The City was later incorporated as a town in 1834 and became a city in 1945.

The St. Lawrence River has been the lifeline of the community from the very beginning. Construction of the Cornwall Canal in the 1830s provided important transportation links and water power for numerous mills and textile plants that located along the waterfront. This industrial growth led to significant population growth and cemented Cornwall's standing as an industrial center for more than a century.

Cornwall's industrialization also led to an influx of francophones in the late 1800s, giving the city its proud bilingual character that it enjoys to this day.

The construction of the St. Lawrence Seaway in the 1950s – one of the greatest engineering feats in Canadian history – reshaped the city and region and redefined Cornwall's identity as the 'Seaway City,' a title that is still used today.

Due to global economic factors and other challenges, the large factories and mills have closed and Cornwall has shifted away from its heavy industrial past. Today, Cornwall's economy features a diverse mix of manufacturing, logistics and distribution, transportation and service sector employers, with employment spread equally among these sectors.

Today, Cornwall is a proud bilingual community with an excellent quality of life and affordable cost of living. The waterfront remains a key strength for Cornwall, providing a connection to the past and significant recreation and tourism potential.

The Tourism Model

For several decades, the delivery of traditional tourism services was handled jointly for the City of Cornwall and SDG Counties by a stand-alone, not-for-profit organization (Cornwall and Seaway Valley Tourism and later, Cornwall and the Counties Tourism).

In 2016, this model was dissolved and the City of Cornwall and SDG Counties took direct responsibility for their own respective tourism services.

Cornwall Tourism

Cornwall Tourism is a division of the City of Cornwall Economic Development Department.

Established in 2017, Cornwall Tourism is responsible for marketing and promoting Cornwall to attract visitors and increase tourism activity in the city.



The bilingual Cornwall Tourism logo features two clock hands in the 'O,' symbolic of the Clock Tower in Lamoureux Park.

This is achieved through a number of core functions including:

- Providing information about local events, attractions and experiences to visitors through a variety of mediums (print, online, in-person)
- Operating a Visitor Information Centre and handling enquiries from visitors
- Providing support and assistance to organizations looking to host events such as festivals, sporting events and conferences



Canada Day, Lamoureux Park

- Supporting the local tourism sector and supporting the development of new tourism assets and experiences

The Cornwall Tourism office is located in the Cornwall Civic Complex (first floor) and is overseen by two full-time employees – a Tourism Officer and a Tourism Coordinator – with support from part-time employees during the summer months.

While Cornwall Tourism is responsible for the City of Cornwall, its vision and approach to tourism is regional and inclusive. Tourism events, products and attractions in SDG Counties and Akwesasne are included in Cornwall Tourism’s marketing efforts and partnerships with neighboring municipalities, tourism organizations and tourism businesses are supported and pursued whenever practical and feasible. This is done with the underlying principle of delivering the best service and experience to the visitor, who likely has no concern or regard for geographic boundaries.

SDG Tourism, the Mohawk Council of Akwesasne and the lower-tier municipalities within SDG are considered key partners and stakeholders in Cornwall’s tourism effort.

Tourism Development Corporation of Cornwall

In June 2018, Cornwall City Council approved By-law 2018-039 to implement a 4 per cent Municipal Accommodation Tax (MAT) on short-term accommodations in the City of Cornwall, effective June 1, 2018. The Ontario government issued new regulations in 2017 to allow municipalities to implement a MAT and Cornwall is one of a growing number of municipalities to have enacted one.

Ten per cent of the funds collected will be used for administration of the MAT program. Half of the net funds collected is retained by the City of Cornwall and used to support Cornwall Tourism's efforts.

The remaining half is distributed to a separate and independent not-for-profit entity called the Tourism Development Corporation of Cornwall (TDCC). The TDCC was established in 2019 for the exclusive purpose of promoting tourism. It is governed by a Board of Directors and operates through a Service Agreement with the City of Cornwall. The TDCC has established the Tourism Development Funds to support events and initiatives that enhance Cornwall's tourism sector.

The fund has two streams:

- The Festivals and Special Events Stream provides support to festivals (new or existing), conferences, major sporting events and other events that demonstrate the capacity to attract a significant number of visitors to Cornwall.
- The Attractions and Tourism Product Development Stream provides support for enhancements to or the creation of new infrastructure, business, product offering or facility that will result in a measurable improvement to the tourism offering in Cornwall.

As per the Service Agreement with the City of Cornwall, the Tourism Coordinator at Cornwall Tourism provides administrative support to the TDCC and assists with the application intake process.

The Tourism Development Fund represents a significant new opportunity to develop Cornwall's tourism sector and it provides a complementary service to the core functions undertaken by Cornwall Tourism.

Regional Tourism Organization 9 (RTO 9)

RTO 9 is a regional tourism organization that is funded by the Ministry of Tourism, Culture, and Sport. RTO 9 actively promotes tourism in southeast Ontario and works to support and grow the tourism industry through product development and marketing initiatives.

Previously known as The Great Waterway, RTO 9 is based in Kingston and its area of service includes Cornwall and SDG Counties. Its geographic coverage area runs parallel to the St. Lawrence River, from the Quebec border in the east to the Belleville and Prince Edward County region in the west.

RTO 9 is a key partner for Cornwall Tourism and serves as a valuable resource for market research, data collection and joint marketing initiatives, among other things. There is an opportunity for additional collaboration with RTO 9 in the future, in the areas of marketing, industry training and tourism workforce development, among other things.

Other Partners

In addition to working with local partners, the TDCC and RTO 9, Cornwall Tourism is also a member of the Canadian Sport Tourism Alliance (CSTA) and the Ontario Culinary Tourism Alliance. Cornwall is also part of the Ontario By Bike Network and the Waterfront Regeneration Trust (which oversees the Great Lakes Waterfront Trail).



PWA 2019 Friends for Life Bike Rally

Strengths, Challenges, Opportunities, Results

Cornwall's tourism potential is greatly affected by the following strengths, challenges, opportunities and results. While it is not intended to be an exhaustive list, the following provides a good summary of the overall tourism situation facing the city.

Accommodation

Strengths

- Close proximity to major markets like Montreal and Ottawa and direct access to the United States via the Seaway International Bridge.
- Access to St. Lawrence River and world-class outdoor adventure amenities in Cornwall and immediate area (cycling, fishing, camping, and watersports)
- Strong base of full-service accommodations and a unique accommodation and conference venue (NAV Centre)
- First-class sports facilities capable of hosting national and international events
- Friendly, bilingual, 'small-town' charm and feel
- Diverse culture and proud heritage (English, French, Scottish, First Nations)
- World-class tourism attractions and products in the region (Upper Canada Village, Pumpkinferno)

- Healthy mix of smaller attractions and tourism-related businesses
- Accessible waterfront extending entire length of city with a well-developed network of trails and parks
- Strong mix of festivals and events during summer months
- Healthy downtown with strong mix of restaurants and unique boutique retailers

Challenges

- Lack of anchor attraction(s) in the city
- Fragmented approach to tourism in region
- Lack of built amenities on waterfront
- Internal/external perception of not being a 'tourist town,' having 'nothing to do'
- Finite resources and funding for tourism efforts
- Lack of a cohesive, community-wide brand and tourism identity

Opportunities

- Investment in new tourism experiences and attractions via the Tourism Development Fund
- Attracting major sporting events and conferences
- New waterfront-based tourism experiences and products that coincide with new Waterfront Plan
- Development of underused assets (Inverarden House, Cornwall Canal)
- Creating off-season attractions and experiences (winter, spring)
- Development of new downtown arts centre
- Promoting Cornwall's significant place in Ontario's and Canada's history"
- Leverage tourism with SD&G and Akwesasne

Results

- Increase in private sector investment in tourism product and experiences
- Increase in community pride from business community and residents
- Decrease in vacancy rates Downtown
- New activities and experiences along the waterfront
- Increase in tourist visits and tourism spending in community



Truffles Burger Bar

Cornwall Tourism Situation

Cornwall's tourism situation is greatly impacted by its location – being Ontario's easternmost city in close proximity to Montreal and Ottawa and direct access to the United States.

Its location within eastern Ontario makes it a convenient stop for U.S. travelers entering Canada via the city or for Quebec travelers looking for an easy out-of-province trip. Cornwall's placement along Highway 401 makes it very accessible for Ontario tourists interested in exploring their own province.

In the summer of 2018, RTO 9 conducted a pilot Consumer Insights Survey to develop a better understanding of potential and existing visitors to southeast Ontario. There were a total of 2,461 respondents. Some key takeaways include:

- 94 % of travellers to the region arrived by car
- For Cornwall and SDG Counties, 89 % cited leisure as the main reason for travel, followed by visiting friends or relatives (VFR), a sporting event/tournament and a business trip
- The 10 most popular activities combined around food and drink (local restaurants, winery visits, farm/farmer's markets), outdoor activities (going to the waterfront, beach

and parks or conservation areas) and culture and heritage (small towns and villages, historical sights and shopping)

- More than half of all trips were two nights or less
- Almost three quarters of travellers spend less than \$450 per trip
- Travellers were most likely to visit on Friday, Saturday and Sunday

To see the full RTO 9 Consumer Insights Survey, please refer to Appendix A.

A Cornwall Tourist Profile

Over the summer of 2019, Cornwall Tourism recorded interactions with more than 2,400 people through its seasonal visitor information centre in the Cornwall Community Museum.

Through this data emerged a common tourist profile - a single person or couple from eastern Ontario, over the age of 45, visiting for one to two days for leisure purposes.

Based on this limited data, several highlights were drawn:

- Nearly half of all visitors were from eastern Ontario (49 %), followed by Quebec (26 %), other parts of the world (9 %), other parts of Ontario (8 %) and United States (8 %).
- 92 % were visiting Cornwall for general leisure, cycling or events and attractions.

To see Cornwall Tourism's complete summer 2019 statistics, please refer to Appendix B.



Cornwall Art Walk

Destination Marketing Efforts

Cornwall Tourism's current destination marketing efforts are focused on several key visitor activities and experiences. These activities and experiences align with internal data and information from RTO 9.

Outdoor Adventure

Cornwall is well-positioned to market itself as a prime destination for outdoor adventure, including cycling, fishing, camping and watersports.

Cornwall's 18-kilometre Waterfront Trail – part of the much larger Great Lakes Waterfront Trail which runs the entire length of the province – attracts both recreational and dedicated cyclists of all ages and skill levels. It also plays host to numerous community and sporting events including the St. Lawrence Marathon (a Boston Marathon qualifier) and the MS Bike Tour.

The St. Lawrence River is home to a world-class fishery and there are several convenient access points in Cornwall, making the city an ideal fishing destination. In recent years, Cornwall has played host to a growing number of professional fishing tournaments.

Campsites abound in the Cornwall region, with the famed Long Sault Parkway – a well known site among Quebecers – located just minutes from the city.

The outdoor offerings in the Cornwall region also includes numerous beaches, nature trails and conservation areas. The Cornwall area is also noted as a popular dive site with numerous wrecks and underwater landmarks.

Entertainment, Heritage and Culture

Entertainment, heritage and culture tourism includes everything from visiting galleries, museums and historic sites to attending concerts, plays, indigenous events and unique festivals and fairs.

From live entertainment venues to arts and heritage attractions and summer festivals, Cornwall has an abundance of entertainment, heritage and culture offerings.

Plans for the development of a new downtown arts centre will further cement this segment as a key plank in the city's destination marketing efforts.

Food and Drink

Food and drink is one of the most common areas of spending for travellers.

Cornwall and SDG Counties is home to a growing number of local food and drink establishments and authentic, original restaurants, making it an ideal destination for culinary tourism.

A number of unique food-related festivals and events take place in Cornwall each year, including the Wonderful World of Whisky Show, the Beer Bourbon BBQ and Blues festival, Cornwall Food Fest, Cornwall Ribfest and Poutine Feast.



Sport & Conference Tourism

Canada's sport tourism industry alone is valued at over \$6.8 billion.

This industry presents a significant opportunity for Cornwall given the city's first-class sports & conference facilities, strong accommodations base, location (proximity to major airports) and dedicated volunteer base.

Cornwall has had success in recent years with successfully bidding on major sporting events. Some upcoming events include the 2020 Ontario Curling Championships and the 2020 World Junior A Hockey Challenge, both taking place at the Cornwall Civic Complex. In addition, Cornwall regularly plays host to many large conferences including the Jehovah's Witness Convention and the Ontario East Municipal Conference bringing over 3,000 visitors to the area each year.

Marketing Cornwall's position as a preferred location for major sporting events and conferences can have a significant positive impact on the local tourism sector, particularly in the quieter off-season months.

For a more detailed review of Cornwall Tourism's marketing efforts, please refer to the Cornwall Tourism Marketing Plan, attached as Appendix C.



Historic SDG Jail

Strategic Priorities

The following pages outline the strategic priorities of the Cornwall Tourism Strategy along with related key actions (new and ongoing).

Timelines and estimated budget impacts for each action are also identified.

Marketing and Visitor Attraction

Ongoing Actions	Timeline
Maintain the Cornwall Tourism's website and extensive online events calendar as a primary marketing tool	Ongoing
Attend consumer tradeshows focused on key visitor activities (cycling, outdoor adventure, day trips, food & drink)	Ongoing
Continue to publish a Visitor Guide as a key external marketing tool	Early 2020
Continue to place advertising in niche publications (cycling, fishing, Summer Fun Guide)	Ongoing
Continue to develop content (print, photo, video) supporting events and experiences in Cornwall and area	Ongoing
Continue to manage social media channels with a view to growing audiences and expanding in target markets	Ongoing
Continue to publish a cycling map in partnership with Tourism SDG	Early 2020
Continue to publish a street map	Early 2020
Continue to work with Parks Canada on Camping Guide	Early 2020
Distribute Visitor Guide through a third-party distribution company	Spring 2020
Work with Seaway International Bridge Association in a joint publication distribution effort	Winter and Spring 2020
New Actions	Timeline
Complete design and content updates to the Cornwall Tourism website to increase functionality and improve usefulness	Early 2020
Increase digital marketing - Work with social media influencers, content creators, and trip advisors. Work on strategic boosting, contests and giveaways. Also focus on increasing followers and growing tourist email list.	Throughout 2020

Work with accommodation partners and others to develop market-ready packages and itineraries for visitors	Spring 2020
Develop niche marketing publications (guides for food, heritage, downtown, murals, downtown map and guide)	Early – Spring 2020
Purchase Tourism Oriented Destination Signs (TODS) and destination signage along Highway 401	Early - Spring 2020
Develop a team of local tourism ambassadors to regularly post content and share timely information on social media	Throughout 2020
Review and improve Cornwall's content and placement on travel review websites (Tripadvisor, Google, Expedia)	Early 2020
Explore ways to extend reach of Visitor Guide beyond existing markets covered	Throughout 2020
Review and expand Cornwall's profile and placement within Discover Ontario (ontariotravel.net, Ontario Tourism Information Centres, etc...)	Throughout 2020
Explore opportunities for niche advertising (outdoor Canada)	Throughout 2020
Explore a visitor guide exchange program with other similar cities	Throughout 2020
Explore additional resources available through partner marketing / RTO	Throughout 2020
Increase distribution of publications with Seaway Bridge Association	Throughout 2020

Future Considerations	Timeline
Explore developing a strategy for visiting friends or relatives (VFR) market (special discounts, campaigns, unique content)	2021
Explore Cornwall Day at Queen's Park or Parliament	2021 – 2022
Explore advertising opportunities at Casino	2021
Explore other niche publications to advertise in	2021-2022

Explore working with Jolly tours and other tour groups Join and attend Ontario Motor Coach Association events and develop a strategy or incentives to attract tour operator companies	2022-2025
Explore CTV Morning Advertisement	2021-2023
Explore indigenous tourism with Akwesasne and other niche markets	2021
Explore advertising at En Routes	2021

Visitor Information Services

Ongoing Actions	Timeline
Continue to maintain a visitor information centre	Ongoing
Continue to maintain information racks at accommodations and key high-traffic locations around the city	Ongoing
Continue to work with accommodation partners to place Visitor Guide and other pertinent information in rooms	Ongoing
Continue to publish a tear-off map for use by staff in accommodations and other key businesses	Early 2020
Continue to establish pop up visitor information kiosks at festivals and special events throughout the summer	Ongoing
Continue to provide souvenirs for purchase	Ongoing
New Actions	Timeline
Explore providing more outside resources through the visitor information center (Quebec maps, Brockville, Ottawa etc.)	Early 2020
Participate in the electronic information Kiosk at Ramada Inn	Spring 2020
Provide training to front line staff of restaurants, en routes, jail, OPG, DT businesses, and hotels	Early 2020
Try to get Visitor guides in more businesses on cash counter	Early – Spring 2020
Explore working with partners to provide souvenirs	Early 2020
Develop new publications for food dining, culture and heritage, cycling, murals	Early 2020
Improve Cycle map	Early 2020
1 pager of what to do with hours and dates for hotels etc.	Early – Spring 2020

Explore ways to provide more support to conferences and tournaments	Early 2020
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Future Consideration	Timeline
Explore installing 1 digital information kiosk in a key location on a trial basis	2021
Develop a team of volunteer Tourism Ambassadors who would be capable to support existing visitor information services at visitor information centre or other locations throughout year	2021-2025

Sector Support, Partnerships & Research

Ongoing Actions	Timeline
Continue to produce regular newsletters with timely information and updates of interest to stakeholders	Ongoing
Continue to produce stories and content highlighting successful businesses or events in the local tourism community	Ongoing
Continue to develop strong relationships with partner organizations (Tourism SDG, St. Lawrence Parks Commission, RTO 9)	Ongoing
Continue to collect data on visitor enquiries	Ongoing
New Actions	Timeline
Develop a Tourism Industry Partner program to maintain improved communications with stakeholders; provide data, inform of educational and marketing opportunities	Throughout 2020
Develop a training video / program for front line staff of tourism businesses	Spring 2020
Explore how to promote and offer travel package bundles to potential tourists. (ex: pay 1 price and receive accommodations, dining and entertainment)	Early 2020
Improve the tourist data collection survey used by tourism staff	Spring 2020
Increase partnerships with industry associations (example: Ontario by Bike, OCTA, Ontario Trail Alliance etc.	Spring 2020
Organize a local Tourism Summit for our Industry partners	Spring 2020
Work towards formalizing partnerships with SDG Tourism and Akwesasne Tourism	Early 2020

Future Consideration	Timeline
Explore creating a stakeholder website or portal that provides local tourism businesses with one window for pertinent information (news, upcoming events, available resources, funding and partnership opportunities etc)	2021-2025
Explore creating a Tourism 101 training program to educate and empower key front-line staff (private and public sector) to better deal with questions from tourists – organize FAM tours to familiarize front line staff with local assets	2021-2025
Engage a third party to complete an economic impact assessment of the tourism sector to Cornwall's economy	2021-2025
Complete a detailed inventory of Cornwall's tourism assets (festivals, attractions, outdoor amenities, arts and culture, heritage sites, accommodations and the like)	2021-2023
Explore working with partners to create a 'Booking Calendar' that tracks all potential and actual events, festivals, trade shows, conventions and major sporting events and tournaments on the horizon	2021-2025
Create a template for collecting tourism statistics from MAT partners for consistent data on monthly occupancy and average length of stay	2021
Work towards changing the local mind set and community view of Cornwall as a tourist destination – use testimonial videos from well known visitors (Bob Izumi, influencers etc.)	2021-2025
Maintain a platform for industry partners to communicate with each other	2021-2025

Attraction Development

Ongoing Actions	Timeline
Continue to promote the Tourism Development Fund as a tool to assist with the creation of new tourism products or experiences	Ongoing
Act as a resource for new events and initiatives (pop up shops)	Ongoing
Support the development of the Arts Center	Ongoing
Work with Tourism Fund applicants to promote project and assistance	Ongoing
New Actions	Timeline
Maintain communications with Parks Canada to find a new tenant or use for Inverarden House	Throughout 2020
Work with relevant City departments to advance tourism opportunities outlined in new Waterfront Plan where possible	Throughout 2020
Look into working with Economic Development department to attend tourism investment events	Throughout 2020
Work towards having a Cornwall Landmark Sign installed (ideally in Lamoureux Park)	Throughout 2020
Future Consideration	Timeline
Look into working with developers and land owners	2021-2025
Explore opportunities to promote indigenous tourism with Akwesasne	2021
Engage a third party to conduct a market analysis and determine gaps and opportunities for tourism product offerings in Cornwall	2021-2023
Explore options for Locomotive 17	2021

Look into attending / participating in more investment and tour trade shows	2021-2025
Participate in Rendez Vous	2021-2023
Explore opportunities to lead events or other tourism opportunities in the shoulder seasons	2021-2023
Explore improving cycling infrastructure (ex: repair stations, cycle lockers)	2021-2025
Explore a pedicab business	2021
Explore new opportunities such as helicopter tours, boat cruises, fishing tour guides, Cornwall bus tours	2021-2025
Work with Economic Development to become investment ready	2021-2025

Conferences, Events and Sport Tourism

Ongoing Actions	Timeline
Continue to attend the Sport Events Congress (SEC) annually as a means of building connections within the sport tourism industry	Ongoing
Maintain membership in the Canadian Sport Tourism Alliance (CSTA)	Ongoing
Continue developing sports venue guide	Ongoing
Continue to work with and support planned events: Foam Fest, CurlION, World Junior A Challenge	Ongoing
New Actions	Timeline
Establish a working committee of key City staff, accommodation and restaurant/service partners to work in unison on bidding on sports events and conferences that are mutually-beneficial	Spring / Fall 2020
Reach out to local sports groups and schools to inform of support and funding available for tournaments and events	Throughout 2020
Explore options for working with TDCC to ensure continued support of sport tourism and if/how current events can sign a longer term commitment to host in Cornwall	Early 2020
Work towards becoming a member of the venue coalition	Throughout 2020
Communicate desire to support NAV in their efforts as a conference venue	Throughout 2020
Explore options for convention / trade show group or association to get involved with – explore other trade shows or events to attend	Spring 2020

Future Considerations	Timeline
Establish a Special Events Officer position and a dedicated budget to allow Cornwall to formalize its efforts to pursue major conferences and sport tourism opportunities	2021-2025
Explore the evolving world of e-gaming and the possibility of hosting tournaments and events in Cornwall	2021-2023
Host a familiarization tour ('fam tour') of Cornwall's sports facilities and accommodations for national sport organizations located in Ottawa	2021-2023
Explore better ways to convert visitors for sport into return tourists	2021
Explore opportunities to host events: BMX, fishing, e-gaming, runs	2021
Explore hosting own event (ex: Outdoor show, record show, vintage / antiques show)	2021-2023