

TOURISM DEVELOPMENT CORPORATION OF CORNWALL
CORPORATION DE DÉVELOPPEMENT TOURISTIQUE DE CORNWALL



CORNWALL TOURISM DEVELOPMENT FUND
FONDS DE DÉVELOPPEMENT TOURISTIQUE DE CORNWALL

Tourism Development Principles & Procedures

July 2020

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The following are related documents that may be of interest to the reader

[The Province of Ontario’s Tourism Development Fund](#)

[RTO 9 Partnership Program Fund](#)

[Cornwall Tourism Strategic](#)

[Cornwall Tourism Marketing Plan](#)

[Service agreement](#)

Introduction

The Cornwall Tourism Development Fund (TDF) was established in 2019 to support efforts to grow the tourism economy in the City of Cornwall. The Tourism Development Corporation of Cornwall (TDCC) exists to administer the TDF and support tourism development in the city of Cornwall. The TDCC is independent of the City of Cornwall municipal government and operates at arms length from it. The TDCC is governed by a Board which is comprised of 3 members who have no direct connection with the tourism industry. It is supported by the advice of the TDF Advisory Committee, whose 10 members have experience with tourism related enterprises and activities.

The TDF is funded by the Municipal Accommodation Tax (MAT), charged to visitors on hotel or inn stays at a rate of 4% of the total room cost. The MAT is collected by the City of Cornwall from the hotels and inns quarterly. The City of Cornwall and the TDCC operate through a service agreement to administer the MAT funds. The service agreement states that the City will provide 50% of the MAT collected in the previous year, less a 20% administration fee to the TDCC to administer through the TDF. (20% administration fee is collected and retained by the City on the full amount, then the net is divided 50/50 between Cornwall Tourism and the TDCC) The City will also provide the Tourism Coordinator to act as a resource to assist in administering the fund.

Note

It is recognized that the development of a unique anchor tourism attraction in Cornwall is a high priority for our community's economic development. In order to provide a funding stimulus for a remarkable project which may be proposed and around which there is a strong consensus, with all appropriate financial safeguards, the TDCC will establish a special trust fund for this exclusive purpose. 15% of the TDCC's portion of the Municipal Accommodation Tax (MAT) remittances will be set aside within this dedicated envelope, to be used for this exclusive purpose. Such a project would be one of significant investment, that will put Cornwall on the map, an attraction for which the community would be known far and wide. Access to the reserve funds will be granted upon a unanimous decision by the Board. Applications would follow the same process. Funds will be accumulated for no more than five years. If after the first five years the reserve is not used, year one reserve deposit would be moved back into the TDF, and year six reserve would be added to the reserve, and so on until the reserve is awarded.

Definitions

Hometown: The area where a person normally shops, works, gets groceries etc

Project: The overall venture that is taking place; event, tournament, new business, conference etc.

Sub-Project: A smaller piece of the larger project, that is being specifically mentioned as the reason for the application for funding.

Tourism assets: An attraction, project, business, festival or event that contributes to the tourism industry

Tourism industry: The collection of businesses existing primarily for tourists, how Cornwall is viewed by tourists.

Tourism Impact: Gains to the local tourism industry, financial or other including highlighting Cornwall as a tourist destination.

Tourist: Someone traveling a minimum of 40 kms outside of their 'hometown' or crossing a border for the purpose of business, leisure or other activity.

Unique Anchor Tourism Attraction: An iconic, signature attraction that makes the city unique. Anchor attractions are large, expensive investments that will drive tourists to the area.

Terms and Conditions

Applications may be made for specific events, activities, tourism businesses and new tourism infrastructure development. Funds may be requested for a project as a whole, or for a specific sub-project that will add value to the overall project.

To be successful, applicants must meet the criteria set out in the guidelines and follow the application process. Applications are to be submitted on a per project basis. There is no limit on the number of applications one organization can submit, however only 1 application may be submitted per project per year. Recurring events, example Farmer’s Market every Sunday for the season, should be submitted as 1 project.

Applications must be received a minimum of 75 days prior to the project commencing.

Applications are submitted and reviewed quarterly on the following schedule:

Submission deadline	Funding notification date
May 15	July 15
August 15	October 15
November 15	January 15
February 15	April 15

Applicants can be awarded a maximum of 25% of their project budget to a limit of \$25,000 per year, per project. Members of the TDCC Board reserve the right to amend this limit for projects with a significant and measurable tourism impact (ex: Anchor tourism attraction).

There will be a 10% hold back of all funds awarded, that will be released upon satisfactory submission of a follow up report. If a follow up report is not submitted, the applicant will be in jeopardy of ineligibility of approval for funding for a minimum of 12 months post follow up report due date.

Please note the Tourism Development Fund is a discretionary program with a limited funding allocation. In some cases, a project that meets all program criteria may not be approved for funding as other projects may more effectively meet the criteria.

All funding shall be for future projects. Retroactive funding will not be considered.

All awarded applicants will be required to;

- ✓ Sign a Funding Agreement outlining the terms of receiving the funds
- ✓ Submit a follow up report a maximum of 60 days post project completion. 10% hold back of funds will be released upon satisfactory submission of the follow up report.
- ✓ Acknowledge the support of the Tourism Development Fund in advertising and media efforts and display where appropriate in any publicity the Fund's logo which will be made available to the applicant.

Successful applications made for a new tourism infrastructure development will be required to provide basic follow up details for a minimum of 5 years following the funding to allow the TDCC to measure the contribution to the tourism industry over time.

Application Guidelines

The project must take place in, or demonstrate a significant impact on the city of Cornwall. Projects must be able to demonstrate their ability to increase tourist attendance, overnight stays and visitor spending in Cornwall. Details on how the project will be marketed outside the city and to potential tourists will be required, as well as any innovative strategies for improving the quality of the project or increasing visitor attendance and spending.

Projects must be financially responsible and should not count on the TDF for the success of their project. Receiving funds once does not guarantee funding in the future.

Applicants will be required to demonstrate how the funds will be used.

Applications that are requesting funds each year for an annual event are encouraged to highlight any new features and how the event intends to grow, or why it has reached its capacity.

Criteria

Mandatory Requirements

Applications must be able to demonstrate that the event, activity, product or infrastructure development (project) meet all the following conditions;

- ✓ Has the potential to draw tourists to the area, keep tourists in the area longer and or make the tourists experience positive and memorable
- ✓ Is complementary to the [Cornwall Tourism Strategic Plan](#)
- ✓ Will enhance the profile of Cornwall

Criteria for Evaluation

Applications meeting the mandatory requirements will be reviewed and evaluated by the TDF Advisory Committee, and the TDCC Board using the scoring matrix outlined in the Scoring Matrix of this document, (page 9) using the following criteria;

- ✓ Description of the project (business, event, tournament etc.)
- ✓ Marketing and other efforts used to draw tourists to the area
- ✓ Economic impact on the city and overnight stays

- ✓ Capacity for increased; tourist spending, profile or exposure of Cornwall, and or tourism assets
- ✓ Professional and experienced personnel / organizer(s)
- ✓ Sound budget and business strategy / plan

Evaluation Guidelines

Applications will go through 2 phases of evaluation. The first is the evaluation by the TDF Advisory Committee, guided by the scoring matrix outlined below. The Advisory Committee, as a group will determine a final score for each application and provide that along with supporting comments as a recommendation to the Board. The second phase of the evaluation is by each member of the Board following the same Scoring Matrix. Each Board member will provide a score for each application, and together with the recommendation of the AC will determine a final score for each application.

The Board has the final decision on the score and funding approval for each application.

Applicants are encouraged to use the following guidelines to develop their submissions. Understanding how the application will be evaluated will assist in providing the proper information. Applications will be evaluated based on the following criteria and given a score out of 100. The applicant's score will determine the maximum funding available to award.

Application Final Score	Maximum Funds available to Awarded
100 – 95	25% of project budget to a maximum of \$25,000
94 – 85	20% of project budget
84 - 75	15% of project budget
74 – 70	10% of project budget
Below 70	Not approved for funding

Scoring Matrix

Evaluation Criteria	Points
Project Description	10 points
Marketing and tourist draw	20 points
Overnight stays and economic impact	30 points
Contribution to tourism sector	20 points
Professional and experienced personnel	10 points
Sound budget and business strategy / plan	10 points
Bonus points	5 points

Project Description – 10 Points

(Maximum 300 words)

Provide details on your project explaining what it is and how it will contribute to the tourism industry. Include details such as but not limited to;

- Why the project is good for the community
- How the project will impact the tourism industry
- How the project aligns with the Cornwall Tourism strategic plan
- How the TDF will be recognized if funds are awarded

10-9 Points	The project will generate excitement in the community, has excellent potential to positively impact the tourism industry for several years, will recognize the TDF in a significant manner and aligns perfectly with the Cornwall Tourism Strategic Plan.
8-7 Points	The project will be well received by the community, has good potential to positively impact the tourism industry for 2 or more years, will recognize the TDF in an acceptable manner and aligns with the Cornwall Tourism Strategic Plan.
6-3	The project may be well received by some of the community, has some potential to positively impact the tourism industry, and somewhat aligns with the Cornwall Tourism strategic plan.
0-2	The project will likely not be supported by the majority of the community, has very little potential to positively impact the tourism industry, and there is very little alignment with the Cornwall Tourism strategic plan.

Marketing and other efforts to draw tourists to the area - 20 points

(Maximum of 350 words, plus scheduled plan)

Applicants should provide details on their marketing strategies specific to the tourist demographic. Include details on the following but not limited to;

- Who is the target market (age, family status, location, financial bracket, interests etc.)
- How will the target market be attracted to the area, and what messaging will be used
- What media outlets will be used
- If using local media, describe how that will assist in attracting tourists
- What outside advertising will be done to attract tourists to the area
- What partnerships will be made with media
- Specific details on marketing efforts and spending including, media, timeline, amount etc. (ex: \$1000 for a bi weekly, 3 month long, Facebook ad campaign highlighting photos from last years event and linking to the ticketing website)
- Scheduled marketing plan

20-18 Points	Clearly defined target market. Detailed and specific marketing plan that will increase the number of tourists attracted to the area. Innovative use of local and external media to increase target market reach. Clever and appropriate messaging to reach and engage with target market.
19-16 Points	Defined target market with good use of media outlets. Detailed marketing plan that should increase the number of tourists attracted to the area. Appropriate messaging to reach and engage with target market.
15-10 Points	Vaguely defined target market with some use of media outlets. Somewhat detailed marketing plan that is unlikely to increase the number of tourists attracted to the area. Messaging is lacking and will likely not engage with target market.
9-0 Points	Target market and use of media outlets is unclear. Marketing plan is very basic, difficult to tell if it will draw tourists to the area. Messaging is undefined.

Overnight stays and economic impact on the city - 30 points

(Maximum 400 words)

Applicants should demonstrate how this project will contribute to the local economy and increase the overnight stays at Cornwall accommodation providers. Include details on the following but not limited to;

- How many overnight stays will be generated (estimated and/or confirmed)
- How the number of overnight stays was determined (actual numbers collected from previous years, estimated, teams booked etc.)
- Total number of anticipated tourists coming to the area for the project
- Activities and partnerships that will increase economic impact, tourist spending and overnight stays
- Location, structure or other considerations that will lead to increased economic impact, tourist spending and overnight stays

30-27 Points	Clear and specific detail and definition of how the project will lead to increased economic impact on the city: uses actual numbers and figures to demonstrate overnight stays, tourist attendance and other economic impacts on the city. Innovative ideas and partnerships are being used to promote increased economic impact and spending. A very strong economic impact is demonstrated.
26-23 Points	Good detail and definition of how the project will lead to increased economic impact on the city: uses mostly actual numbers and figures and/or a combination of numbers and figures and valid estimates to demonstrate overnight stays, tourist attendance, and other economic impacts on the city. Ideas and partnerships are present that will promote increased economic impact and spending. A solid economic impact is demonstrated.
22-10 Points	Limited detail and definition of how the project will lead to increased economic impact on the city: provides no numbers and figures or relies solely on estimates to demonstrate overnight stays, tourist attendance, and other economic impacts on the city. There is a lack of partnerships or other ideas to increase economic impact and tourist spending. A modest economic impact is demonstrated.
9-0 Points	Very limited detail and definition of how the project will lead to an increased economic impact on the city: provides no numbers and figures or relies solely on estimates to demonstrate overnight stays, tourist attendance, and other economic impacts on the city. A very low economic impact is demonstrated.

Contribution to the tourism sector - 20 points

(Maximum 250 words)

Applicants should demonstrate how the project will positively contribute to the Cornwall tourism sector and how it will positively impact the tourism industry. Include details on the following but not limited to;

- How the project will increase the profile of Cornwall
- How the project will highlight Cornwall as a tourist destination
- Job creation (potential or confirmed)
- Any regional, provincial, national or international exposure
- How the project will complement the current tourism assets
- Partnerships with other tourism assets
- Innovative ways to increase return/extended visits

20-18 Points	Significant positive exposure highlighting Cornwall as a tourist destination outside the SDG area. Possible job creation. The project will make an outstanding contribution to the local tourism industry. Innovative partnerships and activities that are sure to increase the visitors stay or encourage a return trip.
19-16 Points	Positive exposure highlighting Cornwall as a tourist destination outside the SDG area. . Possible job creation. The project will be a welcomed contribution to the local tourism industry. Partnerships and activities are being used to increase the visitors stay or encourage a return trip. Demonstrates a solid contribution to the local tourism sector.
15-10 Points	Very little positive exposure highlighting Cornwall as a tourist destination outside the SDG area. The possibility for job creation is unlikely, however the project will make a fair contribution to the local tourism industry. Innovative partnerships and activities designed to increase the visitors stay or encourage a return trip is lacking. Demonstrates a basic contribution to the local tourism sector.
9-0 Points	No positive exposure highlighting Cornwall as a tourist destination outside the SDG area. No job creation, and the projects contribution to the local tourism industry is insignificant. No clear outline of any innovative partnerships and activities to increase the visitor stays or encourage a return trip. Demonstrates a poor contribution to the local tourism sector.

Professional and experienced personnel - 10 points

(Maximum of 200 words)

Applicants should demonstrate how the personnel / organizing group have succeeded in the past working on similar ventures and provide details on any experts that may be joining the team. Details should include, but are not limited to;

- Past relevant experiences of personnel / organizing committee
- Displayed success in similar events or projects

- If new to the concept why and how the group will be successful
- Any partnership, mentorship of other training programs being used
- Years experience of personnel involved
- What happens should the main organizer become ill (back up plan)
- How volunteers/students/staff will be used effectively and efficiently

10-9 Points	It has been clearly demonstrated that personnel have a great deal of experience and success with similar projects. The organizing group is calling on experts to assist where required. There are a number of programs in place to ensure all personnel will succeed with back ups. Detailed description of how volunteers/students/staff will be effectively used.
8-7 Points	It has been demonstrated that personnel have adequate experience and success with similar projects. The organizing group recognizes their limitations and is seeking help where required. There is a program and back up plan in place. Description of how volunteers/students/staff will be used.
6-3 Points	There is some demonstration that personnel have experience and success with similar projects. There are limited programs in place to ensure all personnel will succeed with back ups. Lack of detailed description of how volunteers/students/staff will be effectively used.
2-0 Points	There is no demonstrated experience or success by involved personnel. The organizing group is not seeking any assistance where required. There are no programs in place to ensure all personnel will succeed with back ups. Details on of how volunteers/students/staff will be effectively used are very unclear.

Sound budget (5 points) and business strategy / plan (5 points) -10 points

(Maximum of 200 words + budget file)

Applicants should demonstrate a clear and savvy business plan/strategy as well as a complete project budget. It is important that the project make financial and business sense. The following details should be included, but not limited to;

- Complete project budget with a full breakdown of costs, and revenues
- Other funding/grants received or applied for
- How the project will continue to grow or why it has reached its capacity
- The general plan for success
- Goals and measurable objectives
- Details on what TDF funds will specifically be used for

Budget

4-5 Points	The budget is clear, detailed, well thought out and is compatible with plans for project. Both expenses and revenues are demonstrated, with a clear description of what the TDF funds will be used for.
0-3 Points	The budget is lacking clarity, detail, thoughtfulness and or is not compatible with plans for project. Expenses and/or revenues are not clearly demonstrated, and there is a lack of clarity on what the TDF funds will be used for.

Plan

4-5 Points	The plan/strategy is clear, detailed and well thought out. There are clear goals and measures for success. The plan demonstrates a consistent ability and desire to grow
0-3 Points	The plan/strategy is somewhat clear, detailed and well thought out. There are some clear goals and measures for success. The plan does not demonstrate an ability nor desire to grow.

Bonus 5 points

Applicants are encouraged to demonstrate throughout the application how the project is NEW and/or innovative, along with any other information that may assist in achieving bonus points.

Bonus points will be provided in the following manner

2 Points = Project takes place between October and May
3 Points = Project is a new innovative tourism asset
2 Points = Project has a new innovative feature for a recurring project

How to Apply

All information is available online at www.cornwalltourism.com/tdf. You can download the application form and save it to your computer and then begin to complete the application. Applicants should review the Evaluation Guidelines prior to completing the application form to ensure they provide the required information.

Send the completed application form, and required documents to the TDCC care of Amy Malyon, Tourism Coordinator for the City of Cornwall at amalyon@cornwall.ca. Take special note to ensure you have followed the maximum word restrictions, and do not include any additional documents not requested.

Applications must be submitted a minimum of 75 days prior to the start date of the project.

Submission Deadline	Response Deadline
May 15	July 15
August 15	October 15
November 15	January 15
February 15	April 15

To discuss any concerns or questions during the application process please contact:

Amy Malyon
Tourism Coordinator
City of Cornwall
100 Water Street East
Cornwall, ON
K6H 6G4
613-930-2787 ext. 2285
amalyon@cornwall.ca

Funding Agreement

The Tourism Development Fund is in place to support the local tourism industry. Based on your application you have been awarded funding from the TDF. By accepting the funds, you are entering into a funding agreement with the Tourism Development Corporation of Cornwall.

As the successful applicant you agree that;

- I have received funding from the Tourism Development Corporation of Cornwall, and that the cheque has been received.
- I will submit a follow up report a maximum of 60 days post project completion.
- 10% of the funds will only be released upon satisfactory receipt of the follow up report.
- As part of the follow up I may be required to submit receipts as proof on how the funds were used.
- If a follow up report is not submitted, I will be in jeopardy of ineligibility of approval for funding for a minimum of 12 months post follow up report due date.
- Funding received for new product or infrastructure development, is subject to follow up for 5 years.
- I will recognize the Tourism Development Fund as a supporter in advertising and media efforts.
- I will use the funds as outlined in my application.

Name

Organization

Signature

Date (yyyy/mm/dd)

Follow up report

A template is available for the follow up report, for the applicant's convenience. Following the template will make it easy to provide all the required details.

Data required in the follow up report should be considered when arranging ticket sales, customer surveys, marketing strategies, hotel group blocks, partnerships and other aspects of the project and put appropriate data collection tools in place.

Applicants may be interested in some of the following free tools to assist with gathering and making sense of project data for the follow up report.

- [Ontario's Tourism Regional Economic Impact Model](#) (TREIM)
- [Canadian Sport Tourism Economic Assessment Model](#) (STEAM)
- [Survey Monkey](#)
- [Event Brite](#)

Applicants are reminded these tools are only estimates and are more accurate when using actual collected and confirmed data.

The use of images, charts, graphs etc. is encouraged in the follow up report to assist in sharing relevant collected data, and may be included in addition to the word count limits.

Any applicant receiving funds for the development or improvement of infrastructure will be required to submit an initial follow up report as well as basic metrics and usage data for an additional 5 years to help determine the long-term contribution to the tourism industry.

Follow up report template

Applicant Details

Name of Project:

Location of Project:

Date of Project (if applicable):

Name of Organization:

Contact Person:

Phone:

Email:

What was the total attendance for the project / event? _____

How many tourists were attracted to the area because of your project / event? _____

How many room nights were purchased because of your project / event? _____

What is the estimated economic impact of your project / event? \$ _____

Project Budget

Please attach your final project budget.

Itemize both revenues and expenses as indicated:

Expenses: *List all project expenses and details of those costs for the project. Highlight Tourism Development Fund expenses described below.*

Revenue: *List all sources of revenue including other grants and/or donations.*

Funding Details

Amount Received from Tourism Development Fund: \$ _____

Describe how the funding received was used to improve the tourist experience or tourism offering of your project. Provide a description of how the funds were used, amount spent, and description of key deliverables. (Maximum 200 words)

Economic Impact

Provide a description (and include supporting data and source) on tourist attendance, overnight stays, visitor spending in the City of Cornwall that resulted from your festival or special event - include the source of this data. (Maximum 250 words)

Provide a description (and include supporting data and source) of new impacts to the local economy that may have resulted from your festival or special event e.g., # of new jobs or volunteer opportunities created, amount spent on local products or business purchased, etc. (Maximum 200 words)

Outcomes

Describe any other specific outcomes or impacts related to the project -include supporting data, where applicable and source. (Maximum 200 words)

Please provide feedback on anything that did not go as planned; lessons learned, what you would do differently in the future etc.

Signature (Authorized Signing Authority):

Print Name:

Date: