

Tourism Development Corporation of Cornwall

Business Plan

November 30, 2019

Executive Summary

The Tourism Development Corporation of Cornwall (TDCC) is a not for profit corporation with the exclusive purpose of developing, promoting and furthering Cornwall's tourism sector.

The TDCC is governed by a three-member Board of Directors and administers the Tourism Development Fund as per the conditions outlined in the Service Agreement with the City of Cornwall. The City of Cornwall is the sole member of the Corporation.

Business Description

The TDCC administers the Tourism Development Fund, which is supported by a portion of the revenues generated from the Municipal Accommodation Tax (MAT) in the City of Cornwall.

The Tourism Development Fund provides financial support to the following types of activities:

- Events that bring regional, provincial, national or international exposure to Cornwall
- Events that attract people from outside the immediate Cornwall-SDG region
- Events that result in increased economic activity, such as overnight stays
- Events that are sustainable
- Support for new or existing tourism attractions and/or tourism businesses or products

Market Analysis

The City of Cornwall is a progressive community of 47,000 people on the banks of the St. Lawrence River in eastern Ontario. Cornwall boasts a modern economy and offers an array of urban amenities, making it an excellent place to work and raise a family.

Tourism is a vital sector of the economy. According to the Ministry of Tourism, Culture and Sport, the tourism industry supported 389,000 jobs and generated over \$32.3 billion in economic activity in Ontario in 2015.

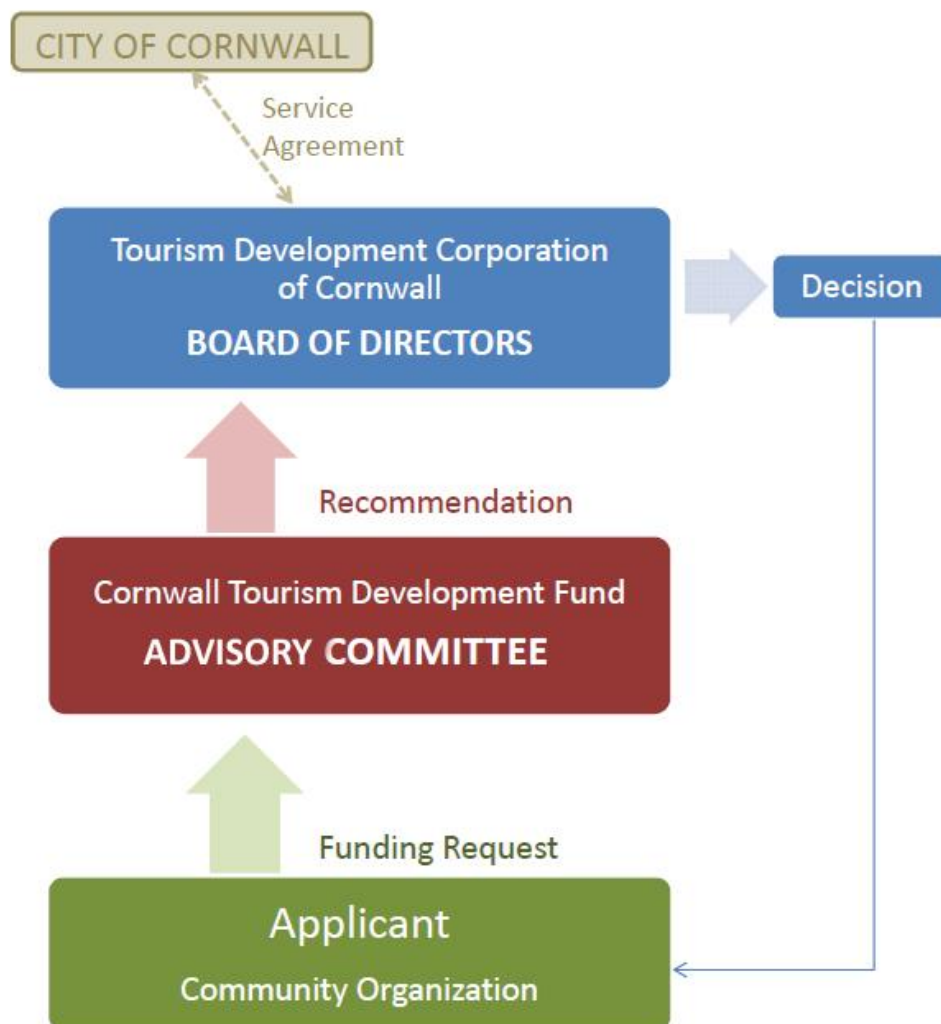
Locally, tourism is an important economic driver and there is significant potential for growth. Cornwall's natural features - the St. Lawrence River, parks and waterfront trails - along with its heritage, strong accommodation base and tourism-oriented businesses and attractions (both in the City and the surrounding area) positions Cornwall well to pursue a variety of forms of tourism.

Personnel

The Board of Directors of the TDCC is comprised of Tim Mills, Chair, Etienne Saint-Aubin, Vice-Chair, and Chantal Lalonde-Beaudette, Secretary.

Applications to the Tourism Development Fund are reviewed by a Tourism Development Fund Advisory Committee made up of local stakeholders involved in tourism, service/hospitality and community development. This Committee makes recommendations to the Board of Directors for final approval.

The flow chart below illustrates the process.



Strategic Direction

The TDCC will continue to support a variety of tourism activities by providing funding to eligible applicants. The Corporation will work towards refining the application process as well as the criteria set out for eligible applications to ensure the funds are being used in the best manner to further develop the tourism industry in the City of Cornwall.

The TDCC will continue to work with the City of Cornwall Tourism department to align strategies and ensure both organizations are working towards complimentary goals. Our work with the Tourism department will also assist in increasing awareness of the Tourism Development Fund through different media channels.

Key Activities

The TDCC held two information sessions in October 2019, to provide more information to potential applicants and answer questions surrounding the application process, the collection of the MAT, and how funding would be awarded. The sessions were well attended, and following the sessions there was a notable increase in applications.

Both the Board of Directors and the Advisory Committee meet on a monthly basis to review the applications that have been submitted. From July 15, 2019 to November 30, 2019, 28 applications have been received. A total of \$114,900 has been awarded towards the funding of 15 projects. The awarded applicants are as follows:

- Shorty Jenkins Curling Classic
- Apples and Art Studio Tour
- Pan American Bass Championship
- Girls Hockey Association
- Cornwall Comedy Festival
- Francophone Eastern Ontario Optimist Club
- Cornwall Sea Lions Snowflake Meet
- Seaway Valley Theatre Company
- Ontario Curling Association
- CAPE 2020
- Cornwall Pride 2020
- Country Side Adventures
- Cooper Marsh Conservators Inc.
- Wonderful World of Whisky Show
- Juvenile Broomball Championships

There will be a carry over of funds of approximately \$20,000 to the 2020 fund allotment. The carry over will assist in funding more projects in 2020 as it is anticipated that the number of applications will more than double for 2020.