

# Destination Development Fund

Applicant Guide 2019

UPDATED June 14, 2019.



Note: This Guide is a living document which will continue to be updated and refined as the program is implemented.

## DESTINATION DEVELOPMENT FUND

### APPLICANT'S GUIDE

Through strategic project-based funding, the Destination Development Fund will assist not-for-profit organizations, national and/or provincial industry sector associations, municipalities, and for-profit businesses to develop quality tourism products, encourage the competitiveness of our tourism sector organizations, stimulate increased tourist attendance and expenditures, and encourage private sector tourism investment in Ottawa.

Ottawa Tourism's Destination Development Funding program is an application-based program designed to encourage and support collaborative tourism development initiatives that align with the following strategic objectives, and that can demonstrate long term benefits to Ottawa and the surrounding region.

#### OBJECTIVES

- Create new/innovative destination offering, which will result in increased overnight visitation and positive word-of-mouth
- Develop the destination by creating new experiences that will be recurring, permanent and/or make a momentous impact on conversations about Ottawa in our key markets whether through social media or word-of-mouth
- Create and enhance our tourism offer to build greater visitor experiences
- Create opportunities to build tourism sector capacity, engagement, collaboration and investment

#### PRIORITY AREAS

- Rural Tourism
- Indigenous Tourism
- Waterfront/shoreline tourism development
- Projects to enhance destination image of Ottawa
- Improvement of the visitor experience
- Cycling experience
- Bilingualism and/or francophone tourism
- Expansion of cultural tourism offer

#### ELIGIBLE PROJECT STREAMS

- Attractions, Facilities, and Tourism Infrastructure Projects
- Tourism Innovation Fund
- Tourism project feasibility studies
- Expansion of the regional and/or niche tourism offer
- Festivals and events

## OVERVIEW

The project must benefit one or more Wards within the City of Ottawa. Applicants looking to develop product in the Outaouais region of Quebec are encouraged to pursue destination development funding through Tourisme Outaouais.

Note: The Destination Development Fund program is a discretionary, non-entitlement program with a limited funding allocation. In some instances, a project that meets all program criteria may not be approved for funding as other projects may more effectively meet the criteria.

### Application Process:

Applications for Destination Development Funding will have 4 opportunities per year to go to the Tourism Development Council (TDC) for approval. As such, Ottawa Tourism will accept rolling applications for all project streams with the exception of Festivals and Events which will now have annually occurring intake periods (see pages 9-10), and will inform applicants of their next opportunity to have their application considered by the TDC. Applicants are encouraged to begin the process early by first contacting Ottawa Tourism's Manager, Cultural Tourism Development to receive feedback on their project idea and its readiness for a Destination Development Fund application. The process is 2-phased to allow applicants to flesh out an idea with enough information to allow Ottawa Tourism to assess its readiness.

In Phase I of the process, applicants complete and submit a "Statement of Intent" that provides a high-level overview of their organization, the proposed project, and its impacts and benefits. Upon written confirmation from Ottawa Tourism that the application can proceed to Phase 2, applicants will be asked to submit a full application.

**Prior to submitting a Statement of Intent, potential Applicants are strongly encouraged to make contact with us for guidance about the process. Please read the checklist below and see our contact info at the bottom of this section.**

### **Destination Development Fund (DDF) Application - Project-readiness Checklist**

You have an idea that can bring significant tourism activity to Ottawa, but you need funding assistance. We want to hear from you! Before you make the call, please look at the checklist below and ensure you can say yes to these important pre-requisites. Once you've completed the checklist, you are ready to call Ottawa Tourism to start the conversation about your Destination Development Fund Application.

I have a project that:

- will drive visitation from outside of Ottawa and will generate overnight stays
- is anchored by quantitative and qualitative insights I have about my customers and responds to their needs;
- supports a memorable experience that is unique and authentic to Ottawa and the surrounding region and cannot be found anywhere else;
- is supported by and involves the broader tourism community in Ottawa;
- can support development of experiences within the Priority Areas as defined on page 1 of this application.

I can demonstrate:

- the project's unique selling proposition – what makes it different and unique;
- how this project will positively impact my business/community and can identify measurable outcomes that demonstrate success;
- my businesses' proven track record of operation;
- I have prepared a plan, including a draft budget and timelines, which support the feasibility of achieving the desired results; and
- how the project is aligned with the Priority Areas.

Having a good handle on these areas will not only help us to better understand your project as it relates to the objectives and eligibility criteria as outlined in the DDF Guidelines, but also supports your own project planning efforts.

Projects that are in the ideas/concept phase will take longer to process given their early development stage. With limited funds available on a merit basis, we strongly encourage you to prepare a project plan that is anchored around a solid business case.

Contact:

Traci Despatis  
Manager, Cultural Tourism Development,  
Destination Development  
Ottawa Tourism  
Ph: 613-237-5150 ext. 1118  
Email: [tdespatis@ottawatourism.ca](mailto:tdespatis@ottawatourism.ca)

## Phase 1 (Statement of Intent)

To be considered for funding the Statement of Intent must:

- Confirm that the Applicant's project is located in the City of Ottawa;
- Provide a brief overview of the organization, its mandate, membership (if applicable);
- Describe related/affiliated parties;
- Demonstrate a track record of operation;
- Provide a summary of the proposed project, its anticipated impacts on the destination, and its impacts in relation to Ottawa Tourism program objectives;
- Provide a summary of the proposed costs and financing (including status of financing). Please note that in most cases, the Applicant is also expected to provide a percentage of the financing for the proposed project;
- Demonstrate the capacity to undertake the proposed project; and
- Demonstrate the need for Destination Development Fund support and its incremental impact on the project in terms of scope, location, and timing.

## Phase 2 (Full Application)

If selected to proceed to Phase 2 (full application), the Applicant will be asked to provide additional detail and substantiation of the Phase I information, including:

- Substantiation of the proposed opportunity and projected impacts;
- Financial projections and underlying assumptions;
- The project description and implementation plan and schedule;
- Project business plan, including substantiated cost and revenue estimates;
- Substantiation of ownership/control of any assets required for the project (intellectual property, land/building for example);
- Analysis of project risks and mitigation strategies;
- Compliance with all relevant statutes, regulations and other funding agreements; and
- Other information as required.

### APPLICANT ELIGIBILITY

Eligible applicants must be either a member of Ottawa Tourism or be one of the following: an Indigenous community, a county, a municipality, or an incorporated for profit or not-for-profit organization that can demonstrate financial and administrative stability. Ad hoc groups and for profit or not-for-profit organizations that are not incorporated must find a qualified applicant to act as the proponent of the project. Applicants must also be in good standing with Ottawa Tourism members, stakeholders/industry partners and MAT collecting accommodation properties.

Who is not eligible:

- Project applicants with an accumulated deficit greater than 25% of total revenue or an accumulated surplus (not including capital assets) greater than 100% of total revenue
- Political parties
- Organizations whose activities are deemed to come under the jurisdiction of other levels, divisions, departments or agencies of government (e.g. school boards, social services, hospitals, etc.)
- Applicants outside of the municipality of Ottawa

### TYPES OF PROJECTS THAT ARE INELIGIBLE

- Projects in the restaurant and retail sectors (ie: examples of ineligible projects include opening patios to existing restaurants, opening new restaurants or retail stores, renovating existing restaurants and retail stores, or similar capital expenditures, unless the purpose will categorically address one of the Priority Areas for destination development outlined below).
- Visitor centres and signage
- Stand-alone mobile applications
- Projects in progress or already completed at the time of application
- Training materials development
- Purchase of land/equipment/fixtures, building projects, etc.
- Competitions and contests
- Conferences, workshops and other forms of training

- Fundraising projects and initiatives
- Stand-alone parades
- Production and distribution of films, recordings, books, magazines or other products in multiple copies
- Small neighborhood festivals and events
- Sports and recreation tournaments and events
- Trade shows and trade fairs

Each application must confirm compliance with the following:

- Legal status of organization applying (i.e., established by or under legislation; federally or provincially incorporated; First Nations in the Province of Ontario; proof of registration in Canada or another jurisdiction);
- Applicant is not in default of the terms and conditions of any grant or loan agreement with any third-party funding body;
- Applicant has at least \$5 million General Commercial Liability insurance coverage;
- None of the proposed expenses will be used for recurring costs to run the applicant organization; and
- A confirmed cash contribution of at least 20 per cent of the total cash expenses for your proposed project must be made by your organization and a total of 50 per cent by your organization and your project partners. If your project does not include this confirmation, please provide a rationale for why this should be waived, and/or your plan to raise the required investment.

#### PROJECT TIMELINE

**Project activities associated with this partnership program must be completed by December 31 of the following calendar year (for 2019 applications, this would mean completion by end-of-year 2020). If you project a longer completion time frame, please specify your time frame and the rationale for extending the project timelines.**

#### AVAILABLE SUPPORT

##### **Maximum Funding**

The level of support will be determined case-by-case, based on the strength of the project.

Generally, funding support of up to 50 per cent of eligible costs as outlined in your project cash operating budget is the typical DDF contribution, except for in rare cases where a different funding allocation is deemed necessary. Please note that the value of in-kind expenses or contributions is not included in the determination of the size of the Destination Development Fund project cash operating budget. In addition, the operating budget described must be for the specific project for which the proposed project funding will be applied.

The allocation of funding for the Destination Development Fund projects will be determined by the number of applications received and amount of funding approved in each category.

Ottawa Tourism cannot guarantee funding to all applicants, nor can we ensure that the total amount requested by successful applicants will be granted.

The decision to fund all or part of an applicant's request will depend on its fit with the Destination Development Fund program priorities and assessment criteria, as well as the overall demand for funds in the program.

## FUNDING CRITERIA

### Eligible Expenses

Destination Development Fund requests must relate directly to specific expenditures incurred for the delivery of the project and must not include costs that would have otherwise been incurred by the applicant (e.g., operational costs to run the applicant organization).

Examples of eligible expenses for Destination Development Fund include, but are not limited to:

- Consulting services, professional fees, project management, and software licenses required to undertake the project;
- Research costs;
- Construction work (new construction, addition, restoration, repurposing, accessibility upgrades, etc.);
- Project-related permits, fees and other similar charges;
- Purchase and installation of specialized equipment and furniture;
- Travel expenses, general expenses, wages and benefits of applicant's employees working exclusively on the project;
- Marketing costs including publicity, advertising, promotion, and branding;
- Other costs deemed reasonable; and

\*Note: Each stream will have differing eligible expenses listed under "STREAMS DEFINITIONS AND DESCRIPTIONS". Please reference accordingly.

### Ineligible Expenses

Examples of ineligible expenses for Destination Development Fund include, but are not limited to:

- Operating costs of organizations including administration, permanent staff salaries, administrative expenses, and on-going maintenance costs;
- Business plans, marketing plans, local and regional development plans, and customer surveys or studies conducted to apply for funding from another program or to comply with the requirements of another department or agency;
- Legal, audit or interest fees;
- Insurance, buyouts, or restructuring costs;

- The portion of taxes, and/or other costs for which the applicant (or a third party) is entitled to a refund;
- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital;
- Donations and contributions of in-kind services;
- Transfers of assets;
- Purchase of automobile(s) or rolling stock;
- Costs of routine facility upgrades, asset maintenance or regulatory compliance;
- Rights of way, easements and other related costs; or
- Marketing, promotion-based activities, booking and packaging, and on-line reservation systems, unless this is shown to be a vital component of a bigger project for a new tourism offering.

\*Note: Each Stream will have differing ineligible expenses listed under “STREAMS DEFINITIONS AND DESCRIPTIONS”. Please reference accordingly.

#### ADDITIONAL CRITERIA

##### **One Application Per Project**

Ottawa Tourism will consider only one application per project for the Destination Development Fund program.

##### **Maximum of Two Applications Per Organization**

Ottawa Tourism will consider a maximum of two applications per organization per year for the Tourism Development Fund program.

#### **STREAM DEFINITIONS AND DESCRIPTIONS**

##### **Attractions, Facilities, and Tourism Infrastructure Projects**

This category includes any projects that involve new infrastructure builds and will result in a measurable improvement to the tourism offer, excluding projects in the restaurant and retail sectors (per page 4).

Types of projects eligible for program funding:

- Development, expansion or upgrading of a tourist attraction, activity, facility or service.
- Construction, expansion or improvement of a tourist facility, and tourism infrastructure projects.

Funding cannot be used for regular facility upgrades, asset maintenance or regulatory compliance projects.

Applicants may apply for 50% of the overall eligible project costs, demonstrating that the remaining 50% of project costs would be assumed by the applicant and/or by other partners.



Ottawa Tourism will consider projects requiring higher levels of funding in unique circumstances where the project stands to have a significant and measurable impact on tourism visitation to Ottawa.

### **Tourism Innovation Fund**

A legacy program of Ottawa's sesquicentennial celebrations known as "Ignite 150", this funding stream is awarded to projects that use innovation and surprise to elicit an emotional visitor experience in Ottawa. Eligible projects may include unique events, held in scenic, lesser-known locations, that present a vibrant and dynamic image of Ottawa. Preference will be given to projects which showcase non-traditional venues, enhancing the element of surprise for participants.

The result will be experiences that are instagrammable, shareable, and create breathtaking visuals that will be shared on social media and through word-of-mouth, and that will measurably impact conversations about our destination.

Applicants may apply for 50% of the overall eligible project costs, demonstrating that the remaining 50% of project costs would be assumed by the applicant and/or by other partners.

Ottawa Tourism will consider projects requiring higher levels of funding in unique circumstances where the project stands to have a significant and measurable impact on tourism visitation to Ottawa.

### **Tourism Studies**

The funding may be used for studies whose objective is to support the development of the tourism offer and ensure the financial viability of a desired tourism-oriented project. The study must be conducted by a professional consultant or firm specializing in tourism and/or economics and engaged through a call for tenders.

The study must be in support of a tourism project that has the capacity to generate economic benefits for several partners within the geographic boundaries of Ottawa, and would contribute to tourism experiences that align with the Priority Areas (defined on page 1) as well as Ottawa's Place Brand DNA.

Applicants may apply for 50% of the overall eligible project costs, demonstrating that the remaining 50% of project costs would be assumed by the applicant and/or by other partners. Funding commitment from various organizations or businesses is regarded as evidence of broad community support for the applicant's project.

Ottawa Tourism will consider projects requiring higher levels of funding in unique circumstances where the project stands to have a significant and measurable impact on tourism visitation to Ottawa.

### **Expansion of the regional and/or niche tourism offer**

Destination Development Funding may provide one-time financial assistance to expand Ottawa's regional and/or niche tourism offers. The project must be aligned with Ottawa's 5-Year Strategy found at this link: <https://www.ottawatourism.ca/wp-content/uploads/2017/03/Ottawa-Tourism-Five-Year-Strategy.pdf> and with the Priority Areas as defined on page 1 of this application. The project must have

the capacity to generate economic benefits for several partners.

Eligible projects include creating tourism routes and circuits, developing themed tourism experiences or products, and other initiatives that contribute to expansion of the regional tourism offer. Projects must demonstrate sustainability and be designed for a long-term operation.

Applicants may apply for 50% of the overall eligible project costs, demonstrating that the remaining 50% of project costs would be assumed by the applicant and/or by other partners. Funding commitment from various organizations or businesses is regarded as evidence of broad community support for the applicant's project.

Ottawa Tourism will consider projects requiring higher levels of funding in unique circumstances where the project stands to have a significant and measurable impact on tourism visitation to Ottawa.

## **Festivals and Events**

**Please see below for updated status.**

New intake periods have now been established as the Destination Development Fund enters into its second year. Based on the frequency of enquiries, Ottawa Tourism is setting new parameters surrounding the lead time that festivals and events may apply for the 2-phase funding program.

Consultation with the Manager, Cultural Tourism Development is expected prior to submitting an application. This consultation will help determine whether the proposed project meets the eligibility requirements of the Destination Development Fund program and will provide guidance in the development of your application.

### **Application intakes:**

1. Festivals and events scheduled to occur between September and December must have completed the 2-Phase application process by **May 30, 2019**.
2. Festivals and events scheduled to occur between January and April must have completed the 2-Phase application process by **September 30, 2019**.
3. Festivals and events scheduled to occur between May and August must have completed the 2-Phase application process by **March 30, 2020**.

To be eligible for funding, projects in this category must be accessible to the general public, and will generate significant overnight visitor attendance, and animate the destination.

Funding is available for new festivals and events that demonstrate the capacity to attract a significant number of visitors, for one-time or pilot programming.

Established festivals or events must demonstrate that the proposed project would add a significant new/innovative dimension to its current offering thereby attracting new audiences, through special new programming or other elements that were not part of their prior-year programming.

Criteria specific to Festivals and Events applications:

### 1. Merit

- Clear vision
- Successful track record of achievement in program delivery
- Programming that reflects the organization's vision/goals
- Qualified, professional leadership
- Plans to allocate appropriate resources/fees towards festival/fair programming

### 2. Impact

- Contribution to field or community of interest (e.g. arts, heritage, agriculture, specific community, tourism) as demonstrated by:
  - strong and successful relationships and partnerships within the field
  - commitment to local participants within the field
- Audience development initiatives aimed at reaching Ottawa's broad, diverse community
- Anticipated public support, participation and attendance
- Potential for economic benefit (employment, local hiring, training opportunities, tourism reach, monies spent in and attracted to Ottawa)

### 3. Viability

- Balanced, realistic budget with plans to secure a range of revenues
- Effective planning and evaluation
- Appropriate and effective marketing and promotion
- Plans for effective use of volunteer system

## FUNDING DETAILS

Funding is provided as a non-repayable grant.

Successful applicants will be required to:

- Sign an Ottawa Tourism Funding Agreement outlining the terms and conditions for receiving funds.
- Provide evaluation metrics data for input into Ottawa Tourism's Event Impact Calculator.
- Carry at least \$5 million commercial general liability insurance coverage and add Ottawa Tourism as a co-insured on this coverage before the Ottawa Tourism Funding Agreement can be executed.
- Report back to Ottawa Tourism within 6 weeks following the project completion on the use of funds, service deliverables and outcomes achieved (excluding Festival and Events).
- Permit Ottawa Tourism to verify/audit information submitted to ensure that it is complete and accurate, and that funds were used for purpose(s) intended.
- Agree that if the funds were not used, or will not be used, for the intended purpose(s), specified services were not delivered, or intended outcomes were not achieved, Ottawa Tourism has the right to recover the funds transferred.
- Obtain Ottawa Tourism's approval for any change to the proposed project (once funding is

approved).

- Acknowledge Ottawa Tourism's support with the use of the Ottawa Tourism logo in electronic and print media as part of a visibility campaign.

An applicant's success in obtaining funding depends upon the assessment committee's final evaluation, recommendation and the funding available within the program. All funding is subject to the approval of the Tourism Development Council. The amount requested is not necessarily the amount awarded.

The DDF funding amount is calculated based on the project's eligible costs.

The DDF funding amount cannot generally be increased to cover an overrun of approved project costs.

The applicant is responsible for covering the cost of any documentation required to release funding installments, as per program criteria.

DDF funding is not allocated or restricted by geographical area or activity sector: rather, the program supports projects that promote the development of Ottawa's overall tourism offer, regardless of territory or sector.

## FUNDING AGREEMENT

Projects selected for funding will be subject to a Funding Agreement between Ottawa Tourism and the applicant. The Funding Agreement will define the terms of payment and the obligations of the parties. A sample Funding Agreement is available on request.

## ACKNOWLEDGEMENT OF SUPPORT

Funding recipients are required to acknowledge the support of Ottawa Tourism as follows:

- Print materials and web – By reproducing the Ottawa Tourism logo or making a written acknowledgement using the following formulation: [Name] acknowledges the financial support of Ottawa Tourism's Destination Development Fund.

Acknowledgement should appear in or on:

- publicity materials (posters, flyers, postcards)
- informational materials (newsletter, programs, brochures)
- press material
- Verbal announcements – By mentioning support verbally in public announcements and presentations, press conferences, and speeches.

An electronic version of the Ottawa Tourism logo will be supplied to awarded applicants.

Successful funding recipients may be acknowledged by Ottawa Tourism, at its sole discretion, as follows:

- Informational materials, collateral, and website listings
- Membership newsletter listings of successful recipients
- Public announcements and presentations,
- Inclusion in press material, press conferences, and/or speeches.

## HOW TO APPLY

Email your application package to [tdepatis@ottawatourism.ca](mailto:tdepatis@ottawatourism.ca)

**Incomplete applications will not be considered by the Evaluation Committee and will be postponed until the following evaluation period pending submission of complete documentation.**

Your Phase 2 application package must include the following:

- The electronic application form duly completed and signed, together with any pertinent visual elements (project photos, sketches, plans, etc.) included as attachments
- A copy of the organization's articles of incorporation
- Proof of insurance
- For existing organizations, a copy of the financial statements for the previous two (2) years and a copy of the most recent interim financial statements.
- A copy of financial partnership agreements, as available.
- A resolution passed by the organization or business authorizing the person signing the funding application to act as the organization's designated representative in matters relating to the project.
- Detailed business plan
- For projects involving studies or consulting services, a copy of the request for proposals, including the following elements:
  - Description of the issue
  - Nature and objectives of the study
  - Proposed methodology
  - Project timeline
  - Deliverables
- Support Material: Support material is an essential part of your application. Provide any further documentation that could be helpful in the evaluation of your project. You may wish to include relevant items such as media coverage, promotional material, program brochures, photos, annual reports and publications. Please send copies, not originals.

## DISTRIBUTION OF DOCUMENTS

The application form will be distributed to the members of the Internal Evaluation Committee and will serve as the basis for their evaluation. The business plan, including the applicant's financial data, will be reviewed by a panel and their observations will be forwarded to the Evaluation Committee. Applicants can be sure that their information will be kept secure and confidential.

## PROJECT ASSESSMENT TIMELINE

- Applicant makes initial contact with Ottawa Tourism to discuss project idea, receives guidance, proceeds to Phase 1 Letter of Intent
- Ottawa Tourism pre-screens the application for project eligibility, and requests additional information from the applicant if necessary
- Internal Evaluation Committee analyzes the project's relevance and financial viability.
- Applicant is invited to submit a full application per Phase 2
- Internal Evaluation Committee evaluates the application and makes its recommendation
- Tourism Development Council decides whether to approve application
- Ottawa Tourism notifies the applicant accordingly
- Successful applicants sign a Funding Agreement with Ottawa Tourism

## YOUR CONTACT INFORMATION SHOULD INCLUDE:

- Corporate or business name
- Operating name
- Address
- Telephone number
- Email address

**APPENDIX 1**

**EVALUATION METRICS - Destination Development Fund 2019**

"Evaluation is an activity that seeks to understand and measure the extent to which an event or project has succeeded in achieving its purpose. ... A more constructive focus for evaluation is to make recommendations about how an event might be improved to achieve its aims more effectively."<sup>1</sup> The following framework will look to capture qualitative and quantitative information to assist in reporting on all stages of the event/project.

MANDATORY AREAS OF MEASURE (AOM)- VISITORS	MEASURABLES TO BE REPORTED ON IN EACH AOM		
<b>ATTENDEE DEMOGRAPHICS</b>  <b>SATISFACTION</b>  <b>REPEAT VISITATION</b>  <b>OVERNIGHT VS. DAY</b>  <b>VISITOR SPENDING</b>	<b>QUANTITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	VISITOR COUNTS		
	SALES REPORTING		
	WEBSITE TRAFFIC		
	SOCIAL MEDIA TRAFFIC		
	FINANCIAL REPORTING		
	<b>QUALITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	SURVEYS		
	SOCIAL MEDIA ANALYSIS		
	SWOT ANALYSIS		

**MANDATORY AREAS OF MEASURE - FINANCIAL**

**EVENT/PROJECT REVENUES**  
**SPONSORSHIP REVENUES** \*Cash & In-Kind  
**JOB CREATION** \*Full-time, Part-time, Contract  
**VOLUNTEER CREATION**  
**VISITOR ECONOMIC IMPACT**

MANDATORY AREAS OF MEASURE - LOCAL COMMUNITY	MEASURABLES TO BE REPORTED ON IN EACH AOM		
<b>ENGAGEMENT</b>  (SCHOOLS, STAFFING, VOLUNTEERS, SPONSORS, CHARITY)	<b>QUANTITATIVE</b>	TO BE PROVIDED	COMPLETED
	ATTENDANCE COUNTS		
	WEBSITE TRAFFIC		
	SOCIAL MEDIA TRAFFIC		
	STAFF / VOLUNTEER ENGAGEMENT REPORT		
<b>SATISFACTION</b>	<b>QUALITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	SOCIAL MEDIA ANALYSIS		
	FORMAL FEEDBACK (STAKEHOLDERS)		
	SWOT ANALYSIS		

OTHER AREAS OF MEASURE *if Applicable BUSINESS	MEASURABLES TO BE REPORTED ON IN EACH AOM		
<b>VENDORS</b>  <b>VENDOR SALES</b>	<b>QUANTITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	SALES REPORTING		
	WEBSITE TRAFFIC		
	SOCIAL MEDIA TRAFFIC		
	VENDOR ROI		
<b>BUSINESS ENGAGEMENT</b>  (HOTELS, RESTAURANTS, ATTRACTIONS, etc.)	<b>QUALITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	SOCIAL MEDIA ANALYSIS		
	VENDOR FEEDBACK		
OTHER AREAS OF MEASURE *if Applicable ENVIRONMENT	MEASURABLES TO BE REPORTED ON IN EACH AOM		
<b>WASTE PRODUCED</b> <b>REDUCE/REUSE/RECYCLE INITIATIVES</b> <b>PUBLIC TRANSIT USAGE</b>	<b>QUALITATIVE</b>	DATA TO BE PROVIDED	COMPLETED
	SURVEYS		
	FORMAL FEEDBACK (STAKEHOLDERS)		
	SWOT ANALYSIS		

**Ottawa Tourism - EVENT IMPACT CALCULATOR (EIC) OVERVIEW**

The EIC Festival and Cultural Event module was built to accommodate broad and diverse types of events. EIC development model considerations: The flexible data requirements are based on the understanding that there are varying levels of research sophistication and capacity. The tool uses a standardized framework based on research, and provides consistency regardless of the host community. Localized, city-specific impact models are built based on local data such as taxes and labour market information. The tool offers credibility in terms of the research and multiple data sources used to develop the models (industry surveys, Longwoods syndicated traveler survey, CRM data from more than 150 DMOs, city-level economic data and tax information and festival event research).

<sup>1</sup> definition source: Evaluating Development Activities-OECD.org

## **APPENDIX 2**

ELEMENTS TO INCLUDE IN YOUR BUSINESS PLAN:

### **Executive summary**

#### **Description of the business and project**

- Corporate mission
- Corporate history
- Legal status of the organization
- List of applicants and owners
- Project description
- Type of project
- Project location
- Description of products/services offered: target clientele, target territory, distribution mechanisms for the products/services offered
- Project stages and projected completion date for each stage
- Promotional brochure (if available)

#### **Market analysis**

- Description of activity sector
- Overview
- Market trends
- Opportunities
- Government regulation
- Target clientele (sociodemographic profile, behaviors, attitudes, requirements)
- List of potential clients
- Target territory
- Competitors Description
- SWOT Analysis
- Competitive advantages
- Market potential (e.g., estimated annual sales)

#### **Marketing plan**

- Price strategy (competitors' prices, gross profit margin, cost price)
- Sales and distribution strategy (publicity, telemarketing, Internet and other)
- Promotional initiatives
- Budgets and deadlines

#### **Operation plan**

- Quality approach
- Supply system (suppliers, products/services, delivery time)
- Capital requirements (buildings/equipment)



- Human resources required to implement the project
- Technological investments
- Environmental standards
- Permits and licenses required to implement the project

#### **Financial profile**

- Projected investment costs and funding required to implement the project
- Financial statements for the previous three (3) years
- Financial forecasts for the first three (3) years of operation, including income statement, balance sheet and monthly cash flow budget
- Commitments from bank facilities
- Commitments from financial partners

Note: Financial statements and forecasts must be prepared in accordance with the accounting standards generally accepted in the Province of Ontario

#### **Supporting Documents**

- Applicant's C.V.
- Shareholders' agreement (if required)

### **APPENDIX 3**

#### **1. RULES FOR THE AWARDING OF CONTRACTS**

The Beneficiary must issue an open call for tenders for any construction contract costing \$100,000 or more, and must observe the following minimum requirements:

- The call for tenders must be published in a regional or specialized publication.
- In the event that no acceptable proposal is submitted, or no proposals are submitted in response to the open call for tenders, the organization may ask Ottawa Tourism for authorization to issue an invitational tender.
- Contracts must be awarded to the lowest qualified bidders.

At Ottawa Tourism's request, the Beneficiary must provide:

- All documents (plans and specifications, publication notice), schedule (publication, opening and closing dates), and amendments pertaining to the call(s) for tenders;
- List of contractors or suppliers who have received the tender package;
- List of contractors or suppliers who have submitted a bid in response to the call(s) for tenders;
- List of bidders who meet the mandatory tender requirements;
- Bid prices submitted.

## 2. REPORTING

In addition to completing a Destination Development Fund post-project Final Report, successful applicants will be expected to provide the following additional material as part of the mandatory post-project reporting process:

- An audited financial statement for project funding of \$75,000 or more, which accounts for Project revenue and expenditures. It is acknowledged that these statements may not be ready when filing the Final Report, but it is expected that successful applicants will forward these statements as soon as they become available.
- A Board-endorsed or Treasurer-certified financial statement for project funding less than \$75,000, which accounts for Project revenue and expenditures.
- Evaluation metrics grid outlining qualitative and quantitative measures for attendance, visitor origin, social media reach, visitor satisfaction, visitor expenditure, private sector tourism investment, and job creation. The information this tool will provide to Ottawa Tourism's new Event Impact Calculator will provide credibility and consistency in data collection useful to both the organization and funding recipient.
- Any other details that may be requested by Ottawa Tourism.

### **Understanding the Evaluation Process**

The application evaluation process will include a fair and consistent evaluation of the merit of submissions against the stated Eligibility Requirements, Mandatory Requirements, and Technical Requirements to ensure that applications meet with program priorities. Successful applicants will be expected to comply with the Acknowledgement and Oversight Requirements and the Reporting and Accounting Requirements.

Applications that fail to meet any of the Eligibility Requirements or Mandatory Requirements will not be considered.

Applications that meet all of the Eligibility Requirements and Mandatory Requirements will be scored based on the pre-determined Technical Requirements in accordance with the scoring system set out below.

### **Technical Requirements Scoring Weight**

Destination Development Fund Project Description	20%
Rationale and Project Beneficiaries	20%
Organizational Capacity	10%
Project Impact and Performance Measures	20%
Risk Management and Evaluation Plan	10%
Current Financial Position and Budget	20%
Total	100%

All funding recipients are required to submit a final activity report detailing how funding awarded was used as well as a newly implemented evaluation metrics grid for input into our event impact calculator. This evaluation metrics grid will be provided as a new Appendix to the DDF Agreement.

**This report must be submitted and approved by Ottawa Tourism Manager, Cultural Tourism Development prior to the final Destination Development Fund payment installment.**

Failure to provide a final activity report can result in non-payment of the final installment of your funding, as well as your organization being ineligible for subsequent Ottawa Tourism funding.

### **If You Are Not Awarded Funding**

Try again! If you do not receive funding you are encouraged to try again. The program's limited envelope cannot fund all applicants, regardless of their merit.

All results are final. There is no appeal of an evaluating committee's recommendations regarding funding allocations. The Destination Development Fund only allows for reconsideration in cases where a review of the application and the assessment committee's deliberations reveals evidence that the original application was not assessed according to the publicly-stated procedure and assessment criteria.