(ORIGINAL EN FRANÇAIS)

OUTAOUAIS REGION TOURISM DEVELOPMENT PROGRAM

2017–2020

PROMOTER'S GUIDE

TOURISME OUTAOUAIS

Ministère du Tourisme Québec

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PROMOTER'S GUIDE

1. INTRODUCTION

The Outaouais Region Tourism Development Program (ORTDP) reflects the shared resolve of Quebec's **Ministry of Tourism (MTO)** and **Outaouais Tourism** to join forces with local partners and businesses to implement projects that support the development of the regional tourism offer, optimize tourism investments in accordance with the priorities identified in the MTO's *Plan de développement de l'industrie touristique 2012-2020* (*Tourism Industry Development Plan 2012–2020*).[1]

Specifically, the objective of the ORTDP is to define the roles of the program partners and identify the funding criteria for projects that strengthen and develop the tourism offer in the Outaouais tourism region.

2. APPLICATION FRAMEWORK

The present document contains the rules and guidelines for the project application and evaluation process. Project promoters are encouraged to read this information carefully.

3. PARTNERSHIP AGREEMENT GOAL AND OBJECTIVES

Goal: To support and promote the development, renewal and structuring of the tourism offer in the **Outaouais** tourism region.

ORTDP funding will be allocated to **projects with a structuring effect that will help strengthen the tourism offer** and are designed to meet the following **objectives**:

- Promote the development of an original, cohesive and sustainable tourism offer.
- Stimulate the regional economy by:
  - creating jobs;
  - attracting more visitors;
  - increasing tourism revenues.

[1] http://www.tourisme.gouv.qc.ca/publications/publication/plan-developpement-industrie-touristique-2012-2020-itineraire-vers-croissance-245.html?categorie=93 (document in French only).

4. PRIORITY TOURISM SECTORS

Projects should be aligned with the priority tourism sectors defined by the MTO and by Outaouais Tourism (OT) in its *Plan stratégique de marketing et de développement touristiques de l'Outaouais 2014–2020* (*Outaouais Region Tourism Marketing and Development Strategic Plan 2014–2020*),[2] namely:

Priority sectors:

- Enhance the tourism offer at the Montebello, Chelsea–La Pêche (Wakefield tourist village), Gatineau Park and Gatineau (Old Hull sector) **tourist destinations**.
- Strengthen Gatineau's positioning and offer as an **official gateway** to Quebec.
- Develop conditions favourable to **business (corporate) tourism**, **festivals** and **events (sport and cultural)**.
- Structure the cultural and outdoor tourism offer at **emerging tourist destinations** in the regional county municipalities (RCMs) of Collines-de-l'Outaouais, Pontiac, Papineau and Vallée-de-la-Gatineau.

Priority project themes:

- **Culture**
- **Outdoor activities**
- **Winter**

5. PROGRAM ELIGIBILITY REQUIREMENTS

CLIENTS ELIGIBLE FOR PROGRAM FUNDING

- For-profit organizations (FPOs) legally constituted in Quebec;
- Non-profit organizations (NPOs) legally constituted in Quebec;
- Cooperatives legally constituted in Quebec;
- Municipalities;[3]
- Indigenous communities and nations recognized by the Quebec National Assembly;
- Any combination or grouping of the above.
- **Associations touristiques régionales (ATR)** are eligible for funding only for tourism studies and regional tourism offer structuring projects, and must have **funding partners** in place for each project submitted.

[2] Available on request, in French only.

[3] The term "municipality" includes municipalities, cities, towns, villages, parishes, townships, united townships, northern villages, unorganized areas, regional county municipalities (RCMs), metropolitan areas, intermunicipal boards, businesses or organizations where a municipal entity appoints the majority of the members or provides more than half of the business or organization's funding, and any group or association of such municipalities, businesses or organizations.

ELIGIBLE PROJECT CATEGORIES

- Attractions, activities and facilities (infrastructure)
- Tourism studies
- Structuring of the regional tourism offer
- Accommodation
- Festivals and events
- Consulting services

CATEGORY DEFINITIONS AND DESCRIPTIONS

Tourist Attractions, Activities and Facilities (Infrastructure)

This category includes any and all elements comprising the tourism offer, except those in the restaurant and retail sectors. Projects in this category must support the regional priorities of the ATR tourism offer and the priorities and direction established by the MTO.

Types of projects eligible for program funding:

- Consolidation, implementation, expansion or upgrading of a tourist attraction, activity, facility or service.
- Construction, expansion or improvement of a tourist facility (infrastructure), and capital projects.

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

Minimum project cost: $**25,000**

Eligible costs:

- Professional fees for the preparation of construction plans and specifications, interior or exterior landscaping plans, design (exhibition, performance, installation), specialized studies (soil, environmental, structural, equipment) and other related items.
- Construction work (new construction, addition, restoration, repurposing, accessibility upgrades, etc.).
- Interior or exterior landscaping.
- Purchase and installation of specialized equipment and furniture.
- Purchase of land.
- Costs related to the *Politique d'intégration des arts à l'architecture* (Art and Architecture Integration Policy) administered by the Quebec Ministry of Culture and Communications.
- Professional fees paid to expert consultants or firms.
- Taxes on eligible costs.

Non-eligible costs:

- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Costs of facility upgrades, asset maintenance or regulatory compliance.
- Donations and contributions in kind or in services.
- Transfers of assets.
- Purchase of automobile(s) or rolling stock.
- Rights of way, easements and other related costs.
- Salaries, operating costs and administrative expenses normally paid by the promoter.
- Promotion, publicity and marketing expenses.
- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

Tourism Studies

Maximum 20% of the agreement funding envelope (including regional tourism offer structuring projects)

The ORTDP provides funding for studies in specific areas of expertise whose objective is to support the development of the tourism offer and ensure the financial viability of the project. The project studied must be consistent with regional priorities and have an impact on tourism development in the territory. 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 following are **not** eligible for funding:
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.

Minimum project cost: $**10,000**

Study projects must include a study model and at least two offers of service from professional consultants or firms specializing in tourism and/or economics. Organizations subject to the terms of the *Cities and Towns Act* and the Municipal Code should follow their usual procurement procedure.

Eligible costs:

- Professional fees and honoraria paid to expert consultants or firms to conduct a targeted survey for a tourism development project in a territory.
- Taxes on eligible costs.

Non-eligible costs:

- Salaries, operating costs and administrative expenses normally paid by the promoter.
- Donations and contributions in kind or in services.
- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

Regional Tourism Offer Structuring Projects

Maximum 20% of the agreement funding envelope (including tourism study projects)

In order to support the priorities of the regional tourism development offer as specified in the ATR development plan, the ORTDP may provide one-time financial assistance to structuring regional projects. The project must be representative of the region and have an impact on the territory of more than one Regional County Municipality (RCM).

The project must have the capacity to generate economic benefits for several partners. It may be coordinated by an ATR or other body that is recognized and accepted by the Management Committee, and must receive funding from various organizations or businesses in the territory.

Eligible projects include creating tourism routes and circuits, developing thematic products, and other initiatives that contribute to structuring the regional tourism offer. Projects must demonstrate sustainability and must take place over a minimum of three (3) years.

Minimum project cost: $**25,000**

Eligible costs:

- Professional fees and honoraria paid to expert consultants or firms.
- Travel expenses (comparable to the ATR's), general expenses, wages and benefits of promoter's employees working exclusively on the project.
- Taxes on eligible costs.

Non-eligible costs:

- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Donations and contributions in kind or in services.
- Purchase of automobile(s) or rolling stock.
- Technology development costs (e.g., mobile apps).
- Promotion, publicity and marketing expenses.
- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

Accommodation

Projects submitted must strengthen the structuring of a specific territory, enhance the standard of quality in the accommodation sector, extend the promoter's operating season, or offer new products or services tailored to the target clientele.

Note that accommodation projects related to nature tourism—i.e., projects that offer various types of unconventional tourist accommodation in a natural environment and encourage visitors to discover a territory through adventure activities, cultural activities and local products—are eligible. Additional conventional campsites, B&Bs, tourist residences and teaching establishments are not eligible for funding.

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

Minimum project cost: $**10,000**

Eligible costs:

- Professional fees for the preparation of construction plans and specifications, interior or exterior landscaping plans, design (exhibition, performance, installation), specialized studies (soil, environmental, structural, equipment) and other related items.
- Construction work (new construction, addition, restoration, repurposing, accessibility upgrades, etc.).
- Interior or exterior landscaping.
- Purchase and installation of specialized equipment and furniture.
- Purchase of land.
- Costs related to the *Politique d'intégration des arts à l'architecture* (Art and Architecture Integration Policy) administered by the Quebec Ministry of Culture and Communications.
- Professional fees paid to expert consultants or firms.
- Taxes on eligible costs.

Non-eligible costs:

- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Costs of facility upgrades, asset maintenance or regulatory compliance.
- Donations and contributions in kind or in services.
- Transfers of assets.
- Purchase of automobile(s) or rolling stock.
- Rights of way, easements and other related costs.
- Salaries, operating costs and administrative expenses normally paid by the promoter.
- Promotion, publicity and marketing expenses.

- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

Festivals and Events

Minimum 10% of the agreement envelope

To be eligible for funding, projects in this category must be associated with a recurring tourist festival or event held in Quebec that is accessible to the general public, and celebrates a theme and offers a program of activities that will generate significant attendance, attract a significant number of visitors (day visitors and tourists), and animate the destination.

Funding is available for one-time festivals and events that demonstrate the capacity to attract a significant number of visitors (day visitors and tourists), and animate the destination.
Festivals and events that are deemed structuring at the regional level will be considered.

At least 10% of the total funding envelope must be allocated to festival and events, not including festival and event infrastructure projects (attractions, activities, facilities).

To be eligible, established festivals or events must be innovative and must propose special new programming or other elements that were not part of their prior-year programming.

Minimum project cost: $**10,000**
Maximum ORTDP funding available for a festival or event project: $**15,000**

Eligible costs:

- Travel expenses (comparable to the ATR's), general expenses, wages and benefits of promoter's employees working exclusively on the project.
- Programming costs.
- Costs related to site setup.
- Equipment rental costs.
- Actual operating costs.
- Promotion, publicity and marketing costs.
- Taxes on eligible costs.

For festival and event infrastructure projects, please see the information in the Attractions, Activities and Facilities *section.*

Non-eligible costs:

- Costs related to working capital, debt service, operating losses, capital losses or redemption of capital.
- Donations and contributions in kind or in services.
- Purchase of automobile(s) or rolling stock.

- Technology development costs (e.g., mobile apps).
- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

For festival and event infrastructure projects, please see the information in the Attractions, Activities and Facilities *section.*

Consulting Services

Funding is available to hire consulting support for: coaching, implementation of better business practices, skills development initiatives, customer service improvements, and development of a new project or activity.

Eligible costs:

- Professional fees and honoraria paid to expert consultants or firms to conduct a targeted survey for a tourism development project in a territory.
- Taxes on eligible costs.

Non-eligible costs:

- Donations and contributions in kind or in services.
- Salaries, operating costs and administrative expenses normally paid by the promoter.
- The portion of Quebec PST, GST, and/or other costs for which the promoter (or a third party) is entitled to a refund.

Minimum project cost: $**5,000**

Consulting services projects must include a study model and at least two offers of service from professional consultants or firms specializing in tourism and/or economics. Organizations subject to the terms of the *Cities and Towns Act* and the Municipal Code should follow their usual procurement procedure.

TYPES OF PROJECTS NOT ELIGIBLE FOR PROGRAM FUNDING

- Projects in the restaurant and retail sectors.
- Visitor centres and signage.
- Mobile applications.
- Projects in progress or already completed at the time of application.
- Training materials development.
- Projects in the gaming sector.
- Projects associated with the sale and consumption of alcohol.

MINIMUM REQUIREMENTS FOR ALL PROJECTS

The project must be located within the **Outaouais** tourism region.

The project's target clientele must consist primarily of tourists.

The promoter must provide a complete business plan that indicates the project's financial viability.

The promoter must contribute a down payment of at least 20% of the total project cost (10% for Indigenous communities, organizations or nations).

The promoter must complete the project and submit all required documentation for the final funding instalment within 24 months of the date of confirmation of funding.

The project must comply with all laws and regulations in force in the Province of Quebec.

N.B.: Projects that meet the **minimum requirements** (page 9) will be evaluated according to the **selection criteria** (page 11). **A project that meets the eligibility requirements will not necessarily receive funding, and may not receive the total funding amount requested.**

FUNDING CHARACTERISTICS

Funding is provided as a **non-repayable grant**.

Promoter's Contribution

At least 20% of the total project cost (10% for Indigenous communities or nations) must be funded by non-government agencies (private-sector organizations).

The promoter's contribution, including funding from partners (community, city or town, private sponsorships, etc.), if applicable, cannot come from:

- Sources included in stacked government funding, as defined below;
- A transfer of assets;
- A contribution of goods or services.

Stacked funding: government and ATR

The following are included in stacked government funding:

- Entities mentioned in the appendices to the consolidated financial statements of the Government of Quebec (public accounts). These include, notably, government departments and agencies whose financial operations are carried out under the Consolidated Revenue Fund; government agencies and special funds that are considered independent reporting entities; and businesses operated by the Government of Quebec.

- Funding provided by departments and agencies of the Government of Canada.
- Funding from an ATR and/or an ORTDP partner that has been provided by any of the sources mentioned above.

The table below shows the percentages that apply to the promoter's contribution and to stacked funding, according to the eligible applicant category.

Applicant category	**Minimum contribution**	**Maximum allowable stacked government funding**	
		South of the 49th parallel	North of the 49th parallel
FPO	20%	50%	70%**
NPO	20%	80%*	80%
Cooperative	20%	80%*	80%
Municipality	20%	80%*	80%
Indigenous community, organization or nation	10%	90%	90%
Group application	20%	Depending on the category/ies of the organizations applying, the lowest percentage applies.	

* 50% for Festivals and Events category.
** 80% for Festivals and Events category.

For purposes of stacked government funding, repayable government grants are calculated at 30% of their value.

ORTDP Contribution

ORTDP funding cannot exceed 40% of the total project cost (eligible costs) for for-profit organizations and 80% for non-profit organizations.

Minimum Eligible Costs

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

Funding Increase

The ORTDP funding amount cannot under any circumstances be increased to cover an overrun of approved project costs.

Memorandum of Understanding

Projects selected for funding will be subject to a memorandum of understanding (MOU) between the funder and the promoter. The MOU will define the terms of payment and the obligations of the parties. A sample MOU is available on request.

The promoter must complete the project and submit all required documentation for the final funding instalment within 24 months of the date of confirmation of funding.

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

Specific Rules

All projects considered or selected for funding are subject to the following rules (see details in Appendix 3):

Awarding of Contract

Funding recipients whose project construction costs are $100,000 or more must issue an open call for tenders for the awarding of the construction contract.

Politique d'intégration des arts à l'architecture (Art and Architecture Integration Policy)

Any construction or expansion project with a total cost of $150,000 or more, and involving a building or space that is partly or entirely open to the public for purposes of information, recreation, or the providing of goods or services is subject to the *Politique d'intégration des arts à l'architecture* (Art and Architecture Integration Policy).

Equal Access to Employment Program

Any FPO with 100 or more employees that receives ORTDP funding of $100,000 or more must agree to establish an equal access to employment program, in accordance with the Charter of Human Rights and Freedoms.

SELECTION CRITERIA

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

Eligible projects will be evaluated according to the following criteria:

- Extent to which the project supports the ORTDP **objective** and **priorities** (see Sections 3 and 4 above).
- **Structuring potential** (capacity to attract new visitors to the region, impact at the local/regional/sectoral level, tangible benefits, participation of other partners, job creation, extension of tourist season, etc.).
- **Innovation** (e.g., adding a new element to the existing tourism offer, providing new products or services not offered by competitors).
- **Quality** of project concept, product(s) and services.

- **Financial structure and viability** (promoter's contribution, thoroughness of fundraising efforts, appropriateness of funding request, financial health of the organization and/or promoter, existence of detailed and realistic financial data, self-financing prospects, industry support, etc.).
- **Relevance** (size and diversity of tourism clientele, size of project's target market, competition, quality of the offer, marketing strategy, key benefits, networking, etc.).
- **Feasibility** (realistic deadlines, marketing strategy, quality of business plan or study).
- Observance of **sustainable development principles**.
- **Coordination** of completed project (visitor reception, facilitation/presentation, interpretation, supervision of activities, English/French bilingualism, etc.).

6. HOW TO APPLY

To apply for ORTDP funding, you must complete the application form "Demande d'aide financière EPRT région Outaouais 2017-2020" (in French only) available from the ATR, together with the required supporting documents:

Email your application package to :
programmes@tourisme-outaouais.ca

The ATR accepts applications continuously throughout the year. However, applications will be evaluated according to the following schedule:

- 1st call: **Monday, July 14, 2017,** for a September 2017 (approximately) response
- 2nd call: **Monday, November 13, 2017,** for a February 2018 (approximately) response
- 3rd call: **Monday, April 9, 2018,** for a August 2018 (approximately) response
- 4th call: **Monday, November 12, 2018,** for a April 2019 (approximately) response

Incomplete applications will not be considered by the Management Committee, but will be postponed until the following evaluation period pending submission of complete documentation.

Your 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.
- For existing organizations,[4] 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 and when available.

[4] Except municipalities and RCMs.

- 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.
- A copy of the detailed business plan for investment and/or infrastructure projects (tourist attractions, activities and facilities), structuring projects, and projects that are part of tourist festivals or events (see Appendix 2).
- 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.
  - Copies of at least two (2) offers of professional services.
- Confirmation from the Quebec Ministry of Culture and Communications as to whether the project is subject to the *Politique d'intégration des arts à l'architecture* (see Appendix 3).
- A list of all authorizations, certifications, certificates or permits required by law, regulation or other legal instrument: e.g., *Canadian Environmental Protection Act*; *Environment Quality Act*, *Act respecting Land Use Planning and Development*, *Act respecting Tourist Accommodation Establishments* (Quebec).
  - Specify the status of each component (request submitted, file being processed, authorization[s] obtained).

Distribution of documents

The application form will be distributed to the members of the Management Committee and will serve as the basis for their evaluation. Therefore, please pay special attention when completing the form. The business plan, including the promoter's financial data, will be reviewed by a panel of professional analysts and their observations will be forwarded to the Management Committee. Applicants can be sure that their information will be kept secure and confidential.

7. HELP WITH YOUR APPLICATION

Promoters may consult various organizations within their project territory for help with preparing their business plan and application package. For a list of suggested organizations, see Appendix 4 of the present document.

To ensure that your project is eligible and your file is complete, **you must contact the ATR Project Officer before submitting your application.**
For more information, please contact:

Gilliane Cyr
Tourism Development Advisor
Outaouais Tourism

103, Laurier Street
Gatineau, QC J8X 3V8
☎ **819-778-2530 ext. 220**
Email: **gcyr@tourisme-outaouais.ca**

9. PROJECT ASSESSMENT TIMELINE

- Promoter submits the project funding application (at any time during the year).
- Outaouais Tourism pre-screens the application for project eligibility, and requests additional information from the promoter if necessary.
- On the dates specified in the evaluation schedule (see Section 6 above), panel of professional consultants analyzes the project's relevance and financial viability.
- MTO validates project compliance.
- Management Committee evaluates the application and makes its recommendation.
- Funders decide whether to accept or reject the application, and notify the promoter/applicant accordingly.
- Successful applicants sign a funding MOU with the ORTDP.

The **Management Committee** is composed of a representative of the Ministry of Tourism (MTO), the current General Manager of Outaouais Tourism (OT), three representatives appointed from the OT Board of Directors, and one non-voting member representing an industry economic partner.

APPENDIX 1

DEFINITION OF TERMS

DAY VISITOR: Someone who travels at least 40 km from their usual place of residence to visit a destination and returns home the same day.

> NOTE: For the purposes of attendance studies, a day visitor is someone who makes a return trip on the same day and whose usual place of residence is located more than 40 km from the tourist destination or event. The 40-km radius does not apply to participants from outside Quebec (i.e., from other Canadian provinces, the United States or other countries), because they cross a provincial or national border.

FLAGSHIP PRODUCT: A product that sets the theme of a tourist experience, is widely recognized, is the primary attractor of visitors to the destination, drives significant traffic to the destination, and is uniquely identified with the destination.

STRUCTURING OF THE TOURISM OFFER: Developing, networking and/or linking separate elements into an integrated whole that constitutes a marketable tourism product.

STRUCTURING PROJECT: A project that has an impact and visibility at the regional level and beyond, has the potential to generate other projects and/or promote regional partnerships, is supported by the local community, and has the potential to create jobs.

SUSTAINABLE DEVELOPMENT: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development considers environmental, economic and sociological issues and is part of every aspect of the tourism industry.

TOTAL ATTENDANCE (NUMBER OF DAYS OF PARTICIPATION) FOR A FESTIVAL OR EVENT: Total number of days of participation by participants of all ages. A participant is defined as a spectator, a competitor (in a tournament, championship, race or other competition), or a competitor's coach (professional or personal, e.g., family member or friend). Total attendance figure must not include event volunteers, staff, or providers of services (e.g., artists and suppliers). Example: A participant who attends 3 separate days of an event represents 3 days of participation.

TOURISM DEVELOPMENT: Introduction (establishment, implementation), consolidation and/or diversification of a tourism product or service.

TOURISM OFFER: The combination of products and services that make up a tourist experience.

TOURISM PRODUCT: A combination of tangible elements (accommodation, food, activities, etc.) and intangible elements (ambiance, hospitality, animation, etc.) offering visitors a range of tourist experiences.

TOURIST: Someone who travels at least 40 km from their usual place of residence to visit a destination, stays more than 24 hours (i.e., spends at least one night) but less than one year, and stays in commercial or private accommodation.

NOTE: For the purposes of attendance studies, a tourist is someone who spends at least one night at a destination, whose usual place of residence is located at a distance (any distance) from the tourist destination or event, and who stays in commercial or private accommodation.

TOURIST SERVICES: Support services essential to the quality of the tourist experience, including reception and hospitality, signage, accommodation, food, transportation, and travel industry services.

VISITOR: A day visitor or tourist.

APPENDIX 2

SAMPLE BUSINESS PLAN

Contact information

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

Executive summary

Description of the business and project

- Corporate mission
- Corporate history
- Legal status of the organization
- List of promoters and owners
- Project description
  - Type of project
  - Activity sector
- 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, behaviours, attitudes, requirements)
- List of potential clients
- Target territory
- Competitors
  - Description
  - Key strengths and weaknesses
- 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 licences 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

Documents
▪ Promoter's C.V. ▪ Shareholders' agreement (if required)

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

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 the **ATR** for authorization to issue an invitational tender.
- Contracts must be awarded to the lowest qualified bidders.

At the **ATR**'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. POLITIQUE D'INTÉGRATION DES ARTS À L'ARCHITECTURE ET À L'ENVIRONNEMENT DES BÂTIMENTS ET DES SITES GOUVERNEMENTAUX PUBLICS

Any construction or expansion project with a total cost of $150,000 or more, and involving a building or space that is partly or entirely open to the public for purposes of information, recreation, or the providing of goods or services is subject to the *Politique d'intégration des arts à l'architecture et à l'environnement des bâtiments et des sites gouvernementaux et publics* (Government of Quebec policy to integrate art into the architecture and environment of government and public buildings and spaces).

This policy applies to any corporation or organization that receives funding from the government or a government department or agency for a construction or expansion project costing $150,000 or more. Building or site construction is understood to include restoration, redevelopment or repairs.

The ORTDP partners invite promoters planning a construction project and interested in applying for ORTDP program funding to contact the Ministry of Culture and Communications (MCC) to determine whether the project is subject to the *Politique d'intégration des arts à l'architecture*.

Promoters must provide the MCC with a project description and a detailed breakdown of the total project cost. The MCC will validate the project's eligibility and the amount allocated to art, if applicable. Note that the cost of integrating art and architecture is part of the eligible project costs.

For more information, please contact:

Ms. Maryline Tremblay
Service de l'intégration des arts à l'architecture
☎: 418-380-2323 x6323
Email: integrationdesarts@mcc.gouv.qc.ca

3. CONTRACTUAL OBLIGATION PROGRAM (Equal access to employment)

Quebec **beneficiaries** or **sub-contractors** whose business employs more than 100 people and whose construction contract or sub-contract costs are $100,000 or more must establish an equal access to employment program, in accordance with the terms specified in Section 5 of the form "Identification et engagement – Programme d'obligation contractuelle – Égalité en emploi" (available in French only), available at:
http://www.tresor.gouv.qc.ca/fileadmin/PDF/faire_affaire_avec_etat/cadre_normatif/form_prog_egalite_emploi.pdf

APPENDIX 4

ORGANIZATIONS PROVIDING ASSISTANCE TO PROMOTERS

***** *Indicates website in French only.*

Carrefour jeunesse emploi de l'Outaouais
http://cjeo.qc.ca/nos-services/entreprenariat *

Centre d'entrepreneurship de l'Outaouais
www.entreprendreoutaouais.com *

Collines-de-l'Outaouais CLD
http://cld.mrcdescollinesdeloutaouais.qc.ca *

ID Gatineau
http://idgatineau.ca

Papineau RCM
www.mrcpapineau.com *

Papineau SADC
http://sadcpapineau.ca

Pontiac RCM
www.mrcpontiac.qc.ca/en/services/tourism-development

Pontiac SADC
http://sadcpontiac.ca

Vallée-de-la-Gatineau RCM
www.mrcvg.qc.ca

Vallée-de-la-Gatineau SADC
http://sadc-vg.ca

APPENDIX 5

LINKS TO ADDITIONAL RESOURCES

* *Indicates website in French only.*

Outaouais Tourism
www.tourismeoutaouais.com

Entrepreneurship

https://canadabusiness.ca/business-planning/sample-business-plans-and-templates

www.bdc.ca/en/articles-tools/start-buy-business/start-business/pages/create-effective-business-plan

www.bdc.ca/en/articles-tools/marketing-sales-export/marketing

www.infoentrepreneurs.org

www.futurpreneur.ca

https://www.economie.gouv.qc.ca/bibliotheques/outils/gestion-dune-entreprise/administration-et-management/etude-dopportunite-business-case-en-6-etapes/ *

Statistics

www.stat.gouv.qc.ca/docs-hmi/statistiques

www5.statcan.gc.ca/subject-sujet/travel-and-tourism

Funding Partners

www.tourisme.gouv.qc.ca/programmes-services *

www.tourisme.gouv.qc.ca/programmes-services/aide/fonds-tourisme-pme *

www.investquebec.com/quebec/en/financial-products/all-our-solutions/padat

www.dec-ced.gc.ca

www.canada.ca/en/services/business/grants

www.fondsftq.com

Information for Indigenous People

www.quebecaboriginal.com

www.socca.qc.ca

www.autochtones.gouv.qc.ca/programmes-aide/index-en

www.aadnc-aandc.gc.ca

www.bdc.ca/en/i_am/aboriginal_entrepreneur

Quebec Tourism

http://alliancetouristique.com

https://chairedetourisme.uqam.ca

http://tourismintelligence.ca

http://tourisme.gouv.veille.qc.ca

http://cqrht.qc.ca *

www.professionvoyages.com *

www.bonjourquebec.com (aimed at tourists)

www.tourisme.gouv.qc.ca *

www.tourisme.gouv.qc.ca/publications *

www.tourisme.gouv.qc.ca/publications/categorie/diagnostics-127 *

www.tourisme.gouv.qc.ca/publications/categorie/etudes-statistiques-38 *

www.tourisme.gouv.qc.ca/repertoires/ats/touristiques-sectorielles *

www.velo.qc.ca

www.mapaq.gouv.qc.ca/fr/Productions/agrotourisme/Pages/agrotourisme * (particularly the checklist)

www.mcc.gouv.qc.ca *

Canadian Tourism

http://ncc-ccn.gc.ca

www.destinationcanada.com

http://farandwide.much.com (aimed at tourists)

http://tiac.travel

International Tourism

http://teoros.revues.org

http://atout-france.fr *

www.etourisme.info *

www2.unwto.org

www.lechotouristique.com *

www.welcomecitylab.com *

https://destinationthink.com

www.destinationmarketing.org

www.pps.org

https://skift.com/