



2024-2025 Work Plan: Niagara's South Coast Tourism Association

We have prepared this work plan of activities for the municipalities interested in joining Niagara's South Coast Tourism Association (NSCTA). The City of Port Colborne's tourism coordinator will spearhead the administrative and tactical initiatives outlined in the work plan. This includes reporting to the NSCTA's Board of Directors at quarterly board meetings, serving as a director on the Tourism Partnership of Niagara's (TPN) board, and chairing TPN's Marketing & Partnerships Committee.

The work plan is not overly prescriptive because it is believed that the voices of the newly established steering committee¹ should come to a consensus on how the Niagara's South Coast Tourism Fund (herein referred to the "Tourism Fund²") will be allocated. The tourism coordinator will present goals and recommendations for committee consideration to ensure alignment with the NSCTA's marketing plan³, the City of Port Colborne's tourism strategy³, and TPN's business plan.

Notes

1. The steering committee – with a terms of reference – is to be comprised of a minimum of two (2) and maximum of four (4) representatives from each partner municipality. This committee would be permitted to execute the NSCTA Board's responsibilities, with the exception of those powers set out in the Not-for-Profit Corporations Act, 2010 (see s. 36 (2)).
2. The City of Port Colborne's contribution to the Tourism Fund will be separate from, and in addition to, the annual in-kind contribution of approximately \$100,000 which goes towards covering salaries, staff time, office expenses, asset management, and other operational or overhead costs.

Contributions to the Tourism Fund should be made in the first quarter of the fiscal year (no later than March 31st) and preferably as one lump sum. Any surplus or unspent funds will either be returned to the partner municipality, or, by approval from the municipality's steering committee members, be carried forward to the subsequent fiscal year.

3. This year, the City of Port Colborne took proactive steps by developing a marketing plan and a tourism strategy. The latter, with its 14 strategic goals, can guide the steering committee in setting its 2025 objectives.

2024-2025 WORK PLAN

2024

SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> • Each municipality is to propose a 2025 contribution amount, which will be matched by the City of Port Colborne, collectively pooled to create the Tourism Fund, and allocated to support the activities and projects⁴ defined in the tactical strategy. • Formalize municipality participation in the NSCTA through the signing of a one-year (or two-year, if requesting board representation⁵) partnership and funding agreement • Nominate one appointee to TPN's Marketing & Partnerships Committee 		<ul style="list-style-type: none"> • Establish a steering committee that will begin preparing a tactical strategy that is aligned with the Tourism Fund's 2025 budget and uses the NSCTA's marketing plan as a guide 	

Notes

4. The steering committee may wish to develop one or more new projects to apply for through TPN's Matched Partnership Program. Such a project would need to target one of the Ministry of Tourism, Culture & Gaming's four key focus areas: 1) new product development, 2) marketing, 3) workforce development, and/or 4) investment attraction.
5. Municipalities that would like to be a Class B member of the NSCTA corporation may do so by nominating directors (maximum of three (3) from each municipality, not including the City of Port Colborne) who will have the same one-vote voting rights as the three current Board directors representing the City of Port Colborne. The Mayor of the City of Port Colborne will stand for the one Class A member, the City of Port Colborne, and vote only in the special circumstance that the corporation in respect of its ownership is subject to change.

A two-year commitment to being a Class B member of the NSCTA corporation is required due to the legal expenses that would be incurred to revise the NSCTA's by-laws and other governance documents.

2024-2025 WORK PLAN

2025

	January	February	March	April	May	June	July	August	September	October	November	December
Steering committee to meet to discuss the tactical strategy												
NSCTA board meeting												
Execute the tactical strategy												
Report to the steering committee on the performance of the tactical strategy												
Steering committee to meet to discuss the 2026 tactical strategy												