

Business Plan 2021



TOURISM
vaughan

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Attachment 1 – City of Vaughan’s Economic and Cultural Development Business Plan 2020-2023

Attachment 2 – Tourism Vaughan Interim Meetings and Events Strategy

Attachment 3 – MEMO: Projected MAT Collection, Vaughan, 2020-2022, CBRE Tourism & Leisure Group

Executive Summary

PREFACE

The 2021 Tourism Vaughan Corporation (TVC / Tourism Vaughan) Business Plan was prepared in accordance with the TVC By-law No.1. To ensure strategic alignment and a regional approach to tourism, this plan was developed in consultation with the 2021 strategies of local partners such as Central Counties Tourism (Regional Tourism Organization 6), York Region Arts Council, and provincial and national tourism organizations such as Destination Ontario and Destination Canada. To best serve the tourism industry, Tourism Vaughan will achieve the activities outlined through this plan through a commitment to staying informed of the current and future impacts of the COVID-19 pandemic on the tourism industry in Vaughan. Staff will report to the Board should any changes need to be made to the objectives and/or tactics of this business plan.

Municipal Support & Planning

As a City-owned corporation, the TVC is supported by city staff that operate within the City of Vaughan's Economic & Cultural Development (ECD) Department. As such, the work of staff supporting the TVC is also directed by the 2020-2023 ECD Strategic Business Plan (Attachment 1).

As a result of the COVID-19 pandemic, an addendum to ECD's existing business plan was introduced through the [Vaughan Business Resilience Plan](#) to build readiness, resourcefulness, and resilience into Vaughan's business community, inclusive of the tourism sector. This 2021 Tourism Vaughan Business Plan was developed in accordance with these plans.

CONTINUING FOUNDATIONAL WORK OF 2020

Tourism Vaughan began operations on January 1, 2020. In its inaugural year, Tourism Vaughan established a business plan and budget for 2020 focused on the development of a strong strategic foundation in 2020 to power the destination and new organization forward with programs and services starting in 2021. The plan outlined eight key activities including development of a five-year Vaughan Destination Master Plan to ensure that TVC's investments were based on calculated and measurable strategies, formulated with and supported by the tourism industry and partners.

As a result of the COVID-19 pandemic commencing in March of 2020, only two months into Tourism Vaughan's inaugural year, TVC was forced to temporarily pause activities of the 2020 Business Plan to provide pandemic support to local industry partners.

Tourism Vaughan demonstrated swift resilience throughout the pandemic in 2020 and pivoted to deliver new products and services in consultation and collaboration with local industry stakeholders, and tourism partners such as CCT, Culinary Tourism Alliance, Experience York Region and Tourism Industry Association of Ontario.

Additionally, the City of Vaughan supported the local accommodations industry through business advisory services and the suspension of the Municipal Accommodation Tax, Tourism Vaughan's sole source of revenue, from March 17 until September 1, 2020. Due to the suspension and decreased demand for travel, 2020 revenue loss for Tourism Vaughan was estimated at nearly \$1.3 million. Accordingly, with approval of the TVC Board and City of Vaughan Council, [revisions to the TVC 2020 Budget and Business Plan](#) were made to reflect revenue losses, reallocate funds to deliver new COVID-19 support measures, and included an alternative source of revenue from the Regional Relief and Recovery Fund (RRRF) to offset losses.

Thus, in 2020 Tourism Vaughan delivered several newly added initiatives such as: a brand-new consumer webpage; a B2B industry newsletter; an interim corporate meetings and events strategy to attract future bookings (Attachment 2); a culinary tourism campaign; an accommodations incentive campaign; connections to resources such as PPE and local charities; launched social media channels; and adopted the #SafeTravels stamp through destination-wide certification and development of a #SafeTravels Vaughan Business Toolkit.

By the end of 2020, Tourism Vaughan was able to resume some work on the originating tactics of the 2020 Business Plan to establish its organizational foundation. As such, the tactics of 2020 have been rolled into the 2021 Business Plan to strike balance between finalizing primitive work to establish the organization's foundation and newly added measures to support the industry during and after the pandemic.

2021 - A YEAR OF DESTINATION EVOLUTION AND RESILIENCE

Tourism Vaughan has entered its second year of operations during an unprecedented era for the tourism industry. The COVID-19 pandemic continues to severely impact the tourism industry with ongoing and ever-changing safety measures such as lockdowns, border closures, stay-at-home orders, travel bans, gathering limits and more. This has resulted in uncertainty within the sector and in the economy, particularly regarding recovery projections. Of most recent, experts at CBRE Hotels Research estimate that the Canadian accommodation industry will not see full recovery to 2019 performance metrics until 2023 to 2025, assuming that a vaccine is successfully rolled out and travel can resume.¹

Through these challenging times, destination marketing organizations (DMO) are faced with several challenges such as shifting travel restrictions, adverse traveler and local community sentiments, consumer shifts to digital platforms, increased business support needs, amplified local competition with the push for domestic travel, and ultimately a decreased demand for travel resulting in loss of income.

¹ [CBRE Hotels Canada Industry Outlook - COVID-19 Impact - October 2020](#)

Long-established DMOs have the benefit of an existing understanding of its identity and vision as destination with existing resources, programs, KPIs and services to pivot in response to the pandemic. As a new DMO, Tourism Vaughan is presented with challenges as it does not yet have this same pre-established understanding and resources, outside of those it developed in 2020.

This 2021 Business Plan is a continuation of the 2020 Business Plan to settle its foundation, with a transformational lens on how to best support the local industry now and in a post-pandemic-world.

Now more so than ever, it's essential for TVC to gain an understanding of Vaughan's identity as a destination and maintain an understanding of how travel is thought of and perceived throughout the pandemic. Through strong industry engagement and research, Tourism Vaughan must continually validate its messaging, strategies and tactics throughout 2021 against how travelers, residents, event planners etc. perceive Vaughan as a destination and gauge their overall mood toward travel in general. With this approach, TVC can make timely and knowledgeable decisions to ensure a safety-centric approach to destination marketing resulting in optimal tourism investment and support for the local stakeholders.

The 2021 Business Plan presents a theme of destination formation and transformation – a need for continual evolution to meet changing realities in the tourism industry to best support local Vaughan tourism partners and stakeholders.

This is proposed through the delivery of nine key activities:

Destination Development

1. Support Stakeholders & Industry Resilience
2. Develop a Destination Master Plan
3. Develop a multi-year Tourism Strategic Business Plan
4. Maintain Sustainable Funding

Destination Marketing

5. Engage Consumers & Form a Market Presence

Industry Relations

6. Leverage Partnerships & Resources

Governance

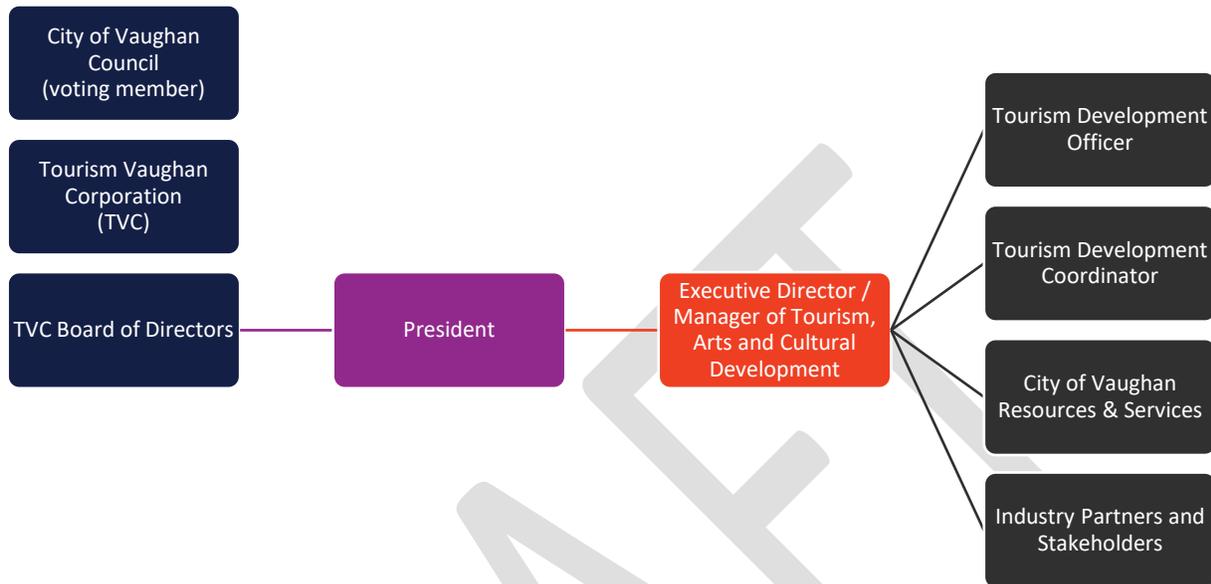
7. Support the TVC Board of Directors
8. Sustain Accountability & Transparency

Research

9. Advance Destination Research

Through these nine activities, Tourism Vaughan will build resiliency for Vaughan's tourism industry during and post-pandemic, while establishing itself as a destination organization of the future.

Organizational Structure



Mission Statement

The mission statement of the Tourism Vaughan Corporation is to market and promote Vaughan as a tourism destination for tourists, visitors, and business travelers attending overnight and multi-day events including meetings and conferences, festivals, sporting and celebration events, business and leisure travel. With support from the hotel industry and short-term rental accommodation providers, tourism operators, meeting and planning industry, festival organizers, sports groups, entertainment, food, and retail establishments, community service organizations, and the City of Vaughan’s Economic and Cultural Development Department, the Corporation will research, develop and implement destination marketing and promotional programming to grow Vaughan’s tourism industry.

Objectives

As stated in the articles of incorporation (Letters Patent) of Tourism Vaughan Corporation (TVC), the following objectives of TVC guide our investments and partnerships:

1. To promote tourism in The Corporation of the City of Vaughan;
2. To promote Vaughan for the purposes of attracting tourists and visitors;
3. To collect and disseminate information, including to conduct targeted market research for the purpose of identifying tourism and business travel opportunities in Vaughan;
4. To develop tourism promotion and business development strategic plans, including to develop multi-year marketing plans and strategies that address Vaughan strategic goals for a robust tourism and business destination;
5. To provide facilities for amusement or for conventions and visitors' bureaus, including to support and facilitate the growth and development of local tourism by identifying and promoting opportunities for new tourism related infrastructure and services (including attractions, public transit, information kiosks, community hubs, festivals and special events, conventions etc.) that will generate positive economic growth in Vaughan; and
6. To provide counselling services to or encouraging the establishment and initial growth of tourism-related small businesses operating or proposing to operate in Vaughan, i.e. to facilities a high-level collaboration amongst Vaughan's tourism industry, business organizations and Vaughan;

And other such complementary purposes not inconsistent with these objects.

These objectives will continue to be delivered by Tourism Vaughan in 2021 through the scope of the recent COVID-19 pandemic and resulting impacts and considerations for the tourism industry.

2021 Key Activities

DESTINATION DEVELOPMENT

1. SUPPORT STAKEHOLDERS & INDUSTRY RESILIENCE

Timeline: Ongoing

- I. With government partners, assess, report on, and implement wherever possible available municipal financial tools to support tourism business.
- II. Prepare emergency regulatory, program, and marketing packages to quickly support the tourism industry in future crises.
- III. Provide the tourism business community with the most up-to-date, relevant, and reliable information possible concerning the pandemic and the economy.
- IV. Help the tourism business community navigate the various programs provided and decisions taken by other levels of government and business support agencies.
- V. Transform core business offerings to increase resilience as needed, such as business development seminars to educate stakeholders on topics such as product development or marketing strategies.

2. DEVELOP A DESTINATION MASTER PLAN

Timeline: Q3 2021

- I. Develop a multi-year Destination Master Plan through robust destination research and analysis in collaboration with TVC Board, TVC and City of Vaughan staff, and industry.
- II. Establish Vaughan's long-term destination strategy for the next 5 years through identification of its unique selling propositions, current and developing tourism assets, visitor segments and profiles and more, ensuring tourism growth and sustainability through partnerships and strong leadership.
- III. Engage in a comprehensive public engagement strategy to obtain input from a variety of sources at a variety of times during the study process to ensure the needs and priorities of all stakeholders in Vaughan's tourism industry, inclusive of residents and visitors, are considered, and that collective support for the plan upon its completion is achieved.

3. DEVELOP A MULTI-YEAR TOURISM STRATEGIC BUSINESS PLAN

Timeline: Q1 2022

- I. Develop a multi-year Tourism Strategic Business Plan that sets out a detailed road map to achieve business objectives in support of the Destination Master Plan.
- II. This tactical plan will contain a 3-year action plan for 2022-2025 that outlines measurable achievable organizational strategies and tactics to establish the destinations programs and services.

4. MAINTAIN SUSTAINABLE FUNDING

Timeline: Q4 2021

- I. Through the City of Vaughan, maintain the new Municipal Accommodation Tax as a sustainable funding source for Tourism Business Development, Marketing and Infrastructure, in accordance with the COVID-19 pandemic.
- II. Through the City of Vaughan, continue to enact a Municipal Accommodation Tax on the sale of Short-Term Rental Accommodation(s) within the City of Vaughan, in accordance with the COVID-19 pandemic.
- III. Identify possible alternative sources of revenue such as grants and funds that are in alignment with the objectives and key activities of the organization.

DESTINATION MARKETING

5. ENGAGE CONSUMERS & FORM A MARKET PRESENCE

Timeline: Ongoing

Based on travel sentiment research and in accordance with public health measures:

- I. Partner with regional, provincial and federal tourism marketing groups to increase consumer confidence through promotion of Vaughan as a safe destination for domestic leisure and business travel, staycations and industry investment.
- II. Connect with the local community to welcome nearby visitors, support local and engage as brand ambassadors to share their love of Vaughan experiences within their own networks.
- III. Through the Interim Tourism Vaughan Meetings and Events Strategy (Attachment 2), engage with Vaughan's tourism sector to attract and host safe meetings and conventions, multi-day cultural festivals, and sports events in a post-COVID context.
- IV. Develop destination marketing channels to engage with consumers through messaging aligned with tactics of this business plan.
- V. Build a destination marketing asset inventory through user generated content and staged content, inclusive of pre-trip, out-of-market and in-market visitor information.
- VI. Invest in new offerings to attract new audiences, seek out higher value visitors, explore new markets to grow tourism expenditures and expand impact within existing markets.

INDUSTRY RELATIONS

6. LEVERAGE PARTNERSHIPS & RESOURCES

Timeline: 2021-2022

- I. Understand the impact of COVID-19 on Vaughan's tourism economy through formal stakeholder engagement via existing partnerships and boards to identify partnership opportunities to strengthen the tourism sector.
- II. Continue to identify, collaborate and consult with key partners and resources such as industry associations and organizations that align with (1) existing objectives of the TVC, and/or (2) forthcoming objectives as identified through the Master Plan development process.
- III. Broaden partnerships with local DMOs, municipalities, RTOs to strengthen the regional approach to tourism.

GOVERNANCE

7. SUPPORT THE TVC BOARD OF DIRECTORS

Timeline: Q4 2021

- I. Host regular meetings of the TVC Board of Directors to guide and ensure implementation of the 2021 Business Plan's key activities and delivery of the corporation's mandate.
- II. Sustain staff resources to support and implement key activities of this plan on behalf of the Board.
- III. Complete a Governance Review, pursuant to the motion passed by the TVC Board on February 24, 2020, directing TVC and City staff to initiate a review and report recommendations back to the Voting Member (City Council). The purpose of the review is to fill the vacancy of TVC Chair and President., reexamine its membership structure, by-laws, board composition, governance approach or model, and organizational policies to ensure that goals of good governance and accountability to stakeholders are met.
- IV. Sustain industry stakeholder consultation and engagement in all initiatives brought forward to the Board to provide the Board with industry guidance and expertise. Upon completion of the governance review, the resumed implementation of a tourism advisory committee, paused in 2020 due to the governance review, will be considered if deemed necessary based on results of the review.

8. SUSTAIN ACCOUNTABILITY & TRANSPARENCY

Timeline: Q4 2021

- I. Ensure that the TVC and its Board operates in an open and transparent manner and that it is accountable and through accessible channels of communication and consultation to engage effectively with its stakeholders.
- II. Continue to maintain and enhance two-way communication activities and channels to ensure stakeholder engagement and maintain transparency on the status of key activities of the corporation.

RESEARCH

9. ADVANCE DESTINATION RESEARCH

Timeline: Ongoing

- I. Create high-value collaboration opportunities with destination stakeholders, particularly CCT, to develop destination data management and analytic capabilities. The purpose of this is to establish baseline metrics to be able to consistently measure and evaluate the outcomes and outputs of strategies and activities and guide future planning.
- II. Continue to analyze the Municipal Accommodation Tax remittance data to monitor the performance and status of the accommodations industry, and available revenue to fund tactics of the 2021 Business Plan.
- III. Obtain real-time sentiment research to understand target markets and adapt to the changing attitudes to travel throughout the pandemic.

DRAFT

2021 Revenue and Expenditures

The following revenue and expenditures statement identifies line items in support of 2021 key activities in addition to general operations. The projection outlined for 2021 Municipal Accommodation Tax Collection is based off CBRE Tourism & Leisure Group's memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3), which outlines assumptions of:

- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid-year;
- Market occupancy is projected to improve to 50% and average daily rate (ADR) growth is projected to be 10% to reach \$130; and
- Assuming a full-year MAT collection period in 2021, CBRE projects \$1,756,400 in total revenues with Tourism Vaughan's share at \$878,200.

Tourism Vaughan's 2021 expenses total \$1,283,537 and reflect introduction of new programming and marketing initiatives as originally intended for Tourism Vaughan's second year of operations, in addition to continuation of the additional staff member in 2020 to support implementation.

MAT collections in 2019 were intended to develop retained earnings to fuel the organization in product and service delivery in 2021, with foundational development prioritized in 2020. As outlined in the executive summary, the COVID-19 pandemic and MAT suspension in 2020, resulted in a drastic reduction to anticipated revenues and shifted 2020 investments toward COVID-19 support marketing and programs. As such, with the reinvestment of \$213,371 from retained earnings to the 2021 operations, the 2021 Budget presents majority of its investment into marketing and promotions to establish Vaughan's market presence and develop programs to support industry resiliency and recovery through the pandemic.

Lastly, Tourism Vaughan will continue to seek alternative sourcing of revenue such as grants to offset costs wherever possible, and complete investment of the Regional Relief and Recovery Fund (RRRF) amount of \$191,966 carried over from 2020.

Tourism Vaughan Operating Statement	2021 Budget
Revenue	
Total Municipal Accommodation Tax Collection	1,756,400
TVC Portion 50% to Revenue	878,200
Regional Relief and Recovery Fund (RRRF)	191,966
TOTAL REVENUE	1,070,166
Operating Expenses TVC	
Labour	398,767
Programs	215,200
Transfer from COV for MAT Administration	16,192
Professional Fees	146,000
Memberships and Sponsorships	39,171
Marketing and Promotions	457,379
Other Administration Costs	10,828
Total Expenses	1,283,537
Net (Loss)	(213,371)
Tourism Vaughan Retained Earnings Statement	
Estimated opening balance in retained earnings	998,830
Less: TVC Net (Loss)	(213,371)
Estimated Total Retained Earnings	785,459

NOTE: Office Space, Meeting Rooms, Common Area Services, Reception, Clerical and Administrative Assistant Services, Utilities, Maintenance, Taxes, Royalty Free Usage of IP, IT Equipment and Support, HR Administration, MARCOM and Media Services, Economic Development Support Services, and other incidental municipal services are provided at no cost to the TVC.

LINE ITEM DETAILS:

- **Total Municipal Accommodation Tax Collection** –based off CBRE Tourism & Leisure Group’s memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3)
- **Programs** –Tourism Meetings and Events Strategy, Spousal Incentive Programs, Product and Economic Development Workshops, Accommodations Incentive Program, Leisure Travel Incentive Program.
- **Professional fees** - development of a Destination Master Plan, Strategic Business Plan, and Destination Research and Data development and acquisition.
- **Marketing and Promotions** –Meeting Planner Website, Destination Video for leisure and business markets, hyper-local campaigns, accommodations incentive program, consumer website enhancement etc.
- **Net Income/ (Loss)** – Prudent expenditures in 2019 resulted in a significant net income, which were taken into TVC’s retained earnings for Fiscal 2019. Due to the pandemic, TVC is projecting a net loss in 2021 requiring use of TVC retained earnings to subsidize operations.
- **Estimated Total Retained Earnings** – Following investment of a portion of retained earnings in 2021, remaining funds will set the stage for a full year of programming in 2022 through recommendations identified in the Destination Master Plan. Retained earnings are marked as estimate as 2020 financials are being finalized and may fluctuate.

2022 Operating Budget

The following 2022 Operating Budget is a top line estimate using CBRE Tourism & Leisure Group’s memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3). Operating expenses will be detailed following the development and approval of the multi-year Destination Master Plan and Strategic Business Plan.

Tourism Vaughan Operating Statement	2022 Budget
Revenue	
Total Municipal Accommodation Tax Collection	2,336,000
TVC Portion 50%	1,168,000
Operating Expenses	1,300,000
Total Expenses	1,300,000
Net (Loss)	(132,000)
Tourism Vaughan Retained Earnings Statement	
Estimated Opening Balance in Retained Earnings	785,459
Less: TVC Net (Loss)	(132,000)
Estimated Total Retained Earnings	653,459

**ECONOMIC AND CULTURAL DEVELOPMENT
DEPARTMENT**

**STRATEGIC BUSINESS PLAN
2020-2023**



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The Team



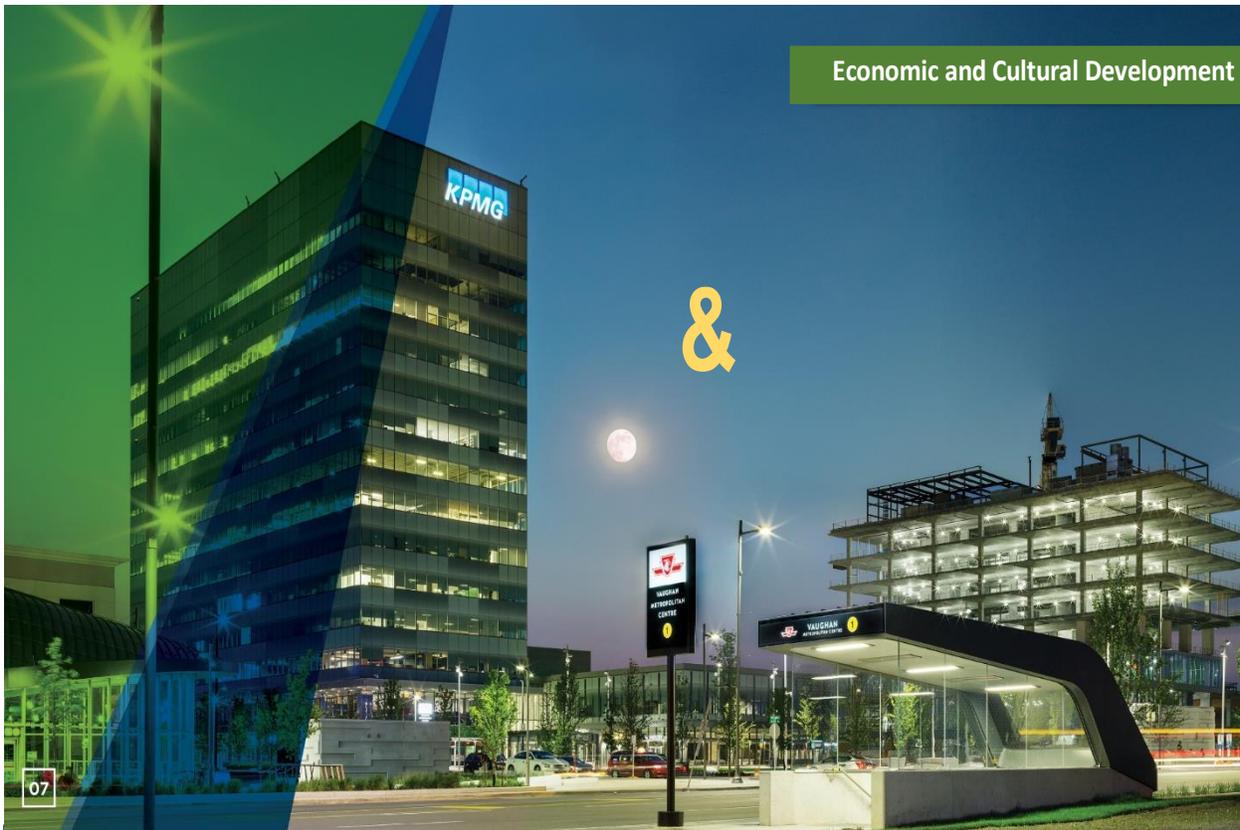
Department Overview

Economic and Cultural Development

Municipal Partnerships

Vaughan Business Enterprise Centre





ECD SERVICE MANDATE

- Promote Vaughan’s economic-cultural advantages and key projects in target markets
- Engage businesses and regional partners
- Develop and implement economic and cultural development strategies, programs and initiatives
- Counselling, mentorship, training, access to resources
- Collect, analyze and share business, economic, market, real estate, demographic and competitiveness data and intel with clients and partners
- Plan and curate public art spaces and installations
- Creative and cultural place-making through regional and international partnerships
- Partnership and sponsorship
- Customer relations and service excellence
- Big lens – thought leadership in representing Vaughan

Executive Summary

The City of Vaughan is a dynamic and growing community with a current population of 335,000 and employment of 222,000 in more than 12,000 businesses. Future projections place Vaughan’s population at 427,900 and employment at 286,400 by 2031.

As the City works towards delivering on these targets, Council has approved a four-year Term of Council Service Excellence Strategic Plan and governance framework to guide the achievement of the Vaughan Vision in the 2018-2022 period. The development of the Economic and Cultural Development’s Strategic Business Plan 2020-2023 continues the alignment of people, priorities, processes and technology to Council-approved priorities. Our Strategic Business Plan establishes the inter-connections between annual budgets (both operating and capital), program areas, key activities and individual staff workplans to deliver services and programs that enhances the City’s economic prosperity, investment and social capital.



STRATEGIC PLAN THEMES FROM THE TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

- Enable a Climate for Job Creation
- Advance Economic Opportunities and Attract New Investments
- Enrich Vaughan’s Communities and Economy Through Public Art and Cultural Development
- Demonstrate Good Value for Money

OBJECTIVES

1. Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada’s newest modern City.
2. Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism

3. Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.
4. Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.
5. Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

DESIRED OUTCOMES

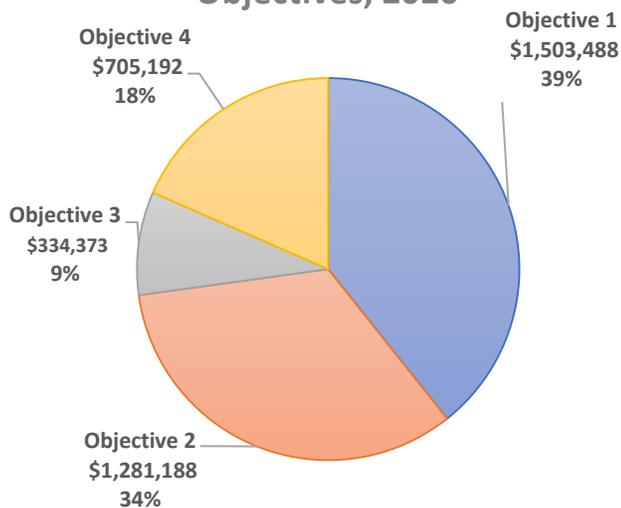
- Increase in Total Employment
- Diversify Economic Base (Goods Producing: Service Producing Businesses)
- Increase Industrial/Commercial/Institutional (ICI) Investment
- Increase Non-Residential Property Tax Assessment
- Increase in Vaughan’s Gross Domestic Product (GDP)

FINANCIAL SUMMARY

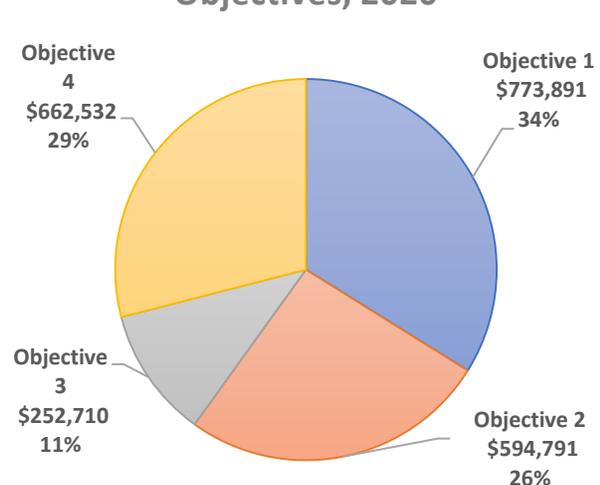
Total Expenditures: **\$3,824,240**

Total Labour: **\$2,283,923 (59.7% of total expenditures)**

Total Expenditures by Objectives, 2020



Total Labour Expenditures by Objectives, 2020



Objective #1

Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.

Program Areas

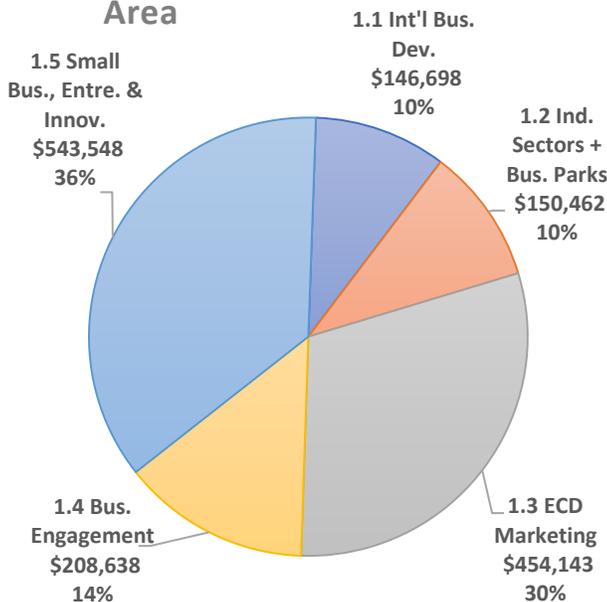
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place to Be (to Think, Start-up, Invest and Visit).
- 1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.
- 1.5 Develop Vaughan as an entrepreneurial, small business and innovation hub.

Financial Summary

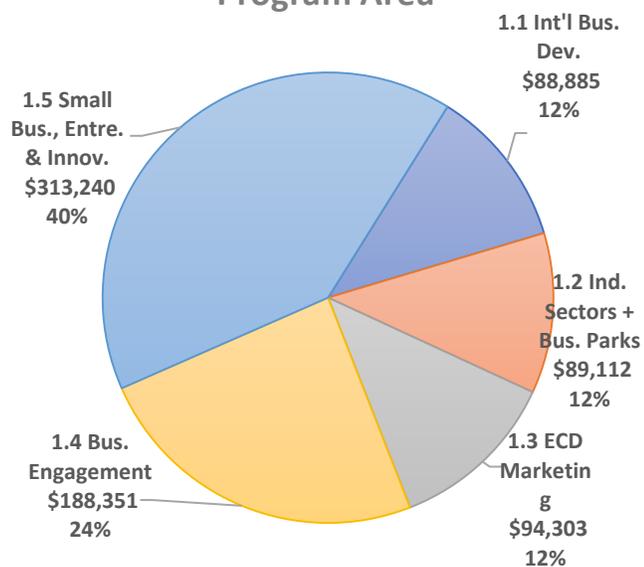
Total Expenditure: \$1,500,488

Total Labour: \$773,891 (51.6% of total expenditures)

Expenditures by Program Area



Total Labour Expenditures by Program Area



Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)	
Key Activities	<p>1.1.1 Foster and support FDI-based regional partners by providing local market expertise, professionally fulfilling information requests and effectively tracking and measuring FDI in Vaughan</p> <p>1.1.2 In partnership with Toronto Global, work with local companies and relevant diaspora to promote Vaughan's advantages in the food and beverage sub-sector of the manufacturing industry primarily in key Europe markets, and secondarily in key USA markets.</p> <p>1.1.3 Promote the development of the Healthcare Precinct, the VMC and intelligent/smart city projects in the USA, Asia (Taiwan, Singapore, Japan and Korea), and Israel, leveraging existing networks and technology platforms such as the US Ignite Smart Gigabit Community Partnership, GO Smart Taipei, and other international sharing platforms and intermediaries.</p> <p>1.1.4 Increase knowledge about international markets, customs and traditions by engaging the local diaspora through Economic and Cultural Partnerships.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) <ol style="list-style-type: none"> 1. Labour Cost 2. Other Cost (includes \$35K from city-side MAT) 3. Revenue Human Capital (FTE)	<u>\$111,698</u> \$88,885 \$57,813 \$35,000 0.67
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment	<ul style="list-style-type: none"> • 1 Economic Development Officer (60%) • 1 Economic Development Assistant (5%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment (YRES) • Diversify Economic Base (Goods Producing: Service Producing Businesses Ratio) (YRES) • Increase ICI Construction Investment • Increase Non-Residential Property Tax Assessment (FIR) • Vaughan GDP 	
Program Area	1.2 Promote the Development of Vaughan's Industrial Sectors and Business Parks	
Key Activities	<p>1.2.1 Raise awareness and recognition of the competitive assets of the Vaughan Enterprise Zone, and employment lands by working closely with the ICI Industry, local businesses and intermediaries to pursue and facilitate site selection, business attraction and expansion victories for Vaughan</p> <p>1.2.2 Support regional workforce development, by partnering with local companies and associations to promote skilled trades at trade shows, conference business meetings and other special events, as well as promoting these events through regional networks.</p> <p>1.2.3 Deliver expert economic development data, analysis and recommendations on policies and regulations that enable a competitive business climate in Vaughan</p> <p>1.2.4 Monitor, assess and report on Vaughan's economic base by investing in the York Region Employer Survey and other relevant data sources</p> <p>1.2.5 Participate as a partner on regional super-cluster initiatives, namely Advanced Manufacturing, to promote Vaughan's competitive advantages, such as talent, high-order infrastructure, and available supply for expansion.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$150,462</u> \$89,112 \$61,350 \$0 0.65
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (45%) • 1 Economic Development Assistant (5%) • 1 Manager, Special Projects Economic Development (15%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canadas newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.3 Increase Vaughan’s Brand Recognition as the Place to Be (to Think, Start-up, Invest and Visit).	
Key Activities	<p>1.3.1 Set the stage for a new Economic Prosperity and Investment Marketing Fund and action plan, by designing a new Economic Development Brand and Style Guide.</p> <p>1.3.2 Establish a new multi-year ‘Economic Prosperity and Investment Marketing Fund’ focussed on delivering purpose-driven marketing initiatives that raises Vaughan’s attractiveness and brand recognition on the national and international stage as a business-friendly investment location.</p> <p>1.3.3 Create, resource and implement a new multi-year Economic Prosperity and Investment Marketing Fund and action plan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only)	<u>\$115,603</u>
	1. Labour Cost	\$94,303
	2. Other Cost (includes capital budget of \$340K)	\$359,840
	3. Revenue	\$340,000
	4. Human Capital (FTE)	0.86
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (20%) • 1 Economic Development Assistant (65%) • 1 Director, Economic and Cultural Development (1%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canadas newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.	
Key Activities	<p>1.4.1 Host annual Business to Business Signature Event of the Year.</p> <p>1.4.2 Formally meet with over 200 companies per year through pro-active Corporate Calling program and Main Street canvassing to understand needs, opportunities and challenges.</p> <p>1.4.3 Maintain memberships and active participation in industrial associations and attend business networking events.</p> <p>1.4.4 Gauge the needs, challenges and opportunities experienced by local businesses through focus groups and a Business Satisfaction and Needs Survey on Vaughan firms.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only)	<u>\$176,659</u>
	1. Labour Cost	\$188,351
	2. Other Cost	\$20,287
	3. Revenue	\$31,979
	Human Capital (FTE)	1.35
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 3 Economic Development Officers – IBD (25%); VMC (10%), VEZ (45%) • 1 Creative and Cultural Officer (5%) • 1 Senior Art Curator and Planner (5%) • 1 Tourism Development Coordinator (5%) • 1 Manager of Tourism, Arts, Culture (5%) • 1 Smart City Project Manager (10%) • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Manager, Municipal Partnerships and Sponsorship (5%) • 1 Manager, Special Projects and Economic Development (5%) • 1 Director, Economic and Cultural Development (10%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canadas newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.5 Develop Vaughan as an Entrepreneurial, Small Business and Innovation Hub.	
Key Activities	<p>1.5.1 Deliver core small business and entrepreneurship programs in association with the Ministry of Economic Development, Job Creation + Trade (MEDJCT) to provide new entrepreneurs and citizens exploring entrepreneurship as a career choice with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.2 Deliver Summer Company programs in association with MEDJCT to provide entrepreneurs with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.3 Deliver Starter Company Plus programs in association with MEDJCT to provide entrepreneurs running growing businesses with a pipeline of tools, skills connections and resources required to succeed.</p> <p>1.5.4 Increase technology related entrepreneurship, research and commercialization services in Vaughan by formalizing a funding partnership with ventureLAB and launching Ignite! Vaughan.</p> <p>1.5.5 Work with community partners through partnership-driven economic development to ensure entrepreneurs in Vaughan have access to incentives, capital and required infrastructure to thrive.</p> <p>1.5.6 Encourage the development and integration of attractive collaborative space and smart city objectives to support market-led innovation within Vaughan’s business community.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from MEDJCT and capital budget ask) Human Capital (FTE)	<u>\$175,064</u> \$312,240 \$230,308 \$368,484 3.08
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached 	

	<ul style="list-style-type: none"> • Service Excellence: Satisfaction with ECD Services and Awareness of City Services
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (8%) • 1 Small Business Advisor (90%) • 1 Entrepreneurship Coordinator (100%) • 1 Information and Administrative Representative (90%) • 1 Manager, Small Business and Entrepreneurship (20%)

Objective #2

Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.

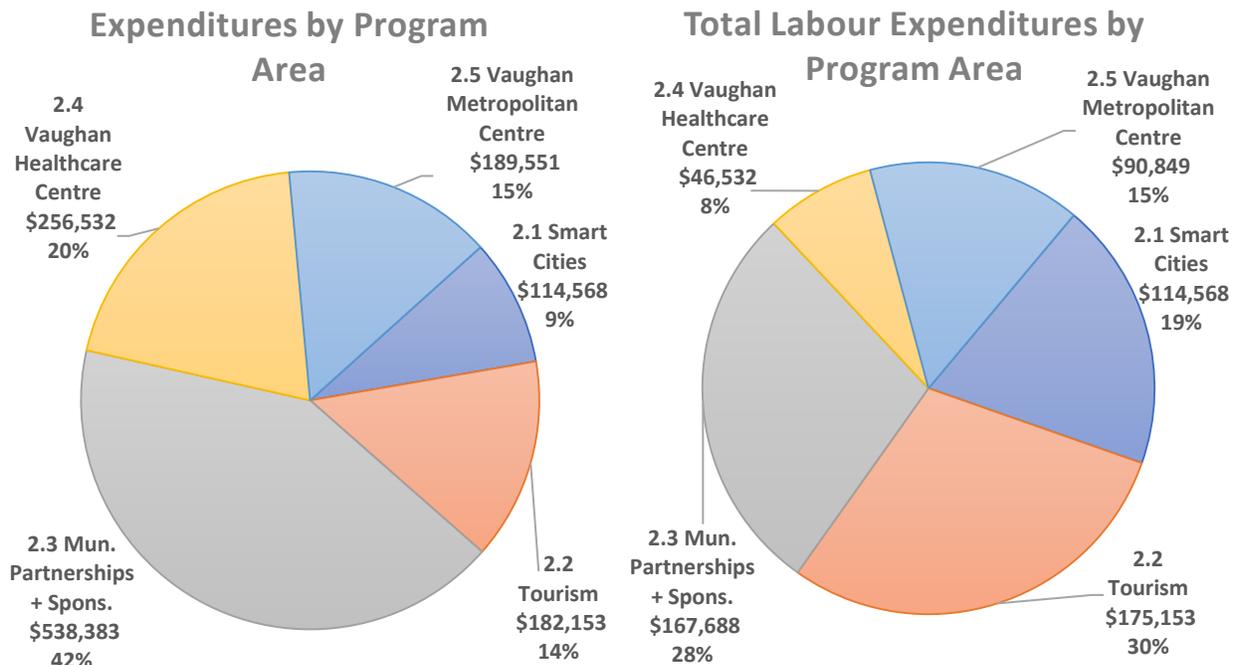
Program Areas

- 2.1 Advance Smart City and technology-led economic development opportunities.
- 2.2 Invest in the Tourism and Accommodation industry.
- 2.3 Generate alternative revenue sources through city-wide sponsorship, advertising and grants.
- 2.4 Develop the Vaughan Healthcare Centre Precinct.
- 2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.

Financial Summary

Total Expenditures: **\$1,281,188**

Total Labour: **\$594,791 (46.4% of total expenditures)**



Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.1 Advance Smart City and Technology-led Economic Development Opportunities.	
Key Activities	<p>2.1.1 Engage public and industry experts on the Smart City Task Force.</p> <p>2.1.2 Establish a Smart City Business Unit to implement existing and future taskforce findings.</p> <p>2.1.3 Create a 5-year business plan for Smart City projects.</p> <p>2.1.4 Substantially start and complete two Smart City legacy projects in Vaughan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from capital budget) Human Capital (FTE)	<u>\$20,237</u> \$114,568 \$0 \$94,331 1.0
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Smart City 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Smart City (90%) • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Director, Economic and Cultural Development (5%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.2 Invest in the Tourism and Accommodation Industry.	
Key Activities	<p>2.2.1 Create and maintain the new Municipal Accommodation Tax as a sustainable funding source for Tourism Business Development, Marketing and Infrastructure.</p> <p>2.2.2 Create and support the mandate and objects of the new City-owned destination marketing organization called Tourism Vaughan Corporation to be lead promotion entity that generates products supporting overnight stays in Vaughan.</p> <p>2.2.3 Partner with Central Counties and Vaughan Attractions Council to strengthen, promote industry network relationships, and partner on key business development opportunities.</p> <p>2.2.4 Support Tourism Vaughan Corporation in its efforts to attract third-party signature events and festivals, with a focus on sports and corporate markets.</p> <p>2.2.5 Set the stage for a new Tourism Business Development and Marketing Plan by designing a new tourism brand and Style Guide in order to attract new creative, tourism and cultural industries to Vaughan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) <ol style="list-style-type: none"> 1. Labour Cost 2. Other Cost 3. Revenue (offset – from MAT funding) Human Capital (FTE)	<u>\$4,761</u> \$175,153 \$7,000 \$170,392 1.43
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Tourism Vaughan Corporation 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Tourism Development Coordinator (90%) • 1 Manager, Tourism, Arts and Culture (51%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.3 Generate Alternative Revenue Sources Through City-wide Sponsorship, Advertising and Grants	
Key Activities	<p>2.3.1 Secure Naming Rights for high-priority City-owned assets.</p> <p>2.3.2 Launch Digital Billboard Advertising Signs and generate sustainable advertising revenue in partnership with industry.</p> <p>2.3.3 Prospect, share-with and advise Departments city-wide on new inbound grant opportunities related to priority projects and services, centrally track all activity and report on the outcomes.</p> <p>2.3.4 Continue to support other prioritized City programs and services through sponsorship solicitation and Program Partnerships when applicable.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only)	<u>\$36,209</u>
	1. Labour Cost	\$167,688
	2. Other Cost	\$370,695
	3. Revenue (offset – from Innovation Reserve)	\$502,174
	Human Capital (FTE)	1.07
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Corporate Sponsorship, Advertising and Grant Revenues Generated 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Administrative and Program Assistant (30%) • 1 Manager, Municipal Partnerships and Sponsorship (75%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.4 Develop the Vaughan Healthcare Centre Precinct.	
Key Activities	<p>2.4.1 Formalize and nurture a new partnership with York University, ventureLAB and Mackenzie Vaughan Hospital that helps to leverage the Healthcare Centre Precinct as a catalyst for community development and regional placemaking.</p> <p>2.4.2 Develop City-owned lands at the Healthcare Centre Precinct by hiring an expert advisory firm to conduct an economic development opportunities study that will lead to a functional plan, site plan and business management structure, in partnership with the City, York University, ventureLAB and Mackenzie Vaughan.</p> <p>2.4.3 Attract post-secondary learning and development investments to the Healthcare Centre Precinct.</p> <p>2.4.4 Make the Healthcare Centre Precinct a major innovation hub in the health technology, deep technology research and commercialization space.</p> <p>2.4.5 Promote the Healthcare Centre Precinct as a premier investment location in domestic and international markets.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (includes \$210K from capital budget) 3. Revenue Human Capital (FTE)	<u>\$46,532</u> \$46,532 \$210,000 \$210,000 0.25
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Vaughan Healthcare Centre Precinct 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Manager, Special Projects and Economic Development (15%) • 1 Director, Economic and Cultural Development (5%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.	
Key Activities	<p>2.5.1 Improve awareness of the VMC as a premier office and retail business location, by emphasizing the compelling master planned vision, emergence of subway mobility and authentic partnerships, using timely traditional and non-traditional marketing business development and financial/non-financial incentive programs.</p> <p>2.5.2 Activate Vaughan’s emerging downtown by attracting signature events, such as Rogers Hometown Hockey.</p> <p>2.5.3 In partnership, set the table for the design and development of a creative and cultural hub as a major place-making and arts and culture service initiative in the VMC.</p> <p>2.5.4 Integrate Public Art as a tangible place-making catalyst for conveying Vaughan’s unique identity and economic vitality.</p> <p>2.5.5 Provide competitive and economic development comments and data, on the assessment and review of the financial and non-financial incentives in the VMC Community Improvement Plan in 2020.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only)	<u>\$189,551</u>
	1. Labour Cost	\$90,849
	2. Other Cost	\$98,702
	3. Revenue	\$0
	Human Capital (FTE)	0.71
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (65%) • 1 Economic Development Assistant (5%) • 1 Director, Economic and Cultural Development (1%) 	

Objective #3

Enrich Vaughan’s communities and economy through public art and cultural development, by development creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.

Program Areas

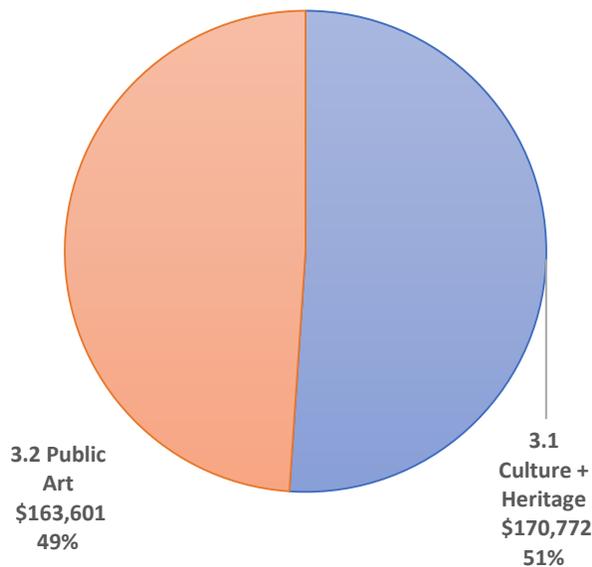
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

Financial Summary

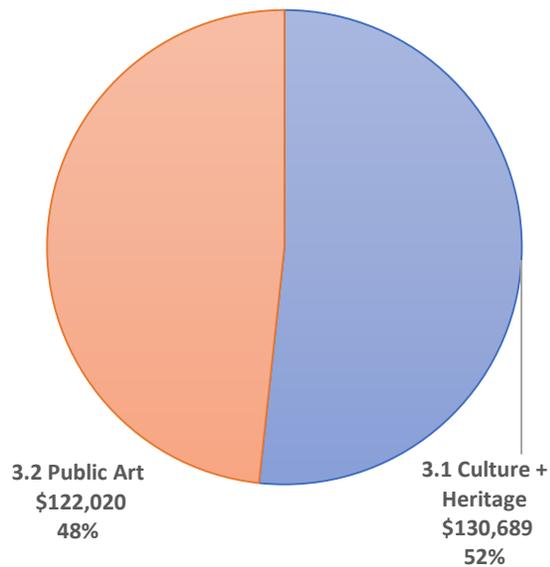
Total Expenditures: **\$334,373**

Total Labour: **\$252,710 (75.6% of total expenditures)**

Expenditure by Program Area



Total Labour Expenditures by Program Area



Strategic Plan Priority	Active, Safe and Diverse Communities	
Strategic Plan Theme	Enrich Vaughan’s communities and economy through public art and cultural development	
Department Objective #3	3.0 Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	3.1 Develop Creative and Cultural Amenities and Nurture Community Engagement.	
Key Activities	<p>3.1.1 Contribute to the diversification of the local economy, by developing a new creative and cultural industries plan starting with an ecosystem and assets mapping project.</p> <p>3.1.2 Celebrate and recognize Heritage Cultural Events, and signature cultural events, festivals and activations that engage the public and raise the City’s image, in partnership with the community, government and industry leaders.</p> <p>3.1.3 Launch the new “Kaleidoscope Event Program” designed to be the premier arts and culture showcase in Vaughan (engage, celebrate, educate and recognize people, artform, community and industry).</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only)	<u>\$167,757</u>
	1. Labour Cost	\$130,689
	2. Other Cost	\$40,083
	3. Revenue	\$3,015
	Human Capital (FTE)	1.206
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events • Service Requests Completed • New Client/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Creative and Cultural Officer (90%) • 1 Clerical Assistant (27.6%) • 1 Manager, Tourism, Arts and Culture (2%) • 1 Director, Economic and Cultural Development (1%) 	

Strategic Plan Priority	Active, Safe and Diverse Communities	
Strategic Plan Theme	Enrich Vaughan’s communities and economy through public art and cultural development	
Department Objective #3	3.0 Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Assessment • Vaughan GDP 	
Program Area	3.2 Increase Public Art Awareness and Develop Community Public Art Place-making.	
Key Activities	<p>3.2.1 Increase awareness of the important role art has in civic society, by launching an inaugural Vaughan City-wide Public Art Awareness Campaign.</p> <p>3.2.2 Inspire and engage artists, resident and visiting audiences, art collectors, patrons and enthusiasts by planning and curating annual public art exhibitions on the SLATE at City Hall.</p> <p>3.2.3 Profile art acquisitions from the City of Vaughan Art Integration Collection in high profile satellite locations in partnership with Vaughan development projects.</p> <p>3.2.4 Provide expert professional advice and insight to the Design Review Panel.</p> <p>3.2.5 Activate the public realm by planning permanent and temporary Public Art projects that convey Vaughan’s unique identity.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (assumes approval of \$15K ARR) 3. Revenue Human Capital (FTE)	<u>\$145,586</u> \$122,020 \$41,581 \$18,015 1.068
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events • Service Requests Completed • New Client/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Senior Art Curator and Planner (90%) • 1 Clerical Assistant (13.8%) • 1 Manager, Tourism, Arts and Culture (2%) • 1 Director, Economic and Cultural Development (1%) 	

Objective #4

Effectively pursue service excellence in the Economic and Cultural Development Department by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

Program Areas

- 4.1 Demonstrate good governance.
- 4.2 Operational performance.
- 4.3 Achieve positive customer experiences.
- 4.4 Staff engagement.

Financial Summary

Total Expenditures:	\$705,192
Total Labour:	\$662,532 (94% of total expenditures)

Strategic Plan Priority	Good Governance
Strategic Plan Theme	Demonstrate Good Value for Money
Department Objective #4	4.0 Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP
Program Area	4.1 Demonstrate Good Governance
Key Activities	<p>4.1.1 Support City Council mandated task forces that are aligned with this Business Plan with staff resources, marketing materials, economic research, policy and advice applying an economic development viewpoint, namely: Smart City, the Healthcare Centre Precinct, and the Economic Prosperity, Investment and Social Capital Task Forces.</p> <p>4.1.2 Annual progress reports will be provided to Members of Council and the community each March, from 2020 to 2023 that include current performance measures as well as milestones and achievements.</p> <p>4.1.3 Achieve and effectively communicate vertical integration and alignment of strategic plan priorities and themes, with department business plan programs and services, with the department budget and with individual staff goal plans.</p>
Program Area	4.2 Operational Performance
Key Activities	<p>4.2.1 Strengthen accountability, controls and processes related to programs and services of the Economic and Cultural Development Department, by obtaining Corporate and Council approval of policy initiatives: Economic and Cultural Partnerships Policy, Inbound and Outbound Delegation Policy; Art Stewardship Policy; Corporate Advertising on City Property Policy; Hosting and Granting Policy (TVC); and Corporate Promotional Items Policy.</p> <p>4.2.1 Develop a 3 to 5-year plan to address office accommodation needs in the ECD Department.</p>
Program Area	4.3 Achieve Positive Customer Experiences
Key Activities	<p>4.3.1 Invest in MS Dynamics 365 to improve CRM capability and capacity.</p> <p>4.3.2 Formally measure performance and progress, by developing outcomes-based corporate performance measures, and outputs-based measures for each of the Objectives outlined in this Business Plan.</p>

	<p>4.3.3 Invest in economic research, data and analytics tools to support decision-making and customer service.</p> <p>4.3.4 Expand readership and content of the Vaughan Economic Monitor, and other communication tools.</p> <p>4.3.5 Invest in GIS technology to help promote Vaughan, and professionally fulfill advisory services.</p> <p>4.3.6 Create a new Economic Development website, and dedicated social media channels, as major marketing platform.</p> <p>4.3.7 To measure level of awareness of ECD services and level of satisfaction with ECD services, conduct small sample customer surveys.</p>										
Program Area	4.4 Staff Engagement										
Key Activities	<p>4.4.1 Continue to invest in professional development plans for our staff.</p> <p>4.4.2 Empower teams and individuals to promote thought leadership.</p> <p>4.4.3 Promote open communication, using collaborative communication tools.</p> <p>4.4.4 Continue to invest in the annual business development internship program to support the career path of local post-secondary students.</p>										
Budget 2020	<table border="1"> <tr> <td>Total Net Expenditures (Operating Budget impact only)</td> <td><u>\$597,724</u></td> </tr> <tr> <td> 1. Labour Cost</td> <td>\$662,532</td> </tr> <tr> <td> 2. Other Cost</td> <td>\$42,660</td> </tr> <tr> <td> 3. Revenue</td> <td>\$107,467</td> </tr> <tr> <td>Human Capital (FTE)</td> <td>4.35</td> </tr> </table>	Total Net Expenditures (Operating Budget impact only)	<u>\$597,724</u>	1. Labour Cost	\$662,532	2. Other Cost	\$42,660	3. Revenue	\$107,467	Human Capital (FTE)	4.35
Total Net Expenditures (Operating Budget impact only)	<u>\$597,724</u>										
1. Labour Cost	\$662,532										
2. Other Cost	\$42,660										
3. Revenue	\$107,467										
Human Capital (FTE)	4.35										
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Excellence: Satisfaction with ECD Services • Service Excellence: Awareness of City Services 										
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Special Projects and Economic Development (65%) • 1 Manager, Small Business and Entrepreneurship (65%) • 1 Manager, Municipal Partnerships and Sponsorship (20%) • 1 Administrative and Program Assistant (70%) • 1 Small Business Advisor (10%) • 1 Information and Administrative Representative (10%) • 1 Economic Development Assistant (20%) • 3 Economic Development Officers (22% combined) • 1 Creative and Cultural Officer (5%) • 1 Senior Art Curator and Planner (5%) • 1 Clerical Assistant (27.6%) • 1 Manager of Tourism, Arts and Culture (40%) • 1 Tourism Development Coordinator (5%) • 1 Director, Economic and Cultural Development (70%) 										

References

City of Vaughan (2019), *Term of Council Service Excellence Strategic Plan, 2018-2022*.

City of Vaughan Economic Development Department (2010), *Vaughan Economic Development Strategy: Building a Gateway to Tomorrow's Economy*.

Forum Research (2019): *Business Satisfaction and Needs Survey, 2018*.

City of Vaughan Economic and Cultural Development Department (2019), *Economic Development and Employment Sectors Study*.

**Interim Meetings and
Events Recovery
Strategy**

*Implementation Suggestions
and Requirements*

June 23, 2020



TOURISM
vaughan

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Background

As the City of Vaughan, along with the rest of the world, succumbed to the impacts of the COVID-19 pandemic, it was mandated that many tourism businesses close, only essential travel be permitted and only gatherings of 5 people or less from the same household gather. As a direct result, business meetings and festivals and events were cancelled or postponed to 2021 or later. From accommodations facilities, restaurants, banquet halls, attractions and everything in between – event venues and event planners of all types lost revenue sources for their meetings and events businesses, were unable to maintain staffing levels leading to layoffs, and in some cases experienced business closures.

To aid in the recovery of Vaughan’s tourism businesses supported through the events industry, Tourism Vaughan, the city’s destination marketing organization (DMO), inclusive of the City’s Tourism, Arts and Culture unit, is unveiling this Interim Meetings and Events Recovery Strategy.

It is important to note that prior to the onset of COVID-19, Tourism Vaughan was working towards the development of a Vaughan Destination Master Plan estimated to be finalized by the end of first quarter 2021. The plan will provide a fulsome assessment of Vaughan’s role and future viability within various industry sectors including events within a three- and five-year scope.

Thus, this document serves as an interim guide to ensure Tourism Vaughan is meeting the immediate needs of its partners to support industry recovery as a result of COVID-19, ahead of the master plan’s completion. All measures and initiatives currently suggested and implemented will be included as supplementary information to guide the Master Plan and may be subject to change as suggested by the pending plan.

Purpose

The purpose of this Interim Meetings and Events Strategy is to meet the request that partners of Tourism Vaughan have expressed during the COVID-19 pandemic for Tourism Vaughan to support and collaborate with partners to recuperate, maintain and grow meetings and events within the City by marketing Vaughan as a destination host city with an expected outcome of event lead generation. This positions Vaughan to benefit from increased economic activity resulting from hosting events such as business meetings, sporting and other types of events.

Who We Are

Tourism Vaughan is the newly established official DMO for the City of Vaughan, operating inclusively of the City's Tourism, Arts and Culture Unit (TAC) within the Economic and Cultural Development Department (ECD). This integral connection ensures that support provided by Tourism Vaughan and ECD are synergistically aimed at supporting the tourism industry through economic prosperity and cultural placemaking.

For years, staff supporting Culture development been working with local and external event professionals to attract and host large-scale events in Vaughan such as Hometown Hockey, Pizza Fest, 90's Nostalgia, Vaughan International Film Festival and many more. Of most recent, these groups have been working with TAC to pivot their event models as a result of COVID-19.

The newly introduced staff of Tourism Vaughan will further the City's support for events by providing support for business events partners and their businesses by implementing destination marketing initiatives to bring visibility within a variety of market segments.

Partners

Who We Work With

This strategy is developed with the support of the following industry partners:

1. **Central Counties Tourism (CCT)** - the regional tourism organization for Tourism Vaughan. CCT works to promote 3 distinct regions, including York Region, to meeting and event planners. They work in three segments: (1) Meetings and Events, (2) Sports Tourism, and (3) Travel Trade. CCT helps event planners with site selection, bid processing, hotel accommodation and convention site bookings, and fun time and activities. CCT and Tourism Vaughan will partner on the delivery of this strategy to streamline resources and enhance service delivery.
2. **Industry Advisory Group** – a group of Vaughan industry/stakeholder partner representatives from key tourism sectors. The purpose of the group is to provide input, review and comment on project deliverables and support delivery of the approved plan. This is one of 4-project-specific industry advisory groups formed from industry feedback on recovery tactics as a result of the COVID-19 pandemic. The work of this plan will be integrated into the other 3 groups which include marketing, safety + cleanliness and the Vaughan Destination Master Plan.

Who We Support

Through this strategy, Tourism Vaughan supports partners as tourism organizations that provide accommodations, attractions and services that meets the needs of clients who want those services when bringing their events to Vaughan. Tourism Vaughan will work diligently in our marketing efforts to generate leads for our partners.

Defining Events

For the purposes of this strategy, the two event segments for which this interim plan supports are defined as:

Festivals and Events

Festivals and events contribute to the quality of life across the City of Vaughan and strengthening communities, provide unique activities and events, build awareness of diverse cultures and identities, and act as a source of community pride. Community events and festivals can attract tourists and visitors at regional, national and international level as well as help to capture attention and promote attractions and infrastructures. Community events, festivals and venues create jobs and brings new business, support local businesses and attract visitors to those who offer a wide range of products and services.

Festival and events include:

- National cultural events
- Citywide cultural performances
- Film festivals and heritage events
- Creative industry Fam tours

Partners include:

- Local community service organizations
- External event/festival organizers
- Local cultural attractions
- National cultural and creative industries
- Venue owners and operators

Business Events

Business events such as conferences, meetings, tradeshow contribute and impact the tourism economy in various ways such as direct impacts, indirect impacts and induced impacts. Direct impacts include direct spending and jobs that are involved from planning to producing and executing the business events, spending for delegates to travel to the business event and other related spending. Indirect impacts or supply chain impacts includes facilities that are used to host business events where inputs such as energy and food are required. Other specialized businesses and services providers impacted are marketing, equipment such as audio visual, cleaning, technology, accounting, legal and financial services. Examples of induced impacts include employees spending their wages and salaries in the broader economy like rent, transportation, food and beverage and entertainment.

Taking all impacts into consideration, this interim plan includes a focus on business events. The goal is to generate visitors (delegates), visitor (delegate) spending and economic impact for the City of Vaughan by booking events at the destination's hotels and meetings facilities. To further breakdown this sector, the target market segments for Tourism Vaughan include:

- Corporate
- Non-Profit organizations/associations
 - Conferences
 - Tradeshow/Exhibits
 - Board Meetings
 - Other (golf tournaments)
- Local meetings
- Sports
 - Sporting events (e.g. tournaments)
- SMERF – social, military, education, religious, fraternal

NOTE: these target markets may be adjusted upon consultation with partners to gain an understanding about their market mix to determine where partners need support.

Benefits of Events

Many destinations focus on meetings and events because of the year-round economic impacts of the respective segments. Meetings and conventions, festivals and events occur throughout the year therefore targets these markets can benefit the destination year-round as well. By promoting the destination to event planners and ambassadors of the destination, the benefits include increased expenditures from visitors (business or leisure), and increased awareness of the region as a tourism destination. There are also multiple to local community and businesses particularly local suppliers of items such as food, beverages, and attractions. Local vendors, artisans, cultural organizations, restaurateurs, hoteliers are all essential components to success during a festival or event.

The economic benefits of festivals and events include increased employment, gross domestic product, tourism, trade, and infrastructure development. Social benefits range from unique work experiences, such as youth and volunteer, to the promotion of civic pride, optimism, enthusiasm and excitement for locals.

Business Travellers Spend More, Stay Longer

According to Canada Meetings: an international business events traveller spends up to four times that of a leisure traveller, and stays on average 3.8 days beyond their conference to explore before and after their event, the impact across communities — whether its spending on accommodations, transportation, meals or recreation — can be quite substantial. Beyond the economic importance of business events to our communities, there are legacy impacts to be considered:

- Business events act as a catalyst for collaboration and investment,
- Help grow high-value jobs
- Motivate convention delegates to return to the area as leisure visitors, or part, or full-time residents.

Services

The following services, tools, resources and connections will be provided to partners and clients hosting their meeting or event in Vaughan:

Service	Details
Lead Generation	To support partners and tourism businesses in the City of Vaughan through Key Performance Indicators .
Site Selection	Help planners select the right venue for their event and help coordinate site inspections in collaboration with partners. Online venue search tool for planners to easily find venues, accommodations and restaurants matching their unique event needs. CCT's search tool will be enhanced with Vaughan venues.
Bid Processing	A complimentary RFP service to ensure that all hosting proposals are carefully reviewed to guarantee a smooth selection process. A customized bid will include general information on the city, hotel and meeting facilities, and information from other suppliers in the local community.
Familiarization Tours	Create unforgettable experiences for event planners to visit and experience the destination hosted by Tourism Vaughan and its partners
Fun Time Activities	Assist event planners to ensure delegates make the most of their free time in Vaughan by putting together packages and giving them options of unforgettable experiences. Some of these value-add services includes the Show Your Badge and Save program (CCT) and a Spousal Program (currently in development). Tourism Vaughan can design a personalized program to suit any meeting or event agenda.
Local Resources	Support for local resources including ground transportation, catering services, equipment rentals, audio/visual services, entertainment, car rental, city tours, concert listings, spa services and more.
Letters of Welcome	First impressions are important. Let Tourism Vaughan provide a cordial welcome from our City Mayor, Member of Parliament and Member of Provincial Parliament.
Speakers' Bureau	Recommendations and connections to dynamic speakers and industry experts from noted local institutions such as Niagara College.
Hotel Accommodation	Help secure guestrooms and meeting space. We reach out to venues that would meet the planner's needs. We then present the options to the planner to help make a well-informed decision.
Event Analytics	CCT's Event Survey Program helps planners collect visitor data to assist in event funding applications, reporting event successes to sponsors and targeting future visitors. This is a free program with iPads equipped with a survey template for loan. CCT's Visitor Research Program uses Environics Analytics' vast wealth of market data such as demographics, media preferences, leisure, travel behaviour, and psychographics to help you understand more about the visitors to your event.
Partnership Matching Tool	An online community for Sponsors, Agencies and Properties to facilitate partner matching, development, sponsor placement & sales, audience insights and education within sports, entertainment, events, festivals and not-for-profit initiatives.

Future services may include web marketing, welcome packages, tourism ambassadors and more.

Key Performance Indicators

	Indicator	Business Events	Events and Festivals
Activities	Bids	X	X
	Tradeshows/Conferences	X	
	Familiarization Tours	X	X
	Sales Missions with Partners	X	
	Sales Calls	X	
	Site Inspections	X	X
	Client Events	X	X
	Sponsorships	X	X
Performance	Leads (self-generated/inquiries/tradeshows)	X	X
	Bookings	X	X
	Lost Opportunities	X	X
	Cancellations	X	X
	Year End Performance	X	
	• Number of bookings	X	X
	• Room Nights	X	X
	• Number of Attendees	X	X
	• Booked Group Spending	X	
	Tentative Bookings	X	
	• Numbers of tentative bookings	X	X
	• Room nights	X	X

Recommendations

The following recommendations are suggested for Tourism Vaughan to implement to establish Vaughan as an event hosting destination.

Memberships

Becoming a member of an industry related organization offers the members several advantages. As Tourism Vaughan embarks on a journey to become visible to potential event planners, industry related memberships give the organization a competitive advantage as an informed and active member as an events industry supplier. Other benefits include networking opportunities to build rapport with potential clients and industry partners, professional development and education as well as gain insight on important industry trends.

The following memberships are recommended for Tourism Vaughan to acquire:

- Meeting Professional International – Toronto Chapter (MPI Toronto)
- Canadian Society of Association Executives – Trillium Network (CSAE)
- Canadian Sport Tourism Alliance (CSTA)
- CVENT
- Festivals and Events Ontario (FEO)
- Creative City Network

Networking Events

Attending networking events will give Tourism Vaughan representatives the ability to strengthen business connections in the events industry. Recommended networking events are ideally positioned to enable industry suppliers to host, entertain and network with event planners paving the path forward to receive requests for proposals driving opportunities and increased events for Vaughan. It is an opportunity for sharing ideas and building trust. Consistently engaging with contacts to assist them and provide information and expertise will yield reciprocal assistance to support the goals of Tourism Vaughan.

The following networking events are recommended for Tourism Vaughan to attend:

- Meetings & Events Professionals (MPI)
 - Awards Dinner
 - Holiday Gala
 - Global Meetings Industry Day
- Canadian Society of Association Executives (CSAE)
 - Awards Dinner
 - Holiday Gala

NOTE: as COVID-19 guidelines changes over the coming months, participation in the networking will be determined by the hosting organization. Based on what is allowed at the time, Tourism Vaughan's participation may be virtual or in person.

Conferences and Tradeshows for 2020 / 2021

By attending conferences and tradeshows, Tourism Vaughan will have the opportunity to become a driving force in the events industry through the commitment to the strategic initiatives as outlined in this document. Moving ahead includes industry learning which comes from participating in industry events. Being present consistently at industry conferences and tradeshows will give Tourism Vaughan the opportunity to:

- Raise brand awareness, especially in its early stages as it provides an organized stage to promote products and services to prospective customers;
- Remain aware of competitors' business practices and sales tactics to prosper in a competitive environment;
- Meet new and existing customers with the ability to put a face to the name and strengthening relationships;
- Generate leads as the attendees have the buying power and are a robust collection of high-quality leads and contacts; and
- Discover latest industry trends by mingling with industry leaders on both the planner and supplier side.

The following conferences and tradeshows are recommended for Tourism Vaughan to attend:

- Canadian Society of Association Executives (CSAE)
 - Winter Summit
 - Summer Summit
- Canadian Society of Professional Event Planners (CanSPEP)
 - Annual Conference
 - CANSPEP Day
 - MIET (Meetings Industry Euchre Tournament)
- Canadian Meetings and Events Expo
- Meetings & Events Professionals (MPI)
 - Toronto (The Event)
- Canadian Sport Tourism Alliance (CSTA)
 - Sports Events Congress (Spring, Edmonton 2020)-CSTA

NOTE: The effects of COVID-19 may have an impact on how tradeshows and conferences are delivered in the future (virtual and/or in person). Tourism Vaughan will participate based on the requirements of governmental guidelines as well as the recommendations from the hosting organization.

Sponsorships

By carefully selecting sponsorship opportunities within the industry, Tourism Vaughan will gain access to potential clients from both the nonprofit and for-profit sectors. Some of the benefits that are enjoyed by the sponsor include:

- Heightened brand awareness that will create choice;
- Opportunity to showcase attractive content about the destination, products and services, and stakeholders;
- Support sales initiative for lead generation; and
- Promotes good relationships with clients and industry partners.

The following sponsorship opportunities are recommended for Tourism Vaughan to consider:

- Canadian Society of Association Executives – Trillium Network
 - Winter Summit
 - Summer Summit
- Meeting Professional International – Toronto Chapter
 - The Event
 - Just Networking

NOTE: Sponsorships in this field have changed to virtual where possible while maintaining visibility through logos and other artwork on screens in the virtual environment. Once more, the in-person visibility in sponsorship will be determined by COVID-19 reopening guidelines.

Volunteer

Tourism Vaughan will gain more than a competitive edge as volunteers within the industry. As a volunteer, Tourism Vaughan representatives will gain visibility and stay competitive amongst buyers such as event planners with an increased ability to bond and strengthen relationships. Also, volunteering with industry associations gives Tourism Vaughan a unique opportunity to network with event planners to increase the potential for lead generation. The following are the first and foremost considerations for volunteering:

- Meeting Professional International – Toronto Chapter
- Canadian Society of Association Executives – Trillium Network

Marketing

In order to attract event planners to host their events in Vaughan, the following tactics are suggested to reach the appropriate market.

Advertising

Several benefits emerge from advertising and Tourism Vaughan can get out the gate with a solid and robust advertising campaign in its formative stage. This vehicle for message will showcase Vaughan as a new destination of choice to qualified buyers/event planners. The impacts that Tourism Vaughan can expect to see from its target market include interest in Vaughan as a destination of choice for hosting events, interest in participating in familiarization tours and acceptance of requests for face to face appointments in the future.

- Meeting Professional International – Toronto Chapter (magazine, website and e-Newsletter) <https://www.officialmediaguide.com/mpt/>
- Canadian Society of Association Executives – Trillium Network
- Canadian Society of Professional Event Planner
- Ignite – (digital and print) – meetings <http://read.uberflip.com/i/1179798-ignite-media-kit-2020/0?m4=>
- Adrenalin – (digital and print) – sports <http://read.uberflip.com/i/1179800-adrenalin-media-kit-2020/0?m4=>

Promotional Materials

Having the right look will ensure that Tourism Vaughan catches the attention of potential clients and set Tourism Vaughan apart from its competitors. This will enable the brand to have a place in the events industry amongst its potential customers and competitors.

The following promotional materials are required to create brand presence for Tourism Vaughan:

- Tourism Vaughan tablecloth for tradeshow;
- Giveaways for tradeshow/sales missions/client appreciation/FAMS;
- Marketing materials such as print materials customized for tradeshow and other client interactions;
- Pull up banner for tradeshow to highlight brand presence; and
- Staff attire with Tourism Vaughan logo to maintain visibility in person at industry events and a destination representative making Vaughan highly visible.

Social Media

Social media platforms will give Tourism Vaughan the ability to build our network and increase engagement over time. Social media exposure for Tourism Vaughan also means that we will gain marketplace insights by being able to communicate with our customers directly. Today, every marketing strategy includes a social network component as the benefits are so great and is also a cost-effective way to drive presence in the marketplace.

It is suggested that Tourism Vaughan establish social media channels to promote the destination across common platforms such as:

- Facebook
- Twitter
- Instagram
- LinkedIn

Destination Video

Create an alluring destination video that speaks to what events planners want. The video will guide event planners to consider Vaughan as a future destination for their events.

Website

As Tourism Vaughan grows its presence in the events industry, it's important to have a website that targets event planners that provides them easy to use tools to find information on event venues and services. There is opportunity to use the existing [Central Counties Tourism Meetings and Conventions webpage](#) to do this. The CCT website requires further development to ensure that all related information can be filtered for Vaughan specific services, as was done with the consumer website [visitvaughan.ca](#).

The dedicated meetings and events webpage for Tourism Vaughan is to include:

- Engaging content (video, photos, verbiage) that ensure event planners get a sense of what we have to offer;
- Listing of partners (tourism, hotels and events businesses);
- RFP inquiry booking tool (directed to Vaughan Tourism);
- FAM participation registration tool;
- Getting here.

Templates

Easy to use templates will be needed for staff to streamline the process as leads come in through Tourism Vaughan's interim sales initiatives, representatives will have an efficient and effective way to communicate leads to partners within the destination.

As a start, the following templates are required for operational procedures:

- Lead Sheet;
- Destination Proposal;
- Venue Asset List;
- Destination Site Schedule;
- Pre-Trip Report;
- Post Trip Report; and

- Monthly Report.

Familiarization Tour

To be able to excite and entice event planners about how Tourism Vaughan and all its tourism partners can bring an event planner's vision to life. We will create and execute familiarization tours that are full of local cultural flavor and experiences themed to executing successful and unique events.

- Day FAM in late Fall 2020 (based on environment: customer readiness and Government guidelines)
- Full-service FAM in 2021 (based on environment: customer readiness and Government guidelines)

NOTE: while it is tradition that FAM tours are an interactive and in person experience, COVID-19 guidelines at the time of execution will determine how Tourism Vaughan will deliver this experience. Tourism Vaughan will decide early enough whether execution will be in person or via virtual to ensure that the experience can be created to engage FAM participants with all intended deliverables for the initiative(s).

Sales Mission

Sales missions are a great way to engage potential clients as it offers a face to face opportunity for Tourism Vaughan to professionally showcase the destination and its partners. This forum will also give us the ability to develop trust with prospective clients, leaving a lasting positive impression and giving clients a reason to buy from us. This is also a valuable part of the sales process, linking sales activities to lead generation. This activity will also contribute to Tourism Vaughan's professional and positive image and brand amongst buyers leading to increased lead generation and sales. Based on what is allowed in the current environment, Tourism Vaughan will endeavor to execute sales missions in 2021:

- Spring sales mission (2 days of appointments, 5 appointments each day)
- Fall sales mission (2 days of appointments, 5 appointments each day)

All market segment will be targeted in the (Greater Toronto Area). A fee may be associated for partners to participate.

NOTE: sales missions are a face to face opportunity to meet and share information in a scheduled appointment with destination representatives and buyers. COVID-19 guidelines at the time of execution will determine how Tourism Vaughan will meet with potential buyers as some may opt to only meet virtually, as well safe physical distancing may be challenging due to space capacities at meeting locations pushing appointments to virtual as well.

Incentive Programs

Offering an incentive to clients motivates them and gives them a reason to buy. The purpose of an incentive program is to provide event planners an ethical and meaningful way to forge a long standing and trusting bond. This will yield RFPs for the destination and provide meaningful and bottom-line impacts for the client and their event.

While it is customary to have some programs in place, it is also unique and innovative to customize incentives to meet the unique needs of the client and the event.

Some examples of our offerings to entice and engage event planners to choose Vaughan include:

- Spousal program
- Show your badge and save (CCT)

Participation Fee

To remain sustainable in providing products and services to Tourism Vaughan’s clients as well as to our partners, sales driven initiatives as well as educational opportunities provided and organized by Tourism Vaughan may have a participation fee attached - this is an industry standard. This also provides diversification to Tourism Vaughan Corporation’s revenue streams and provides fair opportunity to partners to participate in additional exposure opportunities.

Examples of initiatives that partners may have to pay to participate include:

- Tradeshow booth participation
- Client Events:
 - Sales Missions
 - FAMS
 - Networking events
 - Client appreciation events

Monitoring and Evaluating

Tourism Vaughan will continue to monitor and evaluate all activities and performance measures on regular basis. This will be done through monthly reporting and use of the CRM system.

Timeline

Activity	PMR	Deadline
Complete Strategy – 1st draft	Feiona & Mirella	Fri. Jun. 19, 2020
ED to review Strategy	Ashley	Mon. Jun. 22, 2020
Review strategy with CCT	Ashley & Feiona & Mirella	Tue. Jun. 23, 2020
Make Revisions	Feiona	Wed. Jun. 24, 2020
Submit to Raph for review	Feiona	Fri. Jun. 26, 2020
Meeting to discuss strategy	Raph, Mir, Ashley and Feiona	Mon. Jun. 29, 2020
Meetings with Partners (virtual or in person)	Feiona & Ashley	July 7, 2020
Meeting with VCC	Feiona & Ashley	TBC
Meeting with Events Group	Feiona & Ashley	By end of July
Final review by Raph	Feiona & Ashley	
Roadshow – internal departments	Feiona and Ashley	During August

2020 Budget / 2021 FORECAST

Category	Item	Description	2020 Budget	2021 Forecast
Membership	MPI – Toronto		\$600	\$600
	CSAE Trillium		\$635	\$635
	CSTA		\$1,500	\$1,500
	FEO		\$1,195	\$1,195
	Creative City Network		\$1,500	\$1,500
Total Memberships			\$5,430	\$5,430
Lead Generation Initiatives	CSAE Trillium Summer Summit	Virtual	\$200	\$960
	CSAE Trillium Awards Dinner	Networking	\$285	\$285
	CSAE Trillium Holiday Dinner	Networking	\$285	\$285
	CSAE Winter summit	Conference/Networking		\$930
	CSAE Gatineau/Ottawa	Tete a Tete/Tradeshaw		\$2,950
	MPI Toronto Awards Dinner	Networking	\$285	\$285
	MPI Toronto Holiday Dinner	Networking	\$285	\$285
	MPI Toronto-The Event	Networking; Education		\$1,160
	MPI GMID	Networking; Education		\$260
	CanSPEP Day	Education; supplier showcase	\$285	\$285
	CanSPEP	Annual Conference		\$2,050
	FEO	Annual Conference & Marketplace		\$2,320
	CMEE	Tradeshaw		\$1,780
	CSTA	Conference		\$4,700
	Creative City Network	Conference		\$750
CanSPEP MIET	Networking	\$240	\$240	
Total LD Initiatives			\$1,865	\$19,525
Sponsorships	CSAE Winter Summit	Bronze		\$2,000
	CSAE Summer Summit	Bronze		\$2000
	MPI The Event			\$3,000
	MPI Just Networking			\$700
Total Sponsorship				\$7,700
Marketing	Advertising	MPI Toronto	\$2,000	\$2,000
		CSAE Trillium	\$2,000	\$2,000
		CanSPEP	\$2,000	\$2,000
		Ignite	\$2,000	\$2,000
		Adrenalin	\$2,000	\$2,000
		Subtotal Advertising	\$10,000	\$10,000
	Promotional Materials	Branded tablecloth		\$1,500
Giveaways			\$5,000	

		Marketing Materials		\$3,000
		Pullup banner		\$1,500
		Branded attire for staff		\$600
		Subtotal Promo Materials	\$0.00	\$11,600
	Social Media		\$3,000	\$3,000
	Destination Video		\$15,000	
	Website		\$5,000	
Total Marketing			\$33,000	\$24,600
Familiarization Tours	Day FAM	Based on Provincial guidelines and allowances	\$2,000	\$2,000
	Multiday FAM	Based on Provincial guidelines and allowances		\$5,000
Total FAMs			\$2,000	\$7,000
Sales Missions	Spring Sales Mission	Face to Face appointment with qualified event planners		\$3,000
	Fall Sales Mission	Face to Face appointment with qualified event planners		\$3,000
Total Sales Mission				\$6,000
TOTAL BUDGET FOR 2020; TOTAL FORECAST FOR 2021			\$42,295	\$70,255

2020 Budget Summary & 2021 Forecast Budget Summary

Item	Estimated Budget/Forecast		Notes
	2020 BUDGET	2021 FORECAST	
Membership	\$5,430	\$5,430	Variety of opportunities available
Lead Generation	\$1,865	\$19,525	Conferences, Tradeshows and Networking events to build relationships with key meeting planners, generate leads for the destination and gain visibility as a suitable events destination.
Sponsorship		\$7,700	To gain spotlight among competitive destinations.
Marketing	\$33,000	\$24,600	Due to convention cancellations in 2020, promotional materials expenses will be allocated to 2021.
FAM Tour	\$2,000	\$7,000	Day FAM and Multiday FAM to be customized and theme to create a tourism experience to drive event planners to think of Vaughan the next time they plan meetings.
Sales Mission		\$6,000	A strategic imitative to have face to face meetings with prospective event planners with the aim of position Vaughan as a suitable events destination and generation
Total	\$42,295	\$70,255	

Final comments

The above plan is a detailed outline of a comprehensive plan of what possibilities exist to market, promote and bring visibility to Vaughan as a suitable destination for future events. All recommendations are open for discussions to modify as we as a group see fit for the destination. Budget is a working guideline and can change based on combining efforts with our Regional Tourism Organization, Central Counties Tourism and the partners Tourism Vaughan represents.

NOTE: The COVID-19 situation is changing on an ongoing basis and what is permitted by government guidelines may affect the way Tourism Vaughan executes on the deliverables for some initiatives. Tourism Vaughan will ensure that goals for each initiative are clearly outlined and the method of execution maintains the integrity of the organization so to ensure high quality on the deliverables.

Progress Report

The following table outlines actions and progress on the recommendations outlined in this Interim Meetings and Events Recovery Strategy.

Item	Breakdown	Status
Memberships	Meeting Professional International – Toronto Chapter (MPI)	Completed
	Canadian Society of Association Executives – Trillium Network (CSAE)	Completed
	Sport Tourism Canada (formally Canadian Sport Tourism Alliance)	Completed
	CVENT	Postpone till 2021
	Festivals and Events Ontario	Completed
	Creative City Network	City of Vaughan (Events) currently has a membership. Will consult with Mirella to ensure that she has all she needs from this membership. The focus of this membership is on Arts and Culture that a City engages in and may not be necessary for Tourism Vaughan to take out a separate membership.
Networking Events	MPI Awards Dinner (Fall 2020)	This happens in March
	MPI Holiday Gala December 1	Completed
	MPI AGM – Sep. 30, 2020	Completed
	MPI New Member Session	Completed
	CSAE Holiday Event – Dec. 3	Completed
	CSAE Awards Dinner (Fall 2020)	TBA – not announced yet-may be virtual
Conferences & Tradeshows	CSAE Summer Summit July 2020	Completed
	CSAE Winter Summit – Feb. 2021	TBA - 2021
	CanSPEP Annual Conference	TBA – Spring 2021
	CanSPEP Day – Oct. 15	Completed
	MIET (Meetings Industry Euchre Tournament) September 25 4-6pm	https://canspep.ca/event-3964511?CalendarViewType=1&SelectedDate=9/30/2020 This is mainly a fundraising event and is best suited for in person to gain visibility. Will explore more with organizer to understand how the networking component will be effective.
	Canadian Meetings & Events Expo – Aug. 2021	TBA
	MPI The Event – Spring 2021	TBA

	Sport Tourism Canada: Sports Events Congress- April 2021	TBA
Sponsorship	CSAE Summer Summit	N/A
	CSAE Winter Summit Feb. 2020	TBA
	MPI – The Event	TBA
	MPI – Just Networking	TBA
Volunteering	CSAE	TBA – major changes have been made at this organization since July.
	MPI	TBA – waiting for response on opportunities
Marketing	Advertising	On hold for Marketing Agency
	Promotional Materials	<ul style="list-style-type: none"> • Tourism Vaughan tablecloth for tradeshow; • Giveaways for tradeshow/sales missions/client appreciation/FAMS; • Marketing materials such as print materials customized for tradeshow and other client interactions; • Pull up banner for tradeshow to highlight brand presence; and • Staff attire with Tourism Vaughan logo to maintain visibility in person at industry events and a destination representative making Vaughan highly visible. • lanyards <p>Last Item: staff attire samples being delivered Other items may be purchased this year pending approval of RRRF spending.</p>
	Social Media: -Facebook -Twitter -Instagram -LinkedIn	On hold for Marketing Agency
	Destination Video	On hold for Marketing Agency
	Website <ul style="list-style-type: none"> • Engaging content (video, photos, verbiage) that ensure event planners get a sense of what we have to offer; • Listing of partners (tourism, hotels and events businesses); • RFP inquiry booking tool (directed to Vaughan Tourism); • FAM participation registration tool; 	TBA – in discussion with CCT to have a meetings and events landing page dedicated to Vaughan Meetings and Events. This will be a page dedicated to where Tourism Vaughan will direct meeting and event planners for access to Vaughan assets suitable for host events. Also, giving meeting planners the opportunity to reach Tourism Vaughan directly, as well as submit RFPs to us directly.

	<ul style="list-style-type: none"> Getting here. 	
Templates	To be used for lead generation and bid opportunities management as well as client communications	<ul style="list-style-type: none"> -Lead Sheet: Completed -Destination Proposal: to be created (via support from Corp Comm or external content writer. -Venue Asset List: working list (always in progress as we complete site inspections) -Destination Site Schedule: Completed -Pre-Trip Report/Post Trip Report: Completed and combined into one Event Summary Report -Monthly Report: Completed
FAM Tour	<ul style="list-style-type: none"> Day FAM in late Fall 2020 (based on environment: customer readiness and Government guidelines) Full-service FAM in 2021 (based on environment: customer readiness and Government guidelines) 	<p>Exploring the best mode of delivery (virtual option). FG attending a Crowd Riff session to see what innovation exist for destination virtual FAMs on Sep. 10</p> <p>Fall FAM Nov. 26, 2020-completed</p>
Sales Missions	<ul style="list-style-type: none"> Spring sales mission (2 days of appointments, 5 appointments each day) Fall sales mission (2 days of appointments, 5 appointments each day) 	<p>This will be based on planner sentiments based on the current COVID-19 environment.</p> <p>Meeting planners are not receiving enquires at this time; therefore, it may lead to lack of participation and eagerness to meet based on the lack of meetings opportunity.</p>
Incentive Programs	<ul style="list-style-type: none"> Spousal programs Show your badge and save 	
Participation Fee	<p>Pay to play:</p> <ul style="list-style-type: none"> Sales missions FAMs Networking Events Client Appreciation Events 	<p>Talk to Chambers?</p> <p>Review Service Fee By-Law with Nancy Yates.</p>

ATTACHMENT 3

Date: January 12, 2021
 Ms. Ashley Travassos, Executive Director, Tourism Vaughan

To: Mr. Raphael Costa, Acting Director, Economic and
 Fran Hohol, CBRE Tourism & Leisure Group

From: Rebecca Godfrey, CBRE Tourism & Leisure Group

Subject: Projected MAT Collection, Vaughan, 2020-2022

Dear Ashley and Raphael:

Our preliminary projections for Vaughan's MAT collection and Tourism Vaughan's share are summarized below for the 2020 to 2022 period.

TOURISM VAUGHAN MAT COLLECTION - PROJECTION				
	2019	2020	2021	2022
Rooms	1,848	1,848	1,843	1,949
Occ	70.5%	34%	50%	57%
ORNS	475,537	227,988	337,754	408,387
ADR	\$151.49	\$118	\$130	\$143
RevPAR	\$106.80	\$40	\$65	\$82
Rm Revenue	\$72,040,000	\$26,900,000	\$43,910,000	\$58,400,000
MAT @ 4%		\$1,076,000 Full Year	\$1,756,400 Full Year	\$2,336,000
		\$715,300 Partial Year Collection		
	MAT @ 4%	\$715,300 Partial Collection	\$1,756,400 Full Year	\$2,336,000 Full Year
	TV @ 50%	\$358,000	\$878,000	\$1,168,000

Source: CBRE Hotels/ Tourism & Leisure Group

Our projections have been based on the following assumptions:

2020 Projections

- Vaughan has 16 accommodation properties representing an inventory of 1,848 rooms.
- A 4% MAT on rooms revenue was introduced in January 2020.
- MAT collections were suspended from March 17, 2020 to August 31, 2020 due to the COVID-19 pandemic.
- Currently, 10 properties remit MAT on a monthly basis and 6 properties remit on a quarterly basis.
- As of December 15, 2020, accommodation operators had remitted \$583,804 in MAT revenues to the City of Vaughan, of which Tourism Vaughan's share was \$291,902 (50% share).
- Four Points Vaughan was contracted as an isolation hotel, and as such, it temporarily closed in July 2020 and is not projected to re-open until Q2 2021.

- Based on CBRE's Trends in the Hotel Industry year-to-date November 2020 results, we have projected accommodation demand in the Vaughan hotel market to decline by 52% by year-end 2020, with ADR to contract by 22%, resulting in a market occupancy of 34%, at an Average Daily Rate of \$118.
- Based on the partial MAT collection period of January to March 17 and September to December 2020, we have projected \$715,300 in total revenues, with **Tourism Vaughan's share at \$358,000.**

2021 Projections

- The former Super 8 Hotel was renovated and converted to a Four Points in 2019. Through the renovation process the room count was increased by 15 rooms in 2020 for a total of 100 rooms, however, given the hotel's temporary closure and use as an isolation centre, we have projected these rooms to re-enter the market by the beginning of Q2 2021.
- *At this time, there remains considerable uncertainty around the impacts on the economy and more specifically the accommodation sector resulting from the Covid-19 (corona) virus. While there is an expectation of immediate market impact in 2020 on the accommodation sector from both a demand and average daily rate perspective, the degree of impact is difficult to determine and will vary across markets. Regardless of the degree of impact in 2020, the current expectation is for demand recovery in 2021 and 2022 with ADR and RevPAR recovery lagging behind returning to 2019 levels by mid 2024. This projected recovery cycle is consistent with conditions experienced historically post other major "global events" such as 9/11 and the Great Financial Crisis.*
- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid year.
- Market occupancy is projected to improve to 50%, and ADR growth is projected to be 10% to reach \$130.
- Assuming a full-year MAT collection period in 2021, we have projected \$1,756,400 in total revenues, with **Tourism Vaughan's share at \$878,000.**

2022 Projections

- The 119-room Avid Hotel in Vaughan which began construction in Fall 2020, has been projected to open by Spring 2022, increasing Vaughan's hotel supply to 1,949 rooms.
- In 2022, with a 6% increase in supply and 21% growth in demand, the Vaughan hotel market is expected to see occupancy recovery to 57%, and rate growth of 10% to \$143.
- Assuming a full-year MAT collection period in 2022, we have projected \$2,336,000 in total revenues, with **Tourism Vaughan's share at \$1,168,000.**

Should you have any questions or comments, please contact Fran Hohol at (416) 371-3034 or Rebecca Godfrey at (416) 580-2238.



Fran Hohol, CMC



Rebecca Godfrey, CMC, MBA

M E M O



Senior Director
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Valuation & Advisory Services
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Director
CBRE Tourism & Leisure Group
Valuations & Advisory Services
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SCHEDULE A

ASSUMPTIONS AND LIMITING CONDITIONS

1. Unless otherwise specifically noted in the body of the report, it is assumed that title to the property or properties appraised is clear and marketable and that there are no recorded or unrecorded matters or exceptions to total that would adversely affect marketability or value. CBRE is not aware of any title defects nor has it been advised of any unless such is specifically noted in the report. CBRE, however, has not examined title and makes no representations relative to the condition thereof. Documents dealing with liens, encumbrances, easements, deed restrictions, clouds and other conditions that may affect the quality of title have not been reviewed. Insurance against financial loss resulting in claims that may arise out of defects in the subject property's title should be sought from a qualified title company that issues or insures title to real property.
2. Unless otherwise specifically noted in the body of this report, it is assumed: that the existing improvements on the property or properties being appraised are structurally sound, seismically safe and code conforming; that all building systems (mechanical/electrical, HVAC, elevator, plumbing, etc.) are in good working order with no major deferred maintenance or repair required; that the roof and exterior are in good condition and free from intrusion by the elements; that the property or properties have been engineered in such a manner that the improvements, as currently constituted, conform to all applicable local, provincial, and federal building codes and ordinances. CBRE professionals are not engineers and are not competent to judge matters of an engineering nature. CBRE has not retained independent structural, mechanical, electrical, or civil engineers in connection with this appraisal and, therefore, makes no representations relative to the condition of improvements. Unless otherwise specifically noted in the body of the report: no problems were brought to the attention of CBRE by ownership or management; CBRE inspected less than 100% of the entire interior and exterior portions of the improvements; and CBRE was not furnished any engineering studies by the owners or by the party requesting this appraisal. If questions in these areas are critical to the decision process of the reader, the advice of competent engineering consultants should be obtained and relied upon. It is specifically assumed that any knowledgeable and prudent purchaser would, as a precondition to closing a sale, obtain a satisfactory engineering report relative to the structural integrity of the property and the integrity of building systems. Structural problems and/or building system problems may not be visually detectable. If engineering consultants retained should report negative factors of a material nature, or if such are later discovered, relative to the condition of improvements, such information could have a substantial negative impact on the conclusions reported in this appraisal. Accordingly, if negative findings are reported by engineering consultants, CBRE reserves the right to amend the appraisal conclusions reported herein.

3. Unless otherwise stated in this report, the existence of hazardous material, which may or may not be present on the property, was not observed by the appraisers. CBRE has no knowledge of the existence of such materials on or in the property. CBRE, however, is not qualified to detect such substances. The presence of substances such as asbestos, urea formaldehyde foam insulation, contaminated groundwater or other potentially hazardous materials may affect the value of the property. The value estimate is predicated on the assumption that there is no such material on or in the property that would cause a loss in value. No responsibility is assumed for any such conditions, or for any expertise or engineering knowledge required to discover them. The client is urged to retain an expert in this field, if desired.

We have inspected, as thoroughly as possible by observation, the land; however, it was impossible to personally inspect conditions beneath the soil. Therefore, no representation is made as to these matters unless specifically considered in the appraisal.

4. All furnishings, equipment and business operations, except as specifically stated and typically considered as part of real property, have been disregarded with only real property being considered in the report unless otherwise stated. Any existing or proposed improvements, on or off-site, as well as any alterations or repairs considered, are assumed to be completed in a workmanlike manner according to standard practices based upon the information submitted to CBRE. This report may be subject to amendment upon re-inspection of the subject property subsequent to repairs, modifications, alterations and completed new construction. Any estimate of Market Value is as of the date indicated; based upon the information, conditions and projected levels of operation.
5. It is assumed that all factual data furnished by the client, property owner, owner's representative, or persons designated by the client or owner to supply said data are accurate and correct unless otherwise specifically noted in the appraisal report. Unless otherwise specifically noted in the appraisal report, CBRE has no reason to believe that any of the data furnished contain any material error. Information and data referred to in this paragraph include, without being limited to, numerical street addresses, lot and block numbers, land dimensions, square footage area of the land, dimensions of the improvements, gross building areas, net rentable areas, usable areas, unit count, room count, rent schedules, income data, historical operating expenses, budgets, and related data. Any material error in any of the above data could have a substantial impact on the conclusions reported. Thus, CBRE reserves the right to amend conclusions reported if made aware of any such error. Accordingly, the client-addressee should carefully review all assumptions, data, relevant calculations, and conclusions within 30 days after the date of delivery of this report and should immediately notify CBRE of any questions or errors. CBRE does not make any representation or warranty, express or implied, as to the accuracy or completeness of the information or the state of affairs of the real property furnished by the Client to CBRE and contained in any appraisal report prepared by CBRE.

6. The date of value to which any of the conclusions and opinions expressed in this report apply, is set forth in the Letter of Transmittal. Further, that the dollar amount of any value opinion herein rendered is based upon the purchasing power of the Canadian Dollar on that date. This appraisal is based on market conditions existing as of the date of this appraisal. Under the terms of the engagement, we will have no obligation to revise this report to reflect events or conditions which occur subsequent to the date of the appraisal. However, CBRE will be available to discuss the necessity for revision resulting from changes in economic or market factors affecting the subject.
7. CBRE assumes no private deed restrictions, limiting the use of the subject property in any way.
8. Unless otherwise noted in the body of the report, it is assumed that there is no mineral deposit or subsurface rights of value involved in this appraisal, whether they are gas, liquid, or solid. Nor are the rights associated with extraction or exploration of such elements considered unless otherwise stated in this appraisal report. Unless otherwise stated it is also assumed that there are no air or development rights of value that may be transferred.
9. CBRE is not aware of any contemplated public initiatives, governmental development controls, or rent controls that would significantly affect the value of the subject.
10. The estimate of Market Value, which may be defined within the body of this report, is subject to change with market fluctuations over time. Market value is highly related to exposure, time promotion effort, terms, motivation, and conclusions surrounding the offering. The value estimate(s) consider the productivity and relative attractiveness of the property, both physically and economically, on the open market.
11. Any cash flows included in the analysis are forecasts of estimated future operating characteristics are predicated on the information and assumptions contained within the report. Any projections of income, expenses and economic conditions utilized in this report are not predictions of the future. Rather, they are estimates of current market expectations of future income and expenses. The achievement of the financial projections will be affected by fluctuating economic conditions and is dependent upon other future occurrences that cannot be assured. Actual results may vary from the projections considered herein. CBRE does not warrant these forecasts will occur. Projections may be affected by circumstances beyond the current realm of knowledge or control of CBRE
12. Unless specifically set forth in the body of the report, nothing contained herein shall be construed to represent any direct or indirect recommendation of CBRE to buy, sell, or hold the properties at the value stated. Such decisions involve substantial investment strategy questions and must be specifically addressed in consultation form.
13. Also, unless otherwise noted in the body of this report, it is assumed that no changes in the present zoning ordinances or regulations governing use, density, or shape are being considered. The property is appraised assuming that all required licenses, certificates of occupancy, consents, or other legislative or administrative authority from any local,

provincial, nor national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimates contained in this report is based, unless otherwise stated.

14. The report has been prepared at the request of the client, and for the exclusive (and confidential) use of the client. The report may not be duplicated in whole or in part without the specific written consent of CBRE nor may this report or copies hereof be disclosed to third parties without said written consent, which consent CBRE reserves the right to deny. If consent is given, it will be on condition that CBRE will be provided with an Indemnification Agreement and/or Non-Reliance letter, in a form and content satisfactory to CBRE, by a party satisfactory to CBRE. Exempt from this restriction is duplication for the internal use of the client-addressee and/or transmission to attorneys, accountants, or advisors of the client-addressee. Also exempt from this restriction is transmission of the report to any court, governmental authority, or regulatory agency having jurisdiction over the party/parties for whom this appraisal was prepared, provided that this report and/or its contents shall not be published, in whole or in part, in any public document without the express written consent of CBRE which consent CBRE reserves the right to deny. Finally, this report shall not be advertised to the public or otherwise used to induce a third party to purchase the property or to make a "sale" or "offer for sale" of any "security". Any third party which may possess this report is advised that they should rely on their own independently secured advice for any decision in connection with this property. CBRE shall have no accountability or responsibility to any third party.
15. Any value estimate provided in the report applies to the entire property, and any pro ration or division of the title into fractional interests will invalidate the value estimate, unless such pro ration or division of interests has been set forth in the report.
16. The distribution of the total valuation in this report between land and improvements applies only under the existing program of utilization. Component values for land and/or buildings are not intended to be used in conjunction with any other property or appraisal and are invalid if so used.
17. The maps, plats, sketches, graphs, photographs and exhibits included in this report are for illustration purposes only and are to be utilized only to assist in visualizing matters discussed within this report. Except as specifically stated, data relative to size or area of the subject and comparable properties has been obtained from sources deemed accurate and reliable. None of the exhibits are to be removed, reproduced, or used apart from this report.
18. No opinion is intended to be expressed on matters which may require legal expertise or specialized investigation or knowledge beyond that customarily employed by real estate appraisers. Values and opinions expressed presume that environmental and other governmental restrictions/conditions by applicable agencies have been met, including but not limited to seismic hazards, flight patterns, decibel levels/noise envelopes, fire hazards, hillside ordinances, density, allowable uses, building codes, permits, licenses, etc. No survey, engineering study or architectural analysis has been made known to CBRE unless otherwise

stated within the body of this report. If the Consultant has not been supplied with a termite inspection, survey or occupancy permit, no responsibility or representation is assumed or made for any costs associated with obtaining same or for any deficiencies discovered before or after they are obtained. No representation or warranty is made concerning obtaining these items. CBRE assumes no responsibility for any costs or consequences arising due to the need, or the lack of need, for flood hazard insurance.

19. Acceptance and/or use of this report constitutes full acceptance of the Contingent and Limiting Conditions and special assumptions set forth in this report. It is the responsibility of the Client, or client's designees, to read in full, comprehend and thus become aware of the aforementioned contingencies and limiting conditions. Neither the Appraiser nor CBRE assumes responsibility for any situation arising out of the Client's failure to become familiar with and understand the same. The Client is advised to retain experts in areas that fall outside the scope of the real estate appraisal/consulting profession if so desired.
20. CBRE assumes that the subject property analyzed herein will be under prudent and competent management and ownership; neither inefficient nor super-efficient.
21. It is assumed that there is full compliance with all applicable federal, provincial, and local environmental regulations and laws unless noncompliance is stated, defined and considered in the appraisal report.
22. No survey of the boundaries of the property was undertaken. All areas and dimensions furnished are presumed to be correct. It is further assumed that no encroachments to the realty exist.
23. The property has been valued on the basis that the property complies in all material respects with any restrictive covenants affecting the property and has been built and is occupied and is being operated, in all material respects, in full compliance with all requirements of law, including all zoning, land use classification, building, planning, fire and health by-laws, rules, regulations, orders and codes of all federal, provincial, regional and municipal governmental authorities having jurisdiction with respect thereto. There may be work orders or other notices of violation of law outstanding with respect to the real estate as described in the report. However, such circumstances have not been accounted for in the appraisal process.
24. No inquiries have been placed with the fire department, the building inspector, the health department or any other government regulatory agency, unless such investigations are expressly represented to have been made in the report. The subject property must comply with such regulations and, if it does not comply, its non-compliance may affect the market value of the property. To be certain of such compliance, further investigations may be necessary.
25. Because market conditions, including economic, social and political factors, change rapidly and, on occasion, without notice or warning, the estimate of value expressed herein,

as of the effective date of this appraisal, cannot be relied upon as of any other date without subsequent advice of CBRE.

26. Client shall indemnify and hold CBRE fully harmless against any loss, damages, claims, or expenses of any kind whatsoever (including costs and reasonable attorneys' fees), sustained or incurred by a third party as a result of the negligence or intentional acts or omissions of Client, and for which recovery is sought against CBRE by that third party.

Important Caveat - Market Uncertainty from Novel Coronavirus

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a Global Pandemic on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Originating in Wuhan, China, the pandemic continues to develop, and since January 2020 cases have progressively and often aggressively been detected around the world. Global financial markets have seen steep declines since late February largely on the back of the pandemic over concerns of trade disruptions and falling demand. Many countries globally have implemented additional border control measures, strict travel restrictions and a range of quarantine measures.

The effect COVID-19 will have on the real estate market in the region is currently unknown and will largely depend on both the scale and longevity of the pandemic. At this stage Tourism, F&B and Retail sectors are likely to be the first impacted, due to the increased response by local and global authorities including home quarantine, restriction of travel and growing international concern. A prolonged pandemic could have a significant (and yet unknown or quantifiable) impact on other sectors of the property market. Our valuation is based on the information available to us at the date of valuation.

Given the heightened uncertainty, a degree of caution should be exercised when relying upon our valuation. Values, and incomes, may change more rapidly and significantly than during standard market conditions and we recommend that you keep the valuation of this property under frequent review.

1.