



memorandum

DATE: March 8, 2022

TO: Council, City of Vaughan

FROM: Board of Directors, Tourism Vaughan Corporation

RE: **TVC Business and Action Plan, 2022**

Recommendations:

1. THAT the TVC forward the below and adjoining presentation material to the Voting Member as the 2022 Business Plan and Budget, and;
2. THAT the Voting Member increase the Board of Directors to 5 members for the 2023-26 term comprised of 3 Councillors of the Voting Member and 2 industry members assigned from the Tourism Vaughan Advisory Committee

2022 Action Plan:

The Tourism Vaughan Corporation (TVC) has been mandated by the voting member (Vaughan Council) to implement the approved Vaughan Destination Master Plan.

In 2022, the TVC will advance the VDMP via the following actions under their respective strategic priorities.

1. Governance and City Policy Framework

Actions	Result
<ul style="list-style-type: none"> • Review TVC Governance • Establish TVAC • Update Board and Council on Tourism Industry • Develop an education plan for TVC Board and Stakeholders • Develop an Onboarding pack for TVC Board and TVAC • Work with Economic Development to identify Tourism opportunities for MAT spending • Review Bylaws and Policies related to Tourism • Develop TVC Board Succession plan and introduce industry reps to the Board 	<ul style="list-style-type: none"> • Council approved Governance review and directed staff to: develop a plan, within the first 3 months, to incorporate industry members to the Board of Directors of the Tourism Vaughan Corporation. • Established a Tourism Vaughan Advisory Committee (TVAC) consisting of tourism operators and key stakeholders to use as a regular feedback loop for TVC, the TVC Board, and to deepen local industry connections • Worked with Economic Development to identify MAT opportunities • Completed VDMP to guide the sector's development

	<ul style="list-style-type: none"> • Board presentations starting in March from Industry Associations to educate staff, Board, and TVAC • City-Wide Events Strategy participation from TVC President including Bylaw and policy review
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2. Tourism Product Development

Actions	Result
<ul style="list-style-type: none"> • Build on Product and Experience Clusters to Drive Visitation • Support Vaughan Businesses in Product/Experience Development • Work on Product/Experience Development to Extend Lengths of Stay in Vaughan 	<ul style="list-style-type: none"> • Renewed data agreement with Central Counties to understand visitation • Supported Vaughan Chamber of Commerce's SupportVaughanLocal AND the City's OpenForBusiness directory to support asset inventory • Launched Phase 2 of the Cultural Arts Centre Project with report due to Council in June 2022 • Launched Safe Travels and Post Promise in Vaughan with 200+ businesses to date (combined) • Secured Canada Soccer National Championships 2022 • Launched HostInVaughan.ca • Adopting Bandwango itinerary development solution • Continue to provide seminars to local businesses to position them better to compete • Support marquee amateur sports events with local clubs (soccer, curling)

3. Advance Partnerships

Actions	Result
<ul style="list-style-type: none"> • Establish TVAC • Host Local Industry Events • Work with Regional, Provincial, and Federal Agencies to Advance the Industry • Work With Industry Associations to Develop Business and Sport Visitation 	<ul style="list-style-type: none"> • Worked with Central Counties Tourism as a Lead Sponsor for the Annual Industry Symposium • Partnered with Central Counties Tourism on their Save & Spend program to drive overnight visitation and local spending

	<ul style="list-style-type: none"> • Hosted the International Economic Developer’s Council (IEDC) award winning Familiarization Tours • Secured Regional Relief and Recovery Funds in 2020 and shared the opportunity in 2021 • Support marquee amateur sports events with local clubs (soccer, curling) • Invite key partners including Central Counties and the Vaughan Attractions Council to Board meetings • Launch a Vaughan module of the CCT Ambassador Program • Partner on key tourism driving campaigns, showcasing the Staycation Tax Rebate program
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4. Marketing and Communications

Actions	Result
<ul style="list-style-type: none"> • Generate Awareness of Vaughan as a Tourist Destination • Develop a Tourism Marketing Strategy and Plan • Develop and Distribute Material/Messaging that Operators can Incorporate in Their Communications • Communicate the Industry to Stakeholders including Residents 	<ul style="list-style-type: none"> • January 1, 2022, launched a new Economic Development Communications Business Unit to increase marketing and communications • Advertised with sport and industry associations to attract business and sport activities • Represent the City and TVC on the Kleinburg Business Improvement Area • VDMP identified value propositions and target markets • Launched Fav Spot campaign to understand visiting friends and relatives (VFR) recommendations by Vaughan residents • Develop business communications toolkits for operators, accommodations, and small businesses • Launch visitvaughan.ca • Invite key partners including Central Counties and the Vaughan Attractions Council to Board meetings

5. Research and Data Analytics

Actions	Result
<ul style="list-style-type: none"> • Generate Intelligence From Data • Measure the Impact of the Industry • Develop and Maintain Online Databases • Leverage Surveys Like the Business Satisfaction and Citizen Satisfaction Surveys 	<ul style="list-style-type: none"> • Assigned Economic Development Research and Intelligence Staff to support • Secured York region Employment Survey for 2022 • Ongoing monitoring of occupancy data • Shared and leveraged online databases like SupportVaughanLocal and yorkdurhamheadwaters.ca • Use 2021 Census to drive insight • Utilize 2019 and 2021 Environics research provided through Central Counties Tourism (pre-pandemic and pandemic recovery stages) • Develop and deliver ongoing insight on the industry • Deliver an annual Year in Review in May 2022

2022 Budget

Description	MAT Total	City ED Total*	Total
Staff	\$302,903.00	\$174,015.50	\$476,918.50
Staffing Benefits	\$80,625.71	\$51,376.93	\$132,002.64
Destination Development Programming/Recovery	\$225,000.00		\$225,000.00
Transfer to CoV for MAT admin	\$17,000.00		\$17,000.00
Canada Soccer	\$153,000.00		\$153,000.00
Professional Memberships	\$40,000.00		\$40,000.00
Marketing/Promotions	\$260,000.00		\$260,000.00
general admin	\$12,000.00		\$12,000.00
Marketing contract staff *2 jr coords	\$170,000.00		\$170,000.00
TOTAL	\$1,260,528.71	\$225,392.43	\$1,485,921.14

*This ONLY represents direct inputs from Economic Development. It does not, for example, include Corporate and Strategic Communications inputs, Finance inputs, Legal inputs, the time of the Board members, etc.