



Destination!
Markham

2022 ANNUAL REPORT



The Destination Markham Corporation (DMC) is a non-profit, municipal services corporation established as the destination management organization (DMO) for the City of Markham. DMC's mission is to promote Markham as a remarkable destination for visitors, including tourists, sport and festival attendees, meeting and conference delegates, and business travellers.

TABLE OF CONTENTS

GOVERNANCE & OPERATION

4

2022 KEY ACCOMPLISHMENTS

5

Operations

6

2022 Business Priorities

7

2022 Financial Results

8

2022 Key Accomplishments

10

2022 Marketing Metrics

17

Marketing Campaigns

18

Out Of Home Branding Campaign

22

2023 BUSINESS PLAN AND BUDGET

23

Business Planning

24

2023 Budget

30

Budget Forecast

32

THANK YOU

34

GOVERNANCE & OPERATION

The corporation is governed by Board of Directors:

Mayor Frank Scarpitti

David Miller, Chair of the Board

Susan Mandryk
Chair of the Board (June–December)

Aarti Patel, Treasurer
Finance Director of Global Programs & Marketing, Four Seasons Hotels and Resorts

Chuck Thibeault
Executive Director, Central Counties Tourism (RTO6)

Councillor Amanda Collucci
(Ward 6)

Councillor Andrew Keyes
(Ward 5)

Councillor Khalid Usman
(Ward 7)
Vice–Chair, Economic Development and Culture Committee

Herman Grad
Principal and operator, Hilton Suites Toronto Markham

Kate Seaver
Principal and operator, Kate’s Garden

Shafik Jiwani, Secretary
Entrepreneur, executive, and an IT professional.

2022 Team:

Eric Lariviere, Executive Director

Nizar Moosa, Business Manager

Ruida Lu, Business Development Manager

Randy Snape, Stakeholder Relations
& Marketing Manager

Pamela Tsui, Executive Administrative Assistant

Viveka Soundrarajan, Social Media Coordinator

Sonia Chow, My Mainstreet Ambassador

Marketing Agency:

Interkom Inc.

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2022 KEY ACCOMPLISHMENTS

OPERATIONS

DMC started operations in the spring of 2020, and, as part of Markham's economic recovery plan, DMC led a business support and marketing strategy focused on promoting a 'buy, shop and stay local' campaign.

In 2021, with the persistent pandemic, DMC sustained a wide scope of economic recovery and marketing initiatives to support businesses of the visitor economy and improve consumer confidence.

In 2022, with the reopening of the visitor economy, DMC directed its priorities to start the development of Markham's first Strategic Tourism Master Plan, while building capacity with a focus on growth of Markham's visitor economy.

2022 BUSINESS PRIORITIES

1. Strategic Leadership & Capacity Building

Destination Markham will be positioned to lead Markham's Tourism Destination Management & Development needs into the future.

Strategic Priority #1: To continue building organizational capacity.

Key Goal #1: To create an inspiring vision and strategic plan, and to improve capacity.

2. Restarting and Strengthening Markham's Visitor Economy

DMC is recognized as Markham's leading destination organization and primary industry resource

Strategic Priority #2: To restart Markham's visitor economy.

Key Goal #2: To directly impact the restart of the visitor economy, and continue to build DMC's industry profile as the leading tourism authority in Markham.

3. Driving Growth

DMC leads towards attracting new business and stimulating a diversified visitor economy

Strategic Priority #3: To drive growth.

Key Goal #3: To develop the market for conferences, meetings, events, and leisure, and to position Markham brand as a destination on the domestic and international market.

4. Marketing and Communications

Residents and Visitors alike share the same sentiment: Markham is an incredible destination for people to visit and stay, to host conferences, meetings, events, for athletes of major sporting events to compete, and for friends and family to visit.

Strategic Priority #4: To position the "Markham Brand" and its value proposition in the tourism sector

Key Goal #4: To promote Markham as a diverse and leading destination in Canada.

2022 FINANCIAL RESULTS

In 2022, the reopening of all economic activities resulted in great opportunities and challenges for DMC. Like many organizations, DMC was challenged by the post-pandemic transformative changes in the labour market. At the same time, DMC was able to secure additional funding from FedDev Ontario through the Tourism Relief Fund, for the development of Markham's inaugural Strategic Tourism Master Plan, and from the My Main Street program for the economic stimuli activations with First Markham Place/First Markham Centre and Main Street Unionville. Finally, with the Municipal Accommodation Tax resuming in April 2022, DMC was able to shift its business priorities to start the development of Markham's first Strategic Tourism Master Plan, build capacity, focus on growth, and expand towards external markets with the goal of fueling Markham's visitor economy.

DMC took a conservative approach in forecasting its revenues from the municipal accommodation tax, and with lower expenses than anticipated, ended the year with a surplus of \$1,020,489 and an accumulated surplus of \$2.7M.

2022 FINANCIAL RESULTS

Destinaton Markham Corporation 2022 Preliminary Financial Results

Accumulated surplus, beginning of year	\$ 1,689,505
REVENUES	\$ 1,879,474
EXPENSES	\$ 858,985
Programs and Services	\$ 108,766
Business/Market Development	\$ 113,388
Marketing and Promotion	\$ 232,861
Operation, Administration, and Salaries	\$ 403,970
NET REVENUES 2022	\$ 1,020,489
Accumulated surplus, end of year	\$ 2,709,994

2022 KEY ACCOMPLISHMENTS

1. Strategic Leadership and Capacity Building

- Team building with the addition of Nizar Moosa, Business Manager; Ruida Lu, Business Development Manager; Randy Snape, Stakeholder Relations & Marketing Manager; Pamela Tsui, Executive Administrative Assistant; Sonia Chow, My Main Street Ambassador; and Viveka Soundrarajan, Social Media Coordinator.
- Engaged CBRE Tourism Consulting Team and completed Phase 1 - Environmental Scan and Phase 2 - Vision and Focus of Markham's inaugural Strategic Tourism Master Plan which will be brought back to Council later this year.
- Completed the acquisition and implementation of DMC IT platform and operating system Microsoft 365, including the migration of all folders to SharePoint.
- Completed hardware equipping for all current and new team members.
- Received Canada Summer Job funding to enhance the development of more digital content for DMC marketing campaigns.
- Implemented DMC own payroll system in partnership with the City finance and payroll team.

2022 KEY ACCOMPLISHMENTS

2. Restarting and Strengthening Markham's Visitor Economy

- Completed the Safe Travel Stamps Program: DMC Ambassadors outreached to over 1,000 businesses and processed approvals for 501 businesses in Markham to receive the Safe Travel Stamps programs, an activation initiated by Tourism Industry Association of Ontario, in partnership with the World Travel and Tourism Council. The number of stamps in Markham was the highest in Ontario
- Markham Saving Pass – launched program in 2022 resulting in over 175 businesses and 6,000 consumers participating.
- My Main Street Project – initiated with support from EDCO, My Main Street provided support to businesses in First Markham Place(FMP)/First Markham Centre(FMC) and Main Street Unionville. There was total of \$300,000 received, with \$200,000 provided directly to 20 local businesses.
- DMC Partnership Program: Supported 12 business in 2022, contributing a total of \$72,000 to the various businesses for targeted activations to attract visitors in Markham. These included:

Astro Amusements	\$8,000
Coler Shows	\$9,000
CPTrip Services Inc.	\$1,200
Dance Grand Prix Canada	\$10,000
Markham Arts Council	\$2,136
Badminton Canada	\$10,000
Steer Friends Car Show	\$8,000
Climbing Experience	\$8,000
UBIA – Music on the street	\$5,886
Asialicious 2022 – Redbook	\$5,248
Markham Arts Council	\$4,000

2022 KEY ACCOMPLISHMENTS

3. Driving Growth

- Activated market development initiatives by engaging the business development team with external markets, including market events at Destination International, Tourism Industry Association of Ontario, Tourism Industry Association of Canada, and the 2022 Annual Sports Events Congress (joining the Pan Am Centre team).
- Development and implementation of DMC's major conference, meetings, and events incentive program, and through this program, supported the 2022 Hakka Conference Markham with \$100,000.
- As a major conference that regularly rotates between multiple countries, the World Hakka Conference put Markham on the map for the international conventions. The International Congress and Convention Association (ICCA) has included the World Hakka Conference 2022 in its database.
- Developed key messages and marketing to support business development activities, including DMC branded tent, booth, banners and swags, purposed for conferences, trade shows, and specific events.
- Participated in tourism writers FAM tour designated for Markham, in partnership with Central Counties Tourism.
- Developed a new product and experience, a value proposition combining live jazz music with culinary, featuring some of the best Canadian Jazz artists and Markham's best chefs. The new initiative, "Markham Jazzlicious Winterfest", is designed to drive traffic in Markham's restaurants during the shoulder season.

2022 KEY ACCOMPLISHMENTS

4. DMC Branding, Marketing and Key Initiatives

In 2022, the marketing activities focused on:

- Growing marketing capacity, in alignment with DMC's growth strategy;
- Positioning Markham's brand as a destination for external domestic and international markets (groups and leisure); and,
- Expanding use of high performance digital platforms and targeted marketing programs.

In 2022, the following were the marketing campaigns undertaken:

- January to March 2022: Love Where You Live
- March 2021 to August 2022: #DiscoverMarkhamYourWay
- March 2021 to December 2022: #MyMarkham Pass Savings Pass Campaign
- June to September 2022: Hot Summer Savings, Canada Day Promo, Red Treasure Book/Taste of Asia, Summer Contests with Local Businesses
- September to October 2022: Fall in Love with Markham Fall Campaign
- November to December 2022: Warm Up This Winter in Markham Campaign, It's Time to Markham Brand Campaign

2022 KEY ACCOMPLISHMENTS

4. DMC Branding, Marketing and Key Initiatives

An overview of the 2022 marketing results and key performance indicators are as follows:

- Curated and shared meaningful content from local businesses in Markham.
- Advertising placements in the Globe & Mail, Toronto Star, York Region Metroland Papers, Ethnic Media such as Sing Tao and Ming Pao.
- Radio campaigns with Sing Tao Radio and Fairchild Radio.
- Digital advertising campaigns with Toronto Star, Globe & Mail, York Region.com, Sing Tao, Ming Pao, CCUE and the Google Advertising Network.
- Social media marketing campaigns targeted Markham residents on WeChat, Instagram, Facebook and LinkedIn.
- Created and grew the Markham Savings Pass to 117 businesses by the end of 2022.
- Created and shared over 100 blogs featuring hundreds of Markham business.
- Launched over 1,000 business features across social media to better promote hotels, restaurants and other small businesses, increasing engagement with the local community and further increase consumer confidence.
- Collaborated with 15 social media influences to highlight Markham hidden culinary gems, experiences in Markham, events, and showcase Markham Businesses.
- Partnered with City of Markham on Canada Day event in Downtown Markham.

2022 KEY ACCOMPLISHMENTS

4. DMC Branding, Marketing and Key Initiatives

- Supported events and festivals that came to Markham including but not limited to:
 - Markham Village Music Festival
 - TD Markham Jazz Festival
 - Spring Fest TO
 - Easter Fun Fest
 - Summer Farmers Market
 - Taste of Asia/Red Treasure Book
 - Kids Fest TO
 - Lucky Lion Night Market
 - Night it Up Night Market
 - Dynamite Night Market
 - Markham Fair
 - Angus Glen Festival of Lights
 - Frozen Fairways
 - Winter Carnival
 - DanceSport and Badminton Canada
- Launched the hashtag #visitmarkham featuring stand-alone business features on retail, restaurants for social media, highlighting business' unique characteristics and strengths.
- Developed "Explore Markham" content to inspire Markham visitors to get out and explore Markham.
- Created #GolfinMarkham drone and interview videos featuring our world-class golf courses in Markham, done by a Golf in Ontario influencer.
- Themed itineraries focusing on regional culinary cuisine to better promote Markham's diversity.
- Expanded reach of DMC through targeted digital marketing campaigns in both English, Cantonese and Mandarin through paid social media and digital ads on the Toronto Star, Globe and Mail, YorkRegion.com, Ming Pao, Sing Tao, WeChat and the Google Advertising network.

2022 KEY ACCOMPLISHMENTS

4. DMC Branding, Marketing and Key Initiatives

- Several tools were added to the DMC marketing toolbox:
 - CrowdRiff: this innovative digital platform offers visual storytelling solutions for destination marketers. Over 156,000 images have been added to the DMC CrowdRiff account, all provided by visitors and residents of Markham.
 - DMC Website: added an Events Calendar to showcase what's happening in Markham.

In 2022, the key performance indicators were as follows:

- 75.5% increase in unique visitors to visitmarkham.ca (148,952).
- 54.4 % increase in unique page views to visitmarkham.ca (250,961).
- 35.5% increase in Facebook engagements (85,331).
- 41 % increase in Instagram engagements (81,338) and 86.3% increase in followers (7,490).
- 86.3 % increase in Twitter engagement (5,863)

Through these platforms, DMC's reached audience is around 50% from Toronto, Vaughan and Mississauga. Only 12.8 % of DCM's reached audience is from Markham.

2022 MARKETING METRICS



Twitter

483

pieces of content shared

86,502

impressions

2,629

engagements

342

followers



Instagram

1,380

pieces of content shared

3,244,149

impressions

73,184

engagements

7,516

followers

Top #Hashtags by
Lifetime Engagement

44,840 #VisitMarkham,

25,154 #Markham

17,669 #DiscoverMKM,

16,191 #markhamfoodie



Facebook

1,380

pieces of content shared

3,765,124

impressions

123,529

engagements

63,139

post link clicks

1,000

followers

#MyMarkham
Savings Pass

10,758

Pass Downloads

Over **100**

participating Markham
restaurants in 2022



Over

156,000

images added to DMC's
CrowdRiff Image Bank



Online Advertising

yorkregion.com, globeandmail.com,
thestar.com, ccue.com, Ming Pao,
Sing Tao, and We Chat.

Over

25,000,000

digital impressions

MARKETING CAMPAIGNS

Destination Markham

A world-class culinary destination less than 30 minutes from Toronto Pearson International Airport

Discover Markham *your way!*



@ f d @visitmarkham
visitmarkham.ca



eat stay play explore

FALL IN *love* WITH MARKHAM

@ f t i d
visitmarkham.ca

Destination Markham



Discover Markham *your way!*

eat shop golf stay

@ f t i d
visitmarkham.ca

Destination Markham

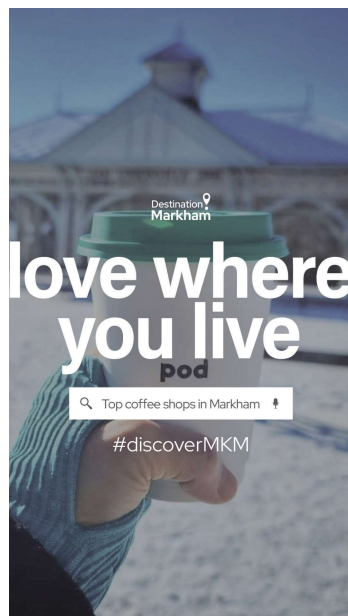
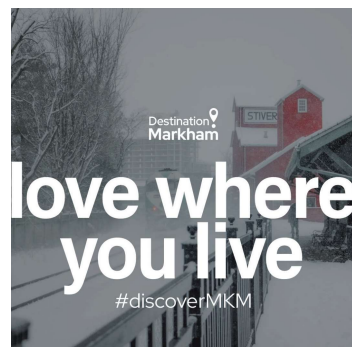
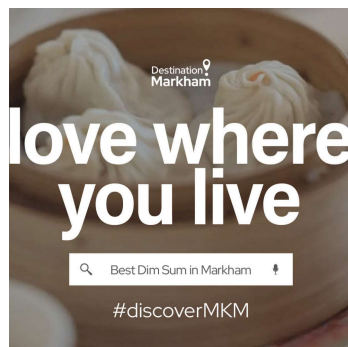
Destination Markham

Your Conference, Events & Sports Destination
Less than 30-minutes from Toronto Pearson International Airport



For more information on Meeting, Event, Conference and Sport Facilities in Markham, contact us at info@visitmarkham.ca or 905-475-3621.

@ f d @visitmarkham
visitmarkham.ca



Destination Markham 

Celebrate Canada Day on July 1

Presented by *Tim Hortons.*

Join us on Canada Day in Downtown Markham!

We have an action-packed day planned with fun for the whole family to enjoy.

FEATURING
PERFORMANCES BY:



VIRGINIA TO VEGAS

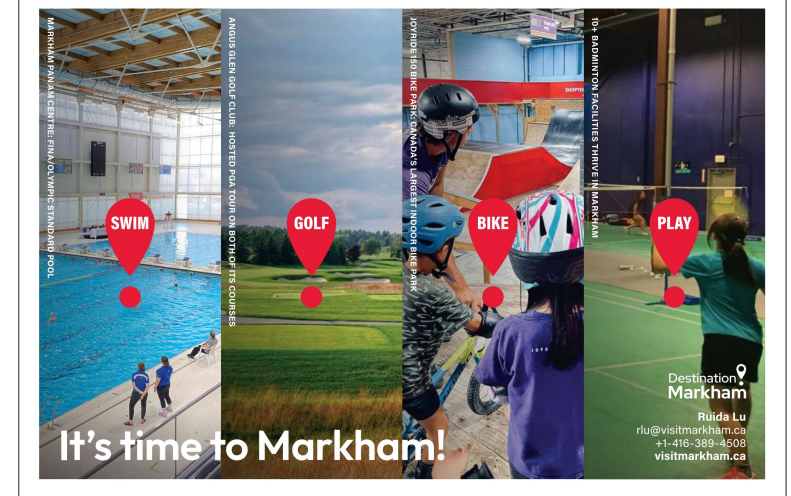
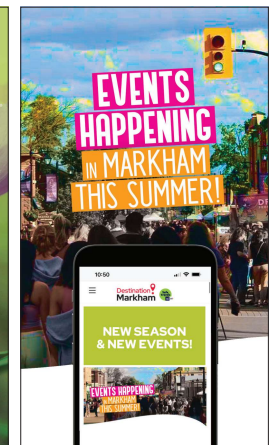
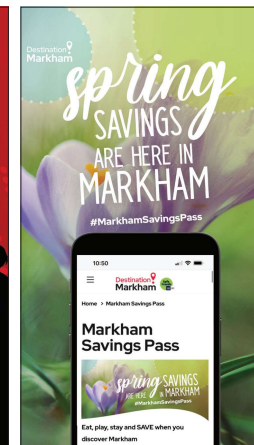


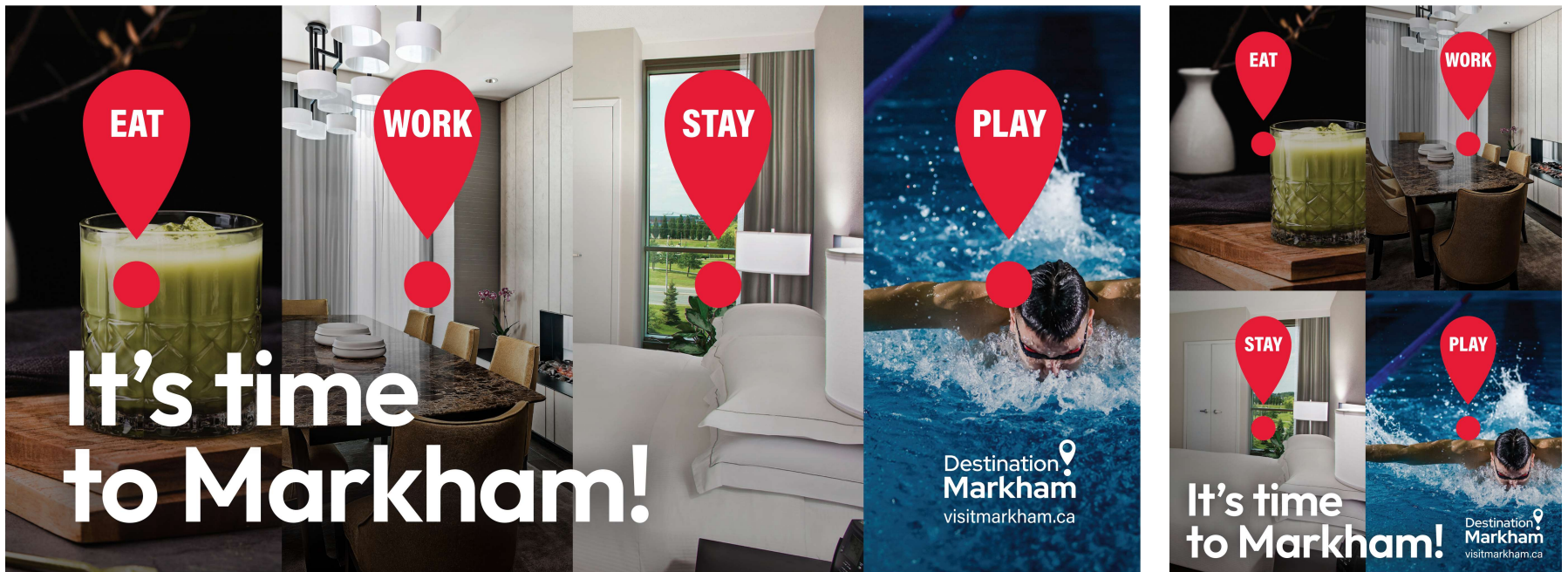
Rêve



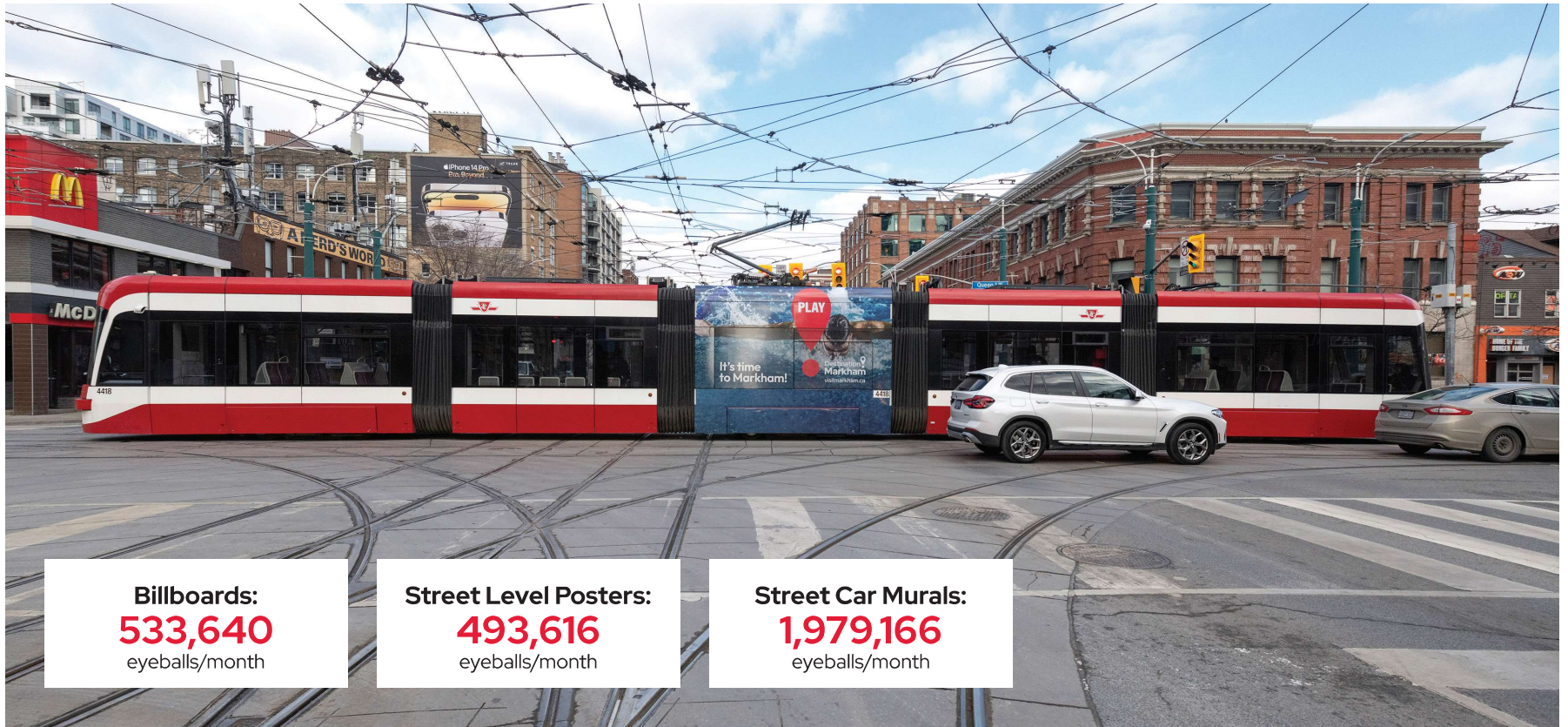
FREE EVENT
Friday, July 1
3:00pm to 10:30pm
 Downtown Markham
 (Birchmount Road/Enterprise Blvd)

For more information, visit markham.ca/canadaday





OUT OF HOME BRANDING CAMPAIGN





Destination
Markham

2023

BUSINESS PLAN AND BUDGET

BUSINESS PLANNING

2023 business plan is taking into account the following considerations:

- The visitor economy is now reopening and, in general, trends positively.
- Hotel key indicators for 2022 reflects that there is a positive recovery when compared to 2019:

Markham's Hotel 2022 Indicators

YEAR	Occupancy %	RevPar	ADR	TotRev
2022	72.5%	\$116.52	\$160.82	\$97,282,483
2019	76.4%	\$105.61	\$138.21	\$97,983,852
Variance	-3.9%	+\$10.91	+\$22.61	-\$701,369

***Source: Central Counties Tourism

- Anticipating an increase in hotel room inventory in Markham in the near future. Courtyard by Marriott Toronto Markham has reopened in Q1 2022 after pandemic closure. Edward Village's conversion to Delta by Marriott is currently underway. Three hotels are currently in planning / construction phases: Home2 Suites, Tru by Hilton and Sandman Signature.

BUSINESS PLANNING

- Business travel, including transient and meetings/conferences, has been slow to recover in the Greater Toronto Area and all over Canada. International visitations to Canada continue to be impacted by global pandemic and global conflicts. International overnight arrivals to Canada are at 66% of pre-pandemic level, as of November 2022.
- In comparison to pre-pandemic patterns, the booking window for travel has shortened and more bookings are made close-in. The industry is also noticing the growth of leisure trips - mixing leisure and business.
- The tourism industry is facing ongoing workforce challenges on recruitment and retention due to multiple factors such as limited availability of affordable housing and lack of affordable transportation options.
- The current economic environment and a possible recession are prompts for a conservative approach in forecasting the revenues and monitoring the results.

BUSINESS PLANNING

The proposed total budget for 2023 is \$2.2M. The proposed budget will be broken out on the following priorities.

Key strategic pillars, goals and deliverables for 2023.

1. PILLAR #1:

Destination Management, Organizational Development and Internal Governance

Strategic goals:

- Ensure DMC is a leading authority in destination management capable of growing Markham's visitor economy.
- Provide the resources and support tourism related businesses need to thrive in Markham.
- Enhance the visitor and resident experience in Markham by collaborating with stakeholders, community and all level of governments.

Key deliverables:

- Complete the Strategic Tourism Master Plan (2024-2027) and activate its implementation.
- Enhance capacity including but not limited to hiring CRM and database administrator and event coordinator to align with 2023 business priorities, and start the implementation of the Tourism Master Plan.
- Uplift DMC's profile in the industry, to the stakeholder groups and visitors, as the leading destination management organization in Markham.
- Build capacity aligned with 2023 business priorities.

BUSINESS PLANNING

2. PILLAR #2:

Research and investment attraction

Strategic goals:

- Collect and analyze meaningful visitor data to support product development, investment attraction, and marketing.
- Broaden Markham's reach and renown as a destination.
- Attract future tourism investment to Markham.

Key deliverables:

- Connect with businesses/stakeholders that contribute to visitor's economy and to build Familiarity (FAM) tours for stakeholders, event producers, associations and other priority lead markets.
- Complete the development and activation of a comprehensive destination points and resources mapping industry tool (CRM), based on sound research, systemic data collection, and analytics.
- Develop and deliver programs, workshops, webinars, newsletters and encourage collaboration with stakeholders and identify champions within the community.

BUSINESS PLANNING

3. PILLAR #3:

Product and Experience Development

Strategic goals:

- Establish a diverse mix of exciting and engaging tourism products and authentic experiences.
- Develop the hard and soft infrastructure to support Destination Markham's key visitor segments.

Key deliverables:

- Develop and implement Destination Markham's growth strategy and improve incentive support programs.
- Create DMC's inaugural Conference, Meeting, and Event Office (CMEO) and attract major conferences, meetings and events /initiatives in Markham.
- Develop the market for conferences, meetings, events, sports, and attractions by representing DMC at various summits and conferences.
- Invest in the development of destination products and experiences.

BUSINESS PLANNING

4. PILLAR #4:

Destination Marketing

Strategic goals:

- Build a unifying and appealing brand for DMC that generates awareness of Markham as a unique visitor destination.

Key deliverables:

- Continue developing a unifying brand strategy and campaign that makes Markham synonymous in different categories with a focus on diversity.
- Build marketing capacity and continue to develop DMC marketing support to DMC's growth initiatives.
- Enhance the guest experience for people who are already visiting, to incentivize longer stays and to increase spending into Markham's economy.
- To continue improving DMC web capacity with additional B2B and B2C public and stakeholder facing tools.

2023 BUDGET

The 2023 Business Plan proposes that:

- DMC will complete its inaugural Tourism Strategic Master Plan and activate its implementation.
- DMC will continue to build its capacity to establish the infrastructure to respond to the current needs of the businesses in the visitor economy and its growth.
- DMC will sustain its focus towards a growth strategy and invest in market development for conferences, meetings and events, products and experiences development.
- DMC will propose a balanced budget, with expenses not exceeding the forecasted Municipal Accommodation Tax and other projected revenues

The following provides an overview of the proposed 2023 DMC budget.

2023 Budget Summary

REVENUES

Municipal Accommodation Tax	\$ 2,000,000
Grants	\$ 104,623
Other Revenues/Interest	\$ 75,000
Total revenues	\$ 2,179,623

EXPENSES

Programs and Services

Programs and stakeholder services	\$ 73,000
Partnership support program	\$ 125,000

Business/Market Development

Business development	\$ 325,000
CME incentive program	\$ 150,000

Marketing and Promotion

Professional fees	\$ 120,000
Marketing & promotion	\$ 237,511
Digital platforms and resources	\$ 35,000

Operation and Administration

Business planning	\$ 99,932
Operations and administration	\$ 184,000
Salaries and wages	\$ 831,180

TOTAL EXPENSES

\$ 2,179,623

BUDGET FORECAST

DMC proposes the following three (3) year budget forecast, still following a conservative approach, with gradual increase for the Municipal Accommodation Tax (MAT) revenue of 2.5% and 5% from interest. It also assumes that expenses will not exceed the revenue from the MAT for a balance budget every year. The balance of the reserve will scale from \$2.7M in 2023 to \$3.3M by the end of 2026.

Using MAT as the revenue baseline and projection provided by City of Markham Finance staff, the following are some assumptions for the budget forecast:

- Proposed budget FY 2023 includes other revenues from grants and other earned income.
- Revenues forecast 2024-2026 use the Municipal Accommodation Tax historical revenue + 2.5%.
- Expenses forecast for business priorities focused on building capacity, market, and product and experience development.

BUDGET FORECAST

Budget Forecast 2023–2026

	Proposed 2023	2024	Forecast 2025	2026
Reserve Beginning	\$ 2,709,994	\$ 2,845,494	\$ 2,987,768	\$ 3,137,157
REVENUES MAT / GRANTS / OTHER	\$ 2,179,623	\$ 2,051,563	\$ 2,102,852	\$ 2,155,423
EXPENSES	\$ 2,179,623	\$ 2,051,563	\$ 2,102,852	\$ 2,155,423
Destination Management	\$ 593,132	\$ 615,649	\$ 630,856	\$ 646,627
Research and Investment Attractions	\$ 426,600	\$ 410,313	\$ 420,570	\$ 431,085
Product and Experience Development	\$ 723,700	\$ 615,469	\$ 630,856	\$ 646,627
Destination Marketing	\$ 436,191	\$ 410,313	\$ 420,570	\$ 431,085
Net Income	\$ –	\$ –	\$ –	\$ –
Balance Reserve +5% Interest	\$ 2,845,494	\$ 2,987,768	\$ 3,137,157	\$ 3,294,015



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THANK
YOU