

TOURISM  
VICTORIA



2017  
ANNUAL REPORT

# TABLE OF CONTENTS

Message from the Chair .....	2	Sport Tourism .....	13
Message from the President and CEO .....	3	Business Events Victoria .....	14
Our Mission and Vision .....	4	Visitor Services .....	16
Giving Back to the Community.....	5	Member Services .....	17
Leveraging Partnerships .....	6	Corporate Communications and Destination Management.....	18
Delivering on a 5 Year Strategy .....	7	Finance and Corporate Services.....	19
Business Discussion and Analysis.....	8	Risk Management.....	20
<b>Key Functional Area Highlights</b>		Balanced Scorecard .....	22
Destination Marketing .....	9	Audited Financial Statements .....	24
Social Media and Content Marketing .....	10	Management Financial Analysis.....	38
Media Relations .....	11	2017 Board of Directors .....	40
Travel Trade .....	12		



# MESSAGE FROM THE CHAIR



This annual report marks my first as Chair of the Tourism Victoria Board of Directors, a role I am honoured and humbled to take on. I would like to thank Past Chair Bill Lewis for his leadership of the Board through a period of remarkable growth and increasing influence. In my role, I will look to build on Bill's success in providing a clear mandate and vision to Tourism Victoria.

It has been said, "You have to know the past to understand the present." Tourism Victoria's position as a leader in the Greater Victoria economy did not happen by accident. It is the result of the collaboration and hard work of board members, local business people and staff driving key priorities. Our diverse stakeholders—the City of Victoria, District of Saanich, Greater Victoria Harbour Authority, Downtown Victoria Business Association, Greater Victoria Chamber of Commerce, Hotel Association of Greater Victoria, Victoria Airport Authority and others—have varied interests and expertise and work together to find common ground at the board level.

As much as we celebrate the addition of new flights to and from Victoria, the increase of average hotel room rates, the increase of passengers on BC Ferries, and a growing number of bookings and leads at the Victoria Conference Centre, the work continues. The year ahead will see many exciting announcements as Tourism Victoria's strategic direction expands to include greater responsibilities. I

look forward to these changes. The Board's direction to President and CEO Paul Nursey in 2017 kept him and his staff busy and engaged. The team at Tourism Victoria have passed each challenge with flying colours.

I thank Tourism Victoria's Board of Directors, who volunteer their time, expertise and deep understanding of the tourism economy of Greater Victoria. Their contribution is indispensable in creating a clear strategic and governance framework for the organization.

I look forward to 2018 and the success it will bring.

Sincerely,

A handwritten signature in black ink, reading "Starr McMichael". The signature is fluid and cursive, with a long horizontal stroke at the end.

Starr McMichael  
Chair, Board of Directors

# MESSAGE FROM THE PRESIDENT AND CEO

Tourism Victoria had another strong year in 2017. I remember one year ago reflecting on the innovation and modernization at Tourism Victoria. We wanted to continue to deliver for our members, take on new responsibilities and demonstrate our importance to the local economy and community. The goals we set for 2017 were not only reached, but eclipsed in many ways.

As President and CEO, the day-to-day operations of Tourism Victoria are my responsibility. I am pleased to report that our talented staff delivered against their Balanced Scorecard metrics. This performance should not go unnoticed, as the executive team has worked hard to attract and retain strong tourism industry professionals.

I can share many examples of solid results from our staff's hard work last year. Our first year managing Victoria Conference Centre sales and marketing was a success: the collaboration of Tourism Victoria's Meetings Sales Team and the VCC Sales Team resulted in growth from 138 leads for the destination to 220, an increase of 60 per cent. Our in-market sales team is in place, with representation in Vancouver, Ottawa and San Francisco. We continue to see growth from our key markets in the Pacific Northwest, Central Canada, California and Texas. Strong local partnerships continue to deliver results as well. New flights to Victoria International Airport were announced in 2017, including a direct flight to Montreal and a new route to Whitehorse via Kelowna. BC Ferries had its busiest summer ever. The average room rate in Greater Victoria hotels rose by \$9.64. Condé Nast named Victoria number two on its Readers' Choice list of best small cities outside the United States. The list of positive indicators and international recognition goes on.

Despite all of this good news, we cannot rest on our laurels. Files such as Belleville Terminal and short-term vacation rentals will require our focus and attention. I look forward to leading our team as we continue to tackle these important projects.

Last, I would like to thank the Board of Directors and Chair Starr McMichael for their support. Tourism Victoria has a clear strategy and staff who are willing and able to deliver on our vision as a world-class tourism destination.

Sincerely,



Paul Nursey  
President and CEO



# Our Mission and Vision

## Our Mission

We inspire the world to experience our destination.

## Our Vision

Tourism Victoria will be internationally recognized as a leader in sustainable tourism development, ensuring Greater Victoria remains one of the top destinations in the world.

# GIVING BACK TO THE COMMUNITY

## Tourism Victoria Staff Initiatives

Tourism Victoria staff support our community by participating in charitable and social programs:

- [Bike to Work Week](#)
- [Jeans Day \(B.C. Children's Hospital Foundation\)](#)
- [Festival of Trees \(BC Children's Hospital Foundation\)](#)
- [BC Hospitality Foundation, our official charity.](#)

Tourism Victoria has had a long-standing relationship with Bike to Work Week. In 2017, our team was one of 778 in Greater Victoria that committed to riding to work from May 29 to June 4.

Tourism Victoria supports the BC Children's Hospital Foundation in two yearly fundraising initiatives. For Jeans Day, our staff members make a donation to the BCCHF in order to wear jeans to work. We proudly wear a Jeans Day button to show our participation. We also sponsor a tree in BCCHF's annual Festival of Trees, which was held this year from November 16, 2017 to January 2, 2018 at The Bay Centre. On average, 22 children from Victoria are treated at B.C. Children's Hospital each day. Tourism Victoria is proud to support this worthy cause.

Each September, Tourism Victoria holds its annual charity golf tournament at Bear Mountain in partnership with our official charitable partner, the BC Hospitality Foundation (BCHF). The tournament brings Tourism Victoria members together from across industries for a fun-filled day.

## Our Official Charity

The BC Hospitality Foundation's mission is to offer financial assistance, beyond traditional medical benefits and insurance, to individuals in the hospitality community during times of financial need. As well, BCHF supports the industry's next generation by providing scholarships to students enrolled in hospitality, culinary and wine programs.

Our partnership with the BCHF shows our support of an organization dedicated to the advancement of the hospitality and tourism industries, which create thousands of jobs in Greater Victoria.

The annual BCHF golf tournament is just one way Tourism Victoria supports the charity. We also help the BCHF spread the word about its contributions to the hospitality industry and enhance its profile by providing access to various marketing and promotional channels.



# LEVERAGING PARTNERSHIPS



Partnerships are key to any DMO given their ability to leverage investments, insights and common thought. Tourism Victoria is able to work vertically, across multiple layers of the tourism sector, with regional, provincial and national stakeholders. The development of partnerships are aligned with Tourism Victoria's strategy, driving incremental, year round visitation with a focus on non-peak seasonality.

## Pacific Marine Circle Route

The Pacific Marine Circle Route (PMCR) was a new partnership in 2017 and is a collaboration between Tourism Victoria, Tourism Cowichan Society, Sooke to Port Renfrew Tourism Association, Sidney Business Improvement Area Society and Destination British Columbia. In 2017, we focused on partner alignment, developing a singular call-to-action microsite and invested the majority of funds into asset development.

The key objective of the partnership was to develop campaign assets that will inspire travelers to visit the Greater Victoria Region. This aligns with our strategy of promoting regional disbursement and helping drive incremental night stays. A series of videos were produced for each leg of the PCMR journey and included four market segments traveling and intersecting with each other along the way. Video enabled us to feature a diverse number of sites, attractions, restaurants and adventures. Traffic was driven to the microsite through a programmatic digital campaign, including native advertising and Facebook and Instagram sponsored posts.

## B.C. Ale Trail

Under the leadership of the B.C. Craft Brewers Guild, and supported by Destination BC co-operative marketing resources, Tourism Victoria continued its relationship with the B.C. Ale Trail program as one of seven destination partners. The creative assets produced for the product were highly engaging with a very strong brand message delivering Victoria's reputation as the "cradle of the craft beer revolution."

## Destination Canada

### Connecting America: Signature Travel Network

Through a co-op with Destination Canada, Tourism Victoria was able to partner with Signature Travel Network (STN), an American national retail consortia. By becoming a Preferred Destination with STN, Tourism Victoria became part of "The Signature Family", allowing our travel trade team to target already qualified consumers through a combination of sales tactics including dedicated direct mail, email blasts and booking incentive to travel agents across the STN. In October we were featured as the Destination of the Month and were a Silver Sponsor at the annual STN sales conference.

### Connecting America: Rolling Stone

As part of a national program, Destination Canada developed a series of content partnerships with provincial and DMO stakeholders. Tourism Victoria selected to work in a broader partnership with Destination BC, who co-invested. Tourism Victoria hosted Rolling Stone, one of the most recognized pop-culture publications in the world, who attended the Phillips Backyard Weekender, developing content to promote our city's vibrant music and event scene to their online audience. The reach was global, and at the same time enabled us to promote the 10th annual Rifflandia Festival in 2017.

### World Class Wild Campaign

In 2017, Tourism Victoria partnered with the Fairmont Empress to support the Destination Canada World Class Wild campaign. In celebration of Canada's 150 with Explore Canada, Fairmont Hotels in Vancouver, Whistler and Victoria teamed up with some amazing local partners to bring visitors #WorldClassWild – a collection of Pacific Northwest culinary adventures. As part of the campaign, a microsite, display advertising, a TripAdvisor campaign and an Open Table/Just Luxe campaign were targeted to several key cities in US.

# DELIVERING ON A FIVE-YEAR STRATEGY

## Year One of Tourism Victoria's Five-Year Strategy

In 2017, Tourism Victoria launched a new five-year strategic plan to guide our organization from 2017 to 2021. The plan is aligned with the five-year Municipal and Regional District Tax (MRDT) funding cycle.

Guided by the goals set in our Five-Year Strategy, we accomplished the following in the first year:

1. Grew rate and volume of accommodations: Average Daily Rate (ADR) in Greater Victoria grew by \$9.64 and Revenue Per Available Room (RevPAR) was almost \$6 higher than 2016.
2. Addressed seasonality: Tourism Victoria started to deliver on its plan to attract off-season events and conferences to the region in order to drive more predictable business in the off-peak season. Significant work was undertaken in 2017 to create the IMPACT Sustainable Tourism Conference and Capital City Comic Con. The inaugural event for each took place in 2018, and both appear to be viable platforms moving forward. In time, these and other new events will provide a series of major, demand-driving events.

3. Improved tourism infrastructure: The City of Victoria broke ground on the David Foster Harbour Pathway/ Belleville Terminal Phase 2 on schedule. Tourism Victoria made its first planned contribution of \$95,000 to the project as well as an additional contribution of \$55,000, due to a prosperous year thereby reducing future commitments over the next nine years to \$850,000.

Finally, Tourism Victoria followed through on its responsibility to successfully lead the sales and marketing functions for the Victoria Conference Centre in 2017. Our accomplishments related to the conference centre include:

- An increased bid development fund to go after business more aggressively;
- Significant investments in photo and video assets to showcase the facilities;
- Gathering and showcasing of client testimonials;
- Refreshed bidding documents;
- Increased in-market representation; and
- Developed a delegate VIP program to ensure that all businesses have the opportunity to benefit from conference business.

The first year of our Five-Year Strategy provided a solid foundation for Tourism Victoria—a foundation that will help us achieve our goals in the years ahead.





# BUSINESS DISCUSSION AND ANALYSIS

The purpose of the business discussion and analysis section is to provide management's overview of industry performance, as well as context and clear disclosure of material items affecting Tourism Victoria's ability to execute on its mission and its strategy.

## 2017: A Slow Start and Very Strong Finish

Tourism experienced a year of contrasts in many ways in 2017. The year began slowly due to unseasonable weather and uncertainty in the global travel system early in the year, particularly from the United States government's threats to impose travel bans on certain segments of customers.

For example, as of March 2017, average hotel occupancy was 62.89 per cent for the year, down from 64.02 per cent in the first three months of 2016. May and June had disappointing numbers, as average hotel occupancy was down year-over-year and year-to-date in those months. However, business recovered in the latter half of 2017 and the year ended with increases in the hotel average daily rate and revenue per available room in 2017 from 2016. BC Ferries and Victoria International Airport also saw an increase in passenger volumes in 2017 from 2016.

## Disparity in Growth Linked to Short Term Vacation Rentals

The impact of short-term vacation rentals became very apparent in 2017. As the year progressed, we consistently heard from attractions, transportation providers and experiential/adventure operators that 2017 was a year of very significant growth in business. Several businesses reported growth between 15 and 30 per cent from 2016. On the other hand, the same growth was not seen in the accommodation sector, which ended 2017 with a decrease in occupancy of between one and two per cent.

## Ability to Remain a Going Concern

Tourism Victoria must constantly work on resourcing. It has been consistently stated through the organization's past strategic plans and annual reports that funding for Tourism Victoria is short term and variable. In 2016, Tourism Victoria moved from an annual renewal cycle with the City of Victoria to a five-year renewal cycle. Now that some core resourcing is secured through 2021, Tourism Victoria is able to plan to a medium-term time horizon. However, Tourism Victoria will

continue to work with the same degree of urgency to deliver superior outcomes and keep all of our members and funding partners satisfied with their partnership.

## Competition for Talent

A high-performing local economy resulted in an intense competition for talent with other organizations in Greater Victoria. Some turnover is always expected, although we believe it is important to have stability in key areas. In 2017, Tourism Victoria took the following steps to retain key talent:

- A refreshed company RRSP program;
- A review of employee health and well-being programs; and
- Refined employee tools and support such as on boarding, orientation and aligned competencies.

Tourism Victoria uses an independent third party to research its compensation bands, which are approved by the CEO and the Board of Directors. Fieldwork on compensation bands was last completed in 2014. Given the growth in the industry, research and fieldwork will be completed in 2018 with possible changes implemented in 2019. Studying industry trends in compensation at five year intervals is a responsible approach to ensure that Tourism Victoria's compensation bands are appropriate and fair compared to similar organizations.



## Website

The year 2017 was significant for the Destination Marketing department. We saw the rollout of Tourism Victoria's new website, [tourismvictoria.com](http://tourismvictoria.com), which involved many months of preparation and strategic implementation. The new, responsive design was built with a mobile-first approach, reflecting growing consumer preference. The site renders and responds to all devices and screen sizes to ensure longevity and adaptability. The new website is also optimized for speed and search engine friendliness.



## Victoria Delivers Campaign

In 2017, Tourism Victoria's Destination Marketing department continued to focus on key periods that drive shoulder and off-season travel as well as on bolstering our spring and summer seasons.

Our spring marketing campaign — Victoria Delivers — spoke to the destination's unique combination of attractions and experiences, which deliver on visitors' expectations and draw them back time and time again.

Advertising drove consumers to our new website and a landing page that featured a video and an online form to enter to win a bouquet of flowers. We gave away one bouquet a day during the month of May. In addition, we awarded a grand prize trip for two at the end of the campaign. From this page, we captured data that helped us build rich profiles within our lead generation system and provided a strong base for future engagement.

Victoria Delivers was extremely successful, driving 24,038 conversions; 53,564,290 impressions; 123,993 ad clicks;

123,993 landing page visitors; 144,607 button clicks; and 17,919 contest entries.

For the fourth year, Tourism Victoria commissioned an independent third-party research firm to conduct an assessment of the spring destination advertising campaign to measure its effectiveness. The report showed the Victoria Delivers campaign successfully moved Washington State consumers along the path to purchase.

This increased visitation and economic impact for Victoria:

- 56:1 return on investment.
- As many as 45 per cent of respondents recalled the ads, up from 39 per cent in 2016 and 26 per cent in 2014, the benchmark year.
- On the path to purchase, 51 per cent of respondents are now seriously considering a trip to Victoria, up from 49 per cent in 2016 and 41 per cent in 2014.

## Seasonal Campaigns

In 2017, the Marketing department delivered several successful consumer campaigns including: Romance, Dine Around, Victoria Delivers Spring-Summer; LGBTQ; Autumn (Halloween); and Find Christmas Here.

The department also provided support for Business Events Victoria including the GM Missions to eastern Canada, new booth design and production, and ad materials. Marketing invested time, energy and expertise on Connecting America, a campaign to promote the Rifflandia Festival, in partnership with Destination Canada and Destination BC.



# SOCIAL MEDIA AND CONTENT MARKETING

## Content Strategy

Our content strategy is rooted in the concept of brand journalism; that is, publishing and promoting inspirational content about Greater Victoria, to our target travellers. By placing the right content in front of the right audiences at the right times through our key distribution channels, we can motivate and mobilize travellers to visit our destination.

## Social Media

### Key Channels and Performance: Consumer-Facing

We continued to grow our audiences across key consumer channels including Facebook, Twitter and Instagram, with engagement as our primary key performance indicator. Through consistent posting and targeted social campaigns, we grew our Facebook audience from 46,855 to 55,328 in 2017 and saw a 20 per cent increase in engagement from 2016. On Twitter, we grew our following from 33,340 to 40,723 and saw a 12 per cent increase in engagement year over year.

Instagram continues to be our fastest-growing channel, with a 30 per cent increase in followers in 2017, a jump from 25,534 to 33,189. Daily engagements on this channel averaged 1,051 per post, up 57 per cent from 2016, yielding a total of 340,811 engagements in 2017.

### Key Channels and Performance: Business-Facing

In 2017, Tourism Victoria assumed responsibility of the Victoria Conference Centre's social media channels. With the goal of increasing post volume and creating more engaging content, VCC Twitter achieved year-over-year growth in impressions and engagement by 156 per cent and 544 per cent, respectively. VCC Facebook saw similar gains year over year and reached an audience size of 1,517 followers, a 17 per cent growth from the previous year.

In 2017 we amalgamated three separate business-to-business Twitter channels – Travel Trade, Meetings and Travel Media – into one business-facing Twitter channel, @tvicbusiness, in an effort to streamline content and efficiencies. Both the number of impressions and engagement per post increased year over year, with total engagement growing by 64 per cent from 2016.

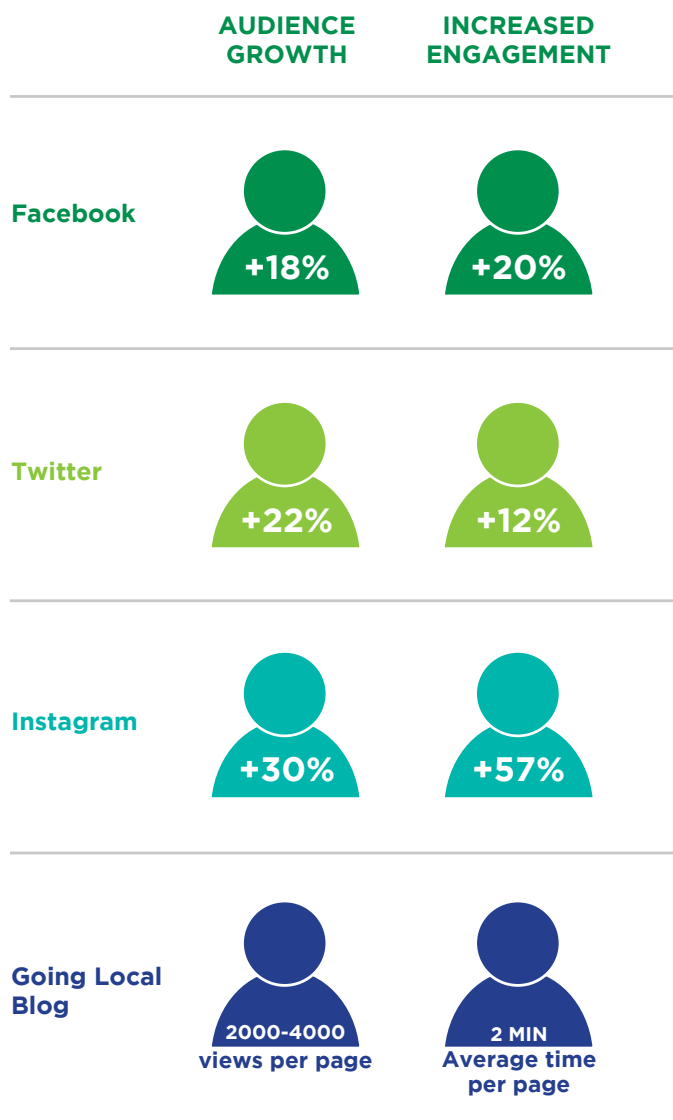
## Going Local Blog

Our Going Local blog allowed us to inspire and inform travellers about the range of activities available to them during their visit to Victoria, with a focus on holidays and seasonal experiences. The posts were shared across our social channels and further

leveraged through our Visit Victoria email newsletters, which has approximately 40,000 subscribers.

In 2017, we focused on content engagement, successfully increasing our average blog views by 2,000 to 4,000 per post. Our best-performing post generated over 5,600 views. On average, viewers spent more than two minutes on each page.

In 2017, Tourism Victoria's audiences grew substantially across channels, with increased engagement leading to website visits and member referrals.



# MEDIA RELATIONS

The Media Relations team set a new high in terms of media coverage this year with **325 placements**. In addition, Tourism Victoria established a new role, Influencer Media Relations Specialist, to respond to the changes in the media environment.

The team supported a number of initiatives including three Canada 150 familiarization tours (FAMs) in partnership with Destination Canada and developed five FAM experiences for media attendees of the Fairmont Empress's Cultural Symposium, the event that formally launched the newly restored property. Supporting the launch of the new Pacific Marine Circle Route campaign, the media team worked to secure high-profile coverage including a notable feature in Travel + Leisure magazine.

Having earmarked funds to pay qualified influencers for online content, the Media Relations team secured coverage of shoulder season experiences and around areas of perceived weakness in the destination (e.g. culinary experiences). The team also supported initiatives from Destination BC and Destination Canada including a high-profile YouTube campaign highlighting outdoor and urban experiences with Sam Kolder, a social influencer with 435,573 subscribers.

## Assisted Placements

### Canada

#### **Breakfast Television (Calgary)**

*Canada's 150th Celebrations* – June 2017

Viewership: 220KUS

#### **EnRoute Magazine**

*Five ways to turn over a new leaf in the Garden City* – June 2017

Circulation: 117K

Unique visitors per month: 555K

#### **Bacon Is Magic** (paid influencer initiative)

*The Gluttony Guide: Best Restaurants in Victoria, BC* –

December 2017

Unique visitors per month: 153K

### US

#### **Seattle Refined**

*The most festive activities in Seattle are just a short trip away* –

December 2017

Broadcast viewership: 40K

Online viewership: 200K

#### **Los Angeles Times**

*Cycle through cultural treasures* – May 2017

Circulation: 774K

#### **Travel + Leisure**

*This 180-mile road trip is the best way to see Canada's stunning coast* – August 2017

Circulation: 970K

Unique visitors per month: 3 million

#### **USA Today**

*10 reasons Victoria, B.C. shouldn't be kept a secret* – June 2017

Circulation: 2.5 million

### International

#### **Australian Geographic Outdoor Magazine**

*The Island* – September 2017

Circulation: 80K

#### **El Universal**

*Destinos: Ven a Victoria* – May 2017

Circulation: 120K

#### **New Zealand Herald**

*A garden retreat on Canada's Vancouver Island* – Sept 2017

Circulation: 9 million

**Mrs O Around The World** (paid influencer initiative with Destination Canada)

*A Perfect Day in Victoria, BC*

Unique visitors per month: 30K



# TRAVEL TRADE

In 2017, Tourism Victoria brought the travel trade team under one manager and into a larger, more focused marketing, communications and trade group. With this shift, the team benefited from greater collaboration and is now working cohesively toward the shared Tourism Victoria vision.

Under the leadership of the Chief Marketing and Distribution Officer, the travel trade team set achievable goals that are relevant to our work. We have also made strides to streamline job functions: the FAM and Sales Coordinator role has been restructured to focus on developing FAM itineraries and delivering quality experiences for our visiting travel trade and media, and we have increased the responsibility of the Marketing Coordinator to include sales, with a revised job description and title that now reflects administration support.

The travel trade channel is vital to the success of providing Greater Victoria with base business and aiding compression for the destination. Tour operators and receptive tour operators contract rates at least 12 to 18 months out. For our industry, a balanced portfolio of tour, leisure, corporate group and FIT minimizes risk and yields transient FIT and direct bookings.

The marketing, communications and travel trade team is working towards eight strategic priorities. Travel trade are the focus of six of these, aimed at delivering the best return for the destination:

1. Promote Greater Victoria as a year-round destination
2. Increase Greater Victoria products and experiences
3. Drive strong calls-to-action and promote conversion
4. Maximize partnerships with Destination BC and Destination Canada
5. Increase the promotion of the Greater Victoria region and drive regional disbursement
6. Increase the lengths of stay of visitors to Greater Victoria

In May, Tourism Victoria rolled out a partnership with Signature Travel Network (STN), a retail consortium with 6,000 independent members, predominantly in the United States. The partnership was funded in part by Destination Canada through a grant under the Connecting America program. Our efforts in the first year of the partnership focused on regular communications with STN's 6,000 member agents as well as direct mail to consumers in California that drive a strong call to action to visit Victoria. In December, Tourism Victoria staff attended STN's annual conference, engaging with 2,700 of its members through group training sessions. We were a gold sponsor for the event, which provided us with an exclusive opportunity to meet STN's top sellers. Our results from January to October 2017 show 40 per cent growth in bookings and 33



per cent growth in revenue compared to 2016. STN sells 22 different hotels across the Greater Victoria region.

The Tourism Victoria travel trade team are focused on two geographical areas, Asia/Pacific and North America/Europe. We have modelled our geographic approach based on achieving the best return on investment for the destination, long-term sustainability and consideration of how the markets align with Destination BC and Destination Canada. Our international markets are Australia, China, Germany, Japan, Mexico, South Korea, United Kingdom and the United States. Without question, the United States remains the largest international market based on proximity and intent to travel; however, we have seen growth from all of our identified international markets in 2017.

Tradeshows provide a platform to meet travel product buyers and identify business needs for our destination. In 2017, we partnered with Destination BC and Destination Canada to attend Corroboree (Australia), Rendezvous Canada (held in Calgary), Showcase Asia (China) and Focus (Japan). We successfully bid to host Canada's West Marketplace in November 2017. Hosting the event allowed us to reduce the number of sales calls and roadshows and focus on highlighting our destination to 150 product managers from across the globe. In addition to the four-day tradeshow, Tourism Victoria hosted a series of half-day FAMs, a welcome reception at the Victoria Public Market for B.C. delegates and 150 product buyers, and a VIP dinner held at the Harbour Air terminal.

# SPORT TOURISM

Greater Victoria is where champions are made, a great place to train and compete, and an ideal location for sporting events, activities and competitions.

We saw several big wins and achievements in 2017 that aligned with our strategy:

- 2019 IIHF World Junior Hockey Championships
- 2017 HSBC Sevens Series World Women's Rugby Championships
- 2017 Canadian Junior Men's and Women's Curling Championships.



Sporting events remain important to our community partners in Saanich and the West Shore, and in 2017 Tourism Victoria continued working to support our regional approach.

In addition to the events listed above, Tourism Victoria also committed to a multi-year partnership at Saanich Commonwealth Place with the Canadian National Swimming Trials which started in 2017.

All of this investment has been crucial to attracting events, programs and world-class athletes to Greater Victoria.

Sport tourism is currently a catalyst for \$117-million CAD in tourist spending in the Greater Victoria area every year. We currently host more than 100 major regional, provincial, national and international sporting events annually – and there are significant opportunities for continued growth.

SportHost Victoria and Tourism Victoria agreed to undertake an analysis and audit of the Victoria sports tourism framework. In 2017, SportHost and Tourism Victoria commissioned a review to assess the current model and recommend the way forward. SportHost Victoria and Tourism Victoria collaborated to create a new model to champion sports events and grow sport tourism for the benefit of the whole region: **The Greater Victoria Sport Tourism Commission**. The new Commission was launched in April 2018.

The structure of the new model is based on best practices learned from leading sport tourism destinations from around the world, and will strengthen our capacity to compete effectively for our share of this market.



# BUSINESS EVENTS VICTORIA



## BUSINESS EVENTS VICTORIA

2017 was a milestone year for Victoria in elevating the meetings business in our destination. Smart Meetings Magazine, one of the most influential publications for meeting planners and conference organizers, listed Victoria among the top 10 rising stars in the highly competitive international meetings industry. This is a huge accolade to recognize the dedicated efforts our destination is making to attract Conferences to our city.

In January 2017, the Victoria Conference Centre and Tourism Victoria's meeting sales teams officially became one team, merging our sales and marketing efforts to improve our competitiveness as a meetings destination. We are able to build on the strong foundation of the existing Conference Business fostered by the Victoria Conference Centre Sales and Events Team. The collaboration of the sales and marketing teams resulted in a significant increase of conferences and meetings business in Greater Victoria. We ended the year with nearly double the number of leads from 2016. By the end of the 2017, our Sales Team was operating at full capacity with three in-market General Sales Agents covering our key markets: the Pacific Northwest, eastern Canada and western United States. In addition two Senior Account Executives based at the

Victoria Conference Centre focused on city-wide conference opportunities from all markets.

By having in-market sellers and streamlining sales efforts within our team, we were able to streamline the number of tradeshow and industry events the Sales Team attended this year, which led to more opportunities for us to connect with clients and generate leads. In addition to exhibiting at the top industry tradeshow such as IMEX, CSAE, ASAE and IncentiveWorks, we targeted market-specific, business-to-business shows.

We launched a new marketing campaign, Cities in Sync, in collaboration with Tourism Saskatoon and Destination St. John's. This is a landmark initiative to create an efficient tool for planners booking conferences and meetings in Canada. The agreement allows meeting planners to book all three cities at once to support a natural rotation through eastern, central and western Canada. Significantly, the campaign allows each destination to know they have future business in future years. Since the launch of Cities in Sync, we have received more than 30 inquiries and anticipate the opportunities to increase as



### 2017 HIGHLIGHTS

Cities in Sync  
Team of In-Market Sellers  
HelmsBriscoe  
ConferenceDirect Partnership



# BUSINESS EVENTS VICTORIA

we continue to publicize the campaign through various media channels and tradeshows.

To further our reach to third-party meeting planners, we entered into preferred partnerships with HelmsBriscoe and ConferenceDirect. With a preferred partnership, we have had opportunities to meet with meeting planners, and we've accessed new and varied marketing channels to increase our profile, resulting in increased business opportunities.

Building on the success of last year's inaugural GM Missions in Toronto and Ottawa, we hosted three in-market client events in

Toronto, Ottawa and Vancouver with the theme of "Innovent." These events highlighted Greater Victoria's dynamic culinary scene and educated our clients on the region's wide range of culinary offerings for their meeting delegates. We had record attendance at these venues and received positive feedback:

Throughout the year, we hosted hotel and other site visits and FAMs to bring potential clients to our destination. We hosted our largest FAM to date in the fall with 17 clients attending. Many of these visits resulted in clients confirming business in our destination.

	2017 GOALS	2017 YEAR END	2016 YEAR END	COMPARISON TO GOALS	COMPARISON TO 2016
CONFIRMED ROOM NIGHTS	13,000	22,966	12,169	+76.7%	+88.7%
NEW LEADS	130	220	138	+69.2%	+59.4%
POTENTIAL ROOM NIGHTS	50,000	77,263	56,058	+54.5%	+37.8%
VCC DELEGATE DAYS	108,000	108,836	106,808	+0.8%	+1.9%
VCC REVENUE	\$995,000	\$1,330,263	\$1,132,846	+33.7%	+17.4%





# VISITOR SERVICES

## Visitor Centre

As reported in the 2015 Annual Report, Tourism Victoria negotiated a long-term, 10-year lease with the City of Victoria for our Visitor Centre on the Inner Harbour. The lease allows for two five-year renewal options.

In late 2017, we began planning renovations to the Visitor Centre with the City of Victoria. The renovations are planned in 2019, subject to approvals.

## Focus on Improving Member Product Sales and Knowledge

Building on the success of the past two years, Visitor Services continued to focus on informing travellers about products and services offered by our members as well as selling tickets and merchandise at the Visitor Centre. We continued to place a strong emphasis on sales training and product knowledge, and we added additional member products to our sales roster.

Sales of member products have grown from less than \$1 million in 2014 to nearly \$1.6 million in 2016 to more than \$1.8 million in 2017. In April 2017, Tourism Victoria implemented a new point of sale system that allows Visitor Centre staff to handle a high volume of sales quickly, both online and on the premises. This new point of sale system allowed us to increase

the volume of products and tickets we sell as well as collect contact information from visitors, so we can follow up and offer them additional support.

## Volunteer Program

In 2017, Tourism Victoria once again conducted its volunteer program. More than 75 friendly and dedicated volunteers roamed throughout downtown and Ogden Point assisting around 100,000 visitors. In addition to greeting visitors and answering questions, volunteers took steps to pre-qualify customers for member products through a sales referral program. In 2017, these referrals helped generate more than 550 sales at the Visitor Centre.

## Ogden Point Operations

Tourism Victoria offered services at the Ogden Point terminal, as we have since 2015. Working in partnership with the Greater Victoria Harbour Authority and Western Stevedoring, the Visitor Centre kiosk at Ogden Point provided an opportunity to offer general information to cruise visitors and refer them to Tourism Victoria member businesses while in port. This service point also gave us a platform to encourage visitors to learn more about Greater Victoria and inspire them to return for a land-based vacation.



## 2015 to 2017 Performance

	2015	2016	2017
<b>Visitor Parties Served</b>	48,654	41,934	44,556
<b>Visitors Served</b>	109,151	94,740	108,289
<b>Ticket Sales</b>	\$1,555,786	\$1,595,939	\$1,855,703
<b>Volunteer Sales Referrals</b>	476	505	563
<b>Foot Traffic Counter</b>	340,300	337,413	343,116

# MEMBER SERVICES

Members are the foundation of Tourism Victoria. In 2017, Tourism Victoria ended the year with 983 membership listings. That's up 3% from 952 at the end of 2016.

## Member Education Series

A key priority for our Member Services team is providing learning environments for our members to improve their competitiveness. In 2017, the Member Services team provided six member workshops. On average, 20 members took advantage of our complimentary member workshops, covering a wide range of topics from Online Reputation Management to Crisis Communications and Maximizing the Value of Membership.

## Member Events

Tourism Victoria continued our popular monthly mixers for members. Mixers were held in unique, tourism-related venues across Greater Victoria. In total, we arranged ten Member Mixers in 2017 across Greater Victoria, with an average attendance of 80 members. These events shine a spotlight on the host businesses and encourage members to extend their business networks.

Other major events included our Annual General Meeting, Open House and Christmas Luncheon. All were very well-received and well attended – in fact, our Christmas Luncheon was oversold creating a highly festive atmosphere.

## Coffee Talks

Member Services team arranged for over 40 members to come into the Corporate Office to update staff on their businesses and get to know Corporate Office staff.

## Personal Business Visits

Member Services team conducted regular visits of member businesses, across Greater Victoria, to ensure that members are aware of member benefits, events and opportunities.

### 2017 HIGHLIGHTS



# CORPORATE COMMUNICATIONS AND DESTINATION MANAGEMENT

Corporate communications continues to be an important function of Tourism Victoria. As tourist numbers increase and Greater Victoria becomes a year-round destination, it is important Tourism Victoria communicates the positive contribution tourism has to the local economy. As with any economic sector, local communities play an integral part in the ability of local businesses to operate successfully. This social license for the local tourism sector does not happen by accident, but by building and maintaining relationships with stakeholders across Greater Victoria. As with any relationship, ongoing communication is essential. A spirit of collaboration has emerged between organizations such as Greater Victoria Chamber of Commerce, Downtown Victoria Business Association, Greater Victoria Harbour Authority and many local governments. Our relationship with the Province remains strong and we will be rolling out our destination development strategy with Destination BC in the near future. Outreach to elected officials, local media and many others with a vested interest in how the tourist sector operates in Greater Victoria is an important part of Tourism Victoria's corporate communications.

As the tourism economy grows in Greater Victoria, so does the ability of Tourism Victoria to play a more active role in representing its members. Tourism Victoria is now taking a lead role in furthering the destination's priorities and acting as a public voice on important issues. For example, Tourism Victoria is front and centre in advocating for regulations around short-term vacation rentals at the municipal level,



and equitable taxation on short-term vacation rentals at the provincial and federal levels. Belleville Terminal is another important file and remains a priority as does the Ogden Point Master Plan. Representing our members is at the core of our mandate. Over the past year this representation has taken on more of a public-facing role.

## 2017 HIGHLIGHTS

118 Local Media Placements



# FINANCE AND CORPORATE SERVICES

Following a slow start the tourism industry in Greater Victoria experienced another strong year in 2017. Caution in the marketplace for the first half of the year led Tourism Victoria management to remain conservative and prudent in its budgeting, spending and procurement for 2017. However, the second half of 2017 was very strong as indicated by our revenue growth in that period of time.

Tourism Victoria's top line revenue increased 38.1 per cent - or \$2,249,936 - in 2017 from 2016. The increase was not only due to the strong second half of the year but also due to the fact Tourism Victoria became the official 'eligible entity' for the City of Victoria. Tourism Victoria receives Municipal Regional District Tax (MRDT) revenue from the City of Victoria and District of Saanich. These funds form the majority of the destination marketing budget. As part of the agreement that designated Tourism Victoria eligible entity status, the MRDT received by Tourism Victoria increased from 2.0 to 2.8 per cent from the City of Victoria. Tourism Victoria now receives an increased share of the City of Victoria MRDT as well. Prior to 2017, 30 per cent of each monthly amount was held by the City of Victoria (approximately \$596,000 in 2016) to market the Victoria Conference Centre. When Tourism Victoria assumed leadership of the Victoria Conference Centre from the City of Victoria in 2017, the 30 per cent monthly holdback ceased and flowed to Tourism Victoria instead.

In line with the increases to revenue our core marketing services were delivered throughout the year. Marketing services account for 69.7 per cent of our total spend. This is up slightly from 2016 when it was 68.8 per cent. It was positive to see that given the large increase to our top line revenue that marketing services were provided at a similar percentage as the previous year. This is a testament to our staff's hard work and dedication to marketing Greater Victoria as a world class destination.

The above is even more impressive when we look at the labour costs compared to revenue for the year, which was 29 per cent of Tourism Victoria's budget (2017 Target: 31 per cent). Going forward Tourism Victoria will look to increase its labour budget to 33 per cent, as an organization the size of Tourism Victoria needs a higher percentage to be sustainable in the long term.

Tourism Victoria's 2017 fiscal year reported a net operating-surplus of \$416,372. Tourism Victoria is a not-for-profit organization and not in the business of generating unnecessary surpluses. However, Tourism Victoria management is committed to being diligent stewards of our stakeholders' funds and to spend only when it is appropriate and in line with our core mission. The Greater Victoria tourism economy is strong, but we have seen cycles in the industry in the past.

We must be prepared for a potential downturn in the Greater Victoria tourism industry. Therefore, up to 50 per cent of the total surplus will be transferred to the internally restricted reserve fund, which is in place to cover operating costs for up to six months in the event of a significant economic decline.

*Further details and explanation of revenues and expenses are provided in the Management Financial Analysis section, page 38-39.*

Tourism Victoria is a not-for-profit, member-based organization. All received funding was variable and vulnerable in 2017. However, as mentioned the organization was named the eligible entity for City of Victoria MRDT funds by the Provincial Government. This designation has the full support from industry and government partners. The new agreement will provide long-term funding stability for Tourism Victoria's sales and marketing efforts. Tourism Victoria's revenues will continue to show some variations from internal forecasts, but they will continue to be monitored on a monthly basis - allowing as much time as possible for corrective action to be implemented if necessary.

## MUNICIPAL AND REGIONAL DISTRICT TAX (MRDT)

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Jobs, Tourism and Skills Training, and Destination British Columbia. The MRDT program is one of a number of supports available to enhance tourism marketing in B.C.

The MRDT program is intended to help grow B.C. revenues, visitation and jobs, and amplify B.C.'s tourism marketing efforts in an increasingly competitive marketplace.

To promote a coordinated and efficient use of funds, the following MRDT program principles have been adopted:

- Effective tourism marketing, programs and projects
- Effective local-level stakeholder support and inter-community collaboration
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics
- Fiscal prudence and accountability.

From: Municipal and Regional District Program Requirements Fall 2015

(Government of British Columbia)

# RISK MANAGEMENT

Tourism Victoria continues to actively monitor its operating environment for risks. Management assesses both the likelihood and potential impacts of each risk, and works to manage them down and mitigate effects. The following risks were identified during 2017.

Risk Level	Description
High	Very likely risk with highly significant or acute impacts financially and/or on ability to deliver strategy.
Medium-High	Likely risk with potentially significant impacts financially and/or on ability to deliver strategy.
Medium	Compromises finances or operations and places constraints or drag on ability to deliver strategy.
Low-Medium	Risk is present or likely but only moderately impacts ability to deliver strategy.
Low	Risk exists in the environment but is not materially impacting ability to deliver strategy.

Risk	Description	Current Assessment of Impact and Likelihood	Mitigation Strategy
Other Entities Positioning as Official Tourism Boards	Organizations may seek to benefit by riding on Tourism Victoria's efforts and success promoting business in Victoria. These organizations represent themselves to consumers as official tourism boards, causing confusion for consumers.	Medium likelihood but is being managed to have low impact by ensuring awareness, consistent branding, high standards, and clear messaging for Tourism Victoria.	Continuing a strong, consistent, clearly defined, and recognized brand presence across Victoria's tourism landscape. Highlighting misrepresentation, monitoring instances of poor quality and/or standards, and taking action on infringements to branding and intellectual property.
Organizations and/or Individuals Seeking Non-Strategic Asks	Highly productive and successful organizations are often at risk of others seeking to exploit them in ways that do not contribute to goals nor align with strategic objectives.	Medium likelihood but with low impact. While Tourism Victoria is highly strategic and focused on performance, some regard the organization as mainly a wallet to fund their ideas or ventures that benefit them personally, loosely in the name of being 'good for tourism'.	Applying a strong ROI filter to all partnership asks and being very rigorous in monitoring, reporting, evaluation, and follow-up. Make decisions to suspend, reduce, or withdraw support for any legacy programs that no longer deliver ROI or where there is insufficient information for sound decisions.
Increased Scrutiny	When membership-based and non-profit organizations gain increased funding there is often a need for greater transparency when accounting for how funds are used as well as returns on investment. Examples include the recent introduction of per diems for meals for staff and greater analysis of balanced scorecard results. There is the risk the organization may lack sufficient performance tracking and/or evaluation systems.	High likelihood but low impact given Tourism Victoria's systems and mitigation. The organization operates on the basis that more funding increases accountability and comes with greater scrutiny by members, stakeholders and government.	Tourism Victoria is a Balanced Scorecard organisation tracking robust KPI's across all channels. Activities that do not support execution of Tourism Victoria's strategy or business plan are not pursued. Tourism Victoria has increased capacity in governance and evaluation to unlock the full potential of balanced scorecard.

# RISK MANAGEMENT

Risk	Description	Current Assessment of Impact and Likelihood	Mitigation Strategy
Managing Disruptive Tourism Industry Risks	The growing tourism industry is subject to a diversity of ongoing disruptions and/or shocks from macro-level external economic, political and societal forces.	Medium likelihood and impact. In 2015 tourism in Victoria was disrupted by volatile stocks and reduced consumer confidence, slow global growth, terrorism globally, and potentially fewer visitors from Seattle. Although these factors have been much less prominent in 2017 and some have been mitigated, it remains prudent to continue focusing on this risk going forward.	Continue building a solid tourism brand via promotional efforts to ensure Greater Victoria remains desirable to visit, irrespective of external conditions. Adhering to sound protocols for managing issues and communications. Ensuring strong relationships are maintained with industry partners.
Impacts of the Sharing Economy	Ongoing growth of the sharing economy could impact tourism adversely from overcrowding, loss of social license, uneven playing fields, and inequitable socio-economic contributions. Growth of sharing economy tours and activities (Airbnb Experiences) is likely to be a main concern going forward.	Medium likelihood and impact given increasing recognition of the socio-economic effects of the sharing economy as well as recent developments securing regulation and taxation. Over the short to medium term the primary concern will be risks from the expansion of sharing economy tours or experiences.	Continue to engage with diverse stakeholders to better understand and address the sharing economy, and work in partnership with key stakeholders and government to develop effective solutions. Build knowledge base about statutory, license, and safety requirements for operators of activities offered as tours or experiences.
Business Events Strategy Failure	New lines of business may be vulnerable to changes in the market, unanticipated forces, or learning curves while rolling out. There is a risk outcomes might not match expected returns on investment.	Medium likelihood and impact. Tourism Victoria's strategy for Business Events is investing in and helping to develop major events and/or conferences in order to build visitation across the shoulder season. This is a new business line for Tourism Victoria and it carries a risk of one or some of the events and conferences not being as fully beneficial and/or successful as anticipated. Although IMPACT and Comic Con are viable, it is necessary to improve business performance for both events.	Clearly defined benchmarks for success are in place and being tracked. If this line of business is not successful over the medium term there is scope for selective strategic divestitures. Experience to date suggests positive progress and results, with strong business going forward. The risk has been further mitigated through hiring a Vice President, Major Events and Conferences with accountability for profit and loss performance.
Visitor-Resident Interface	Although Tourism Victoria is focused on a strategy of long term sustainability and yield rather than only high volume, calls about over-tourism are increasing in Canada and may eventually surface in Victoria. Tourism's impact on residents must be constantly monitored and the interface must be well understood. To avoid loss of social license, it is critical to anticipate and address issues and concerns effectively.	While there is currently a low likelihood of this becoming a concern in Victoria, largely due to Tourism Victoria's focus on sustainable tourism and sound decisions on carrying capacity, this could have high impact on tourism business if it became an issue for local communities.	Tourism Victoria will continue to focus on acting responsibly and being seen to do the right thing from a social impact perspective. Community-first approaches will be used in formulating strategy, to ensure carrying capacity stays healthy and our social license is maintained. Tourism Victoria is developing dispersion strategies for Greater Victoria and southern Vancouver Island, and working increasingly candidly with partner agencies.

# BALANCED SCORECARD

2017 was the third full year that Tourism Victoria deployed the Balanced Scorecard performance management framework. The Balanced Scorecard provides a clear and concise framework for implementing and tracking targets across multiple dimensions focused on each pillar of strategy. Below are targets and results for the 2017 Balanced Scorecard as well as targets for 2018, including some new or amended measures for 2018.

Greater Victoria Tourism Industry Indicators <sup>1</sup>						
Measure	Unit	2014 Result	2015 Result	2016 Result	2017 Result	2018 Target
Accommodation Occupancy Rate	%	66.7	70.2	74.2	73.4	71.7 <sup>2</sup>
Average Daily Room Rate	\$	134.81	147.74	159.55	169.19	167.00 <sup>2</sup>
RevPAR	\$	89.87	103.65	118.43	124.21	120.00 <sup>2</sup>
Conference Centre Delegate Days	#	98,235	96,590	106,808	108,836	109,000
YYJ Airport Arrivals	#	1,650,165	1,710,825	1,856,421	1,934,842	---

## Tourism Victoria Performance Measures

### 1. Financial Perspective

Measure	Unit	2014		2015		2016		2017		2018
		Target	Result	Target	Result	Target	Result	Target	Result	Target
Marketing Campaign ROI	ratio	N/A	39:1	20:1	78:1	30:1	58:1	30:1	56:1	30:1
Business Events Confirmed Room Nights	#	N/A	9,371	11,000	12,788 <sup>3</sup>	11,500	12,169	13,000	22,966	20,000
Victoria Conference Centre Revenue	\$	N/A	N/A	N/A	949,501	N/A	1,132,846	995,000	1,330,263	1,100,000
Visitor Centre Ticket Sales	\$	1,050,000	1,033,631	1,250,000	1,555,786	1,650,000	1,595,939	1,675,000	1,855,703	1,800,000
Gross Membership Services Revenue	\$	976,327	966,592	978,050	995,100	1,016,350	1,096,784	1,041,100	1,095,378	1,200,000
Proportion of Gross Revenue Allocated to Labour	%	N/A	39.8	39.0	35.7	38.3	35.8	31.3	29.8	33.0

### 2. Customer Perspective

Measure	Unit	2014		2015		2016		2017		2018
		Target	Result	Target	Result	Target	Result	Target	Result	Target
Sessions on TourismVictoria.com - Total Digital Platform	#	N/A	1,432,440	N/A	1,858,674	N/A	2,133,963	2,000,000	1,836,529	2,000,000
Travel & Lifestyle Media Editorial Placements	#	268	311	275	350 <sup>4</sup>	300	319	325	329	325
Total Engagement on Social Channels - Facebook	#	N/A	N/A	N/A	89,000	111,000	187,112	233,890	224,504	N/A
Total Engagement on Social Channels - Twitter	#	N/A	N/A	N/A	47,000	58,750	73,929	92,411	82,986	N/A
Total Engagement on Social Channels - Instagram	#	N/A	N/A	N/A	72,000	114,600	205,747	411,494	322,979 <sup>5</sup>	N/A
Earned Media Advertising Equivalency	\$	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Benchmark
Travel Trade New Business Leads for Members	#	N/A	153	200	307	300	328	375	484	375
Incremental Overnight Tour Programs	#	8	7	10	23	15	16	18	12	20
Travel Trade Cooperative Programs ROI	ratio	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5:1
Business Events Potential Room Nights	#	41,700	56,784	43,000	42,040	45,000	56,058	50,000	77,263	70,000

# BALANCED SCORECARD

## Tourism Victoria Performance Measures

### 3. Internal Process Perspective

Measure	Unit	2014		2015		2016		2017		2018
		Target	Result	Target	Result	Target	Result	Target	Result	Target
Annual Savings in Overhead	\$	N/A	N/A	25,000	26,950	10,000	16,389	10,000	18,950	7,500
Scope and Develop Robust Festivals & Events Strategy		N/A	N/A	Yes / No	No	Underway	Completed	Deliver strategy	Delivered	N/A
Website Platform		N/A	N/A	N/A	N/A	N/A	N/A	Underway	On time within budget	N/A
Visitor Centre Plan for Renovations		N/A	N/A	N/A	N/A	N/A	Scoped	Commence	Architect drawings completed	Plan approved and work underway
Brand Refresh and Update		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Completed and rolled out

### 4. Learning & Growth Perspective

Measure	Unit	2014		2015		2016		2017		2018
		Target	Result	Target	Result	Target	Result	Target	Result	Target
Employee Engagement Composite Measure	%	N/A	N/A	Benchmark	Underway	65.0	63.3	65.0	65.7	68.0

### 5. Foundation

Measure	Unit	2014		2015		2016		2017		2018
		Target	Result	Target	Result	Target	Result	Target	Result	Target
Member Satisfaction Rate (Satisfied or Neutral)	%	70	95	90	97	90	97	90	90	90
Local Media Placements	#	N/A	N/A	75	130	115	134	115	118	115
Political Briefings or Opportunities	#	N/A	N/A	20	40	35	40	35	41	40
Community Support for Tourism		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Benchmark

<sup>1</sup> Source: Chemistry Consulting Group.

<sup>2</sup> Source: Chemistry Consulting Group. Final Report - Greater Victoria Occupancy, APR and RevPAR Research Findings 2017.

<sup>3</sup> SV actual result 10,920 plus CWM confirmed for minimum 1,660 nights not yet contracted = 12,580 nights.

<sup>4</sup> Whale footage that went viral accounted for 62 placements; without this footage placements are 288.

<sup>5</sup> Industry growth in Instagram engagement during 2017 averaged 40%. Applying this to 2016 results gives an industry-based target of 288,046 for 2017. This target was exceeded, with a 57% increase in engagement compared to 2016.





KPMG LLP  
St. Andrew's Square II  
800-730 View Street  
Victoria BC V8W 3Y7  
Canada  
Telephone 250-480-3500  
Fax 250-480-3539

## INDEPENDENT AUDITORS' REPORT

To the Members of Greater Victoria Visitors & Convention Bureau

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the Greater Victoria Visitors & Convention Bureau, which comprise the statement of financial position as at December 31, 2017, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.



*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Greater Victoria Visitors & Convention Bureau as at December 31, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Report on Other Legal and Regulatory Requirements**

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied by the Greater Victoria Visitors and Convention Bureau in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

*KPMG LLP*

Chartered Professional Accountants

Victoria, Canada  
April 4, 2018

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

## Statement of Financial Position

December 31, 2017, with comparative information for 2016

	2017	2016
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 1,542,163	\$ 789,980
Short-term deposits (note 2)	632,880	440,031
Accounts receivable	1,139,783	1,255,774
Inventories	4,211	5,658
Prepaid expenses	124,616	125,033
	<u>3,443,653</u>	<u>2,616,476</u>
Capital assets (note 3)	247,768	198,367
	<u>\$ 3,691,421</u>	<u>\$ 2,814,843</u>

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 785,721	\$ 479,004
Deferred revenue (note 5)	521,700	582,624
Deferred destination marketing fees (note 6)	587,536	342,747
	<u>1,894,957</u>	<u>1,404,375</u>
Leasehold inducements	156,671	187,047
Net assets:		
Internally restricted reserve fund (note 7)	617,076	429,076
Unrestricted	1,022,717	794,345
	<u>1,639,793</u>	<u>1,223,421</u>
Commitments (note 8)		
	<u>\$ 3,691,421</u>	<u>\$ 2,814,843</u>

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

## Statement of Operations

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
<b>Revenues:</b>		
Municipal regional district tax (note 11)	\$ 5,403,376	\$ 3,056,580
Destination marketing fee (note 6)	1,111,390	1,229,103
<b>Membership services:</b>		
Membership fees	490,794	465,615
Advertising fees	604,584	631,169
Retail sales	71,187	61,167
Sundry	34,543	41,573
Events	17,810	22,763
	1,218,918	1,222,287
Travel auction	32,919	25,614
<b>Government grants:</b>		
Municipal	44,000	49,000
Visitor services	120,000	122,700
Reservation and ticket commissions	218,758	194,141
	8,149,361	5,899,425
<b>Expenses:</b>		
<b>Marketing services (note 9)</b>		
Advertising and publications	2,500,193	1,850,763
Media relations	523,091	418,375
Travel trade	765,743	657,243
Research	133,018	211,930
Business events	1,508,453	664,879
Web marketing	250,191	260,073
	5,680,689	4,063,263
General and administrative	895,277	626,044
Information services	817,324	638,704
Membership services	258,949	176,692
Amortization	80,750	68,031
	7,732,989	5,572,734
<b>Excess of revenues over expenses</b>	<b>\$ 416,372</b>	<b>\$ 326,691</b>

See accompanying notes to financial statements.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

## Statement of Changes in Net Assets

Year ended December 31, 2017, with comparative information for 2016

	Internally Restricted Reserve Fund	Unrestricted	Total
Balance, December 31, 2015	279,076	617,654	896,730
Excess of revenues over expenses	-	326,691	326,691
Transfer to reserve fund	150,000	(150,000)	-
Balance, December 31, 2016	429,076	794,345	1,223,421
Excess of revenues over expenses	-	416,372	416,372
Transfer to reserve fund	188,000	(188,000)	-
Balance, December 31, 2017	\$ 617,076	\$ 1,022,717	\$ 1,639,793

See accompanying notes to financial statements.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

## Statement of Cash Flows

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operations:		
Excess of revenues over expenses	\$ 416,372	\$ 326,691
Items not involving cash:		
Amortization of capital assets	80,750	68,031
Amortization of leasehold inducements	(30,376)	(20,693)
	466,746	374,029
Change in non-cash operating working capital:		
Accounts receivable	115,991	(270,782)
Inventories	1,447	(3,057)
Prepaid expenses	417	(19,538)
Accounts payable and accrued liabilities	306,717	25,984
Deferred destination marketing fees	244,789	59,845
Deferred revenue	(60,924)	28,362
	1,075,183	194,843
Investing:		
Purchase of capital assets	(130,151)	(36,524)
Increase in short-term deposits	(192,849)	(153,295)
	(323,000)	(189,819)
Increase in cash and cash equivalents	752,183	5,024
Cash and cash equivalents, beginning of year	789,980	784,956
Cash and cash equivalents, end of year	\$1,542,163	\$ 789,980

See accompanying notes to financial statements.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2017

---

## **Nature of operations:**

Greater Victoria Visitors & Convention Bureau (the "Bureau") is incorporated under the Society Act (British Columbia) as a non-profit organization as described in paragraph 149(1) of the Income Tax Act. The Bureau is exempt from income taxation. Its principal business activity is the promotion of tourism in the Greater Victoria area. On November 28, 2016, the new Societies Act (British Columbia) became effective. The Bureau has until November 28, 2018 to transition to the new act.

## **1. Significant accounting policies:**

These financial statements are prepared in accordance with Canadian accounting standards for Not-For-Profit Organizations in Part III of the CPA Handbook. The Bureau's significant accounting policies are as follows:

### **(a) Revenue recognition:**

The Bureau follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Revenue from membership dues is recognized on a straight-line basis over the term of the membership. Revenue from advertising spaces is recognized on a straight-line basis over the term of the contract. Government grants are recorded as revenue on a straight-line basis over the term of the grant. Reservation and ticket sales are collected on behalf of members and the net commissions are recognized as revenue when a service has been rendered for which a fee is chargeable. The municipal regional district tax revenue is recognized in the period in which the related room sales occur. Destination marketing fees are recorded as revenue in the period in which the related expenses have occurred.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

**1. Significant accounting policies (continued):**

(b) Capital assets:

Capital assets are recorded at cost, less accumulated amortization. Amortization is provided using the following methods and annual rates:

Asset	Basis	Rate
Office furniture and equipment	Straight-line	5 years
Computer equipment	Straight-line	3 years
Leasehold improvements	Straight-line	remaining lease term
Tradeshaw equipment	Straight-line	3 years
Computer software	Straight-line	3 years
Website development costs	Straight-line	3 years

When a capital asset no longer has any long-term service potential to the Bureau, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations.

(c) Leasehold inducements:

Leasehold inducements are recorded at the cost of leasehold improvements paid for by the landlord and are amortized on a straight-line basis over the lease term.

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Bureau has not elected to carry any such financial instruments at fair value. Financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

(e) Inventories:

Inventories are recorded at the lower of actual cost and net realizable value.



# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 1. Significant accounting policies (continued):

### (f) Use of estimates:

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the amortization period and rates for capital assets and provisions for impairment of accounts receivable.

## 2. Short-term deposits:

Short-term deposits consist of guaranteed investment certificates bearing interest of 1.20% and 1.08% (2016 – 1.04% and 0.81%) per annum.

## 3. Capital assets:

	2017		
	Cost	Accumulated amortization	Net book value
Office furniture and equipment	\$ 90,121	\$ 81,293	\$ 8,828
Computer equipment	61,960	55,383	6,577
Leasehold improvements	272,062	144,939	127,123
Tradeshaw Equipment	14,504	7,864	6,640
	438,647	289,479	149,168
Website development costs	127,200	28,600	98,600
	\$ 565,847	\$ 318,079	\$ 247,768

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 3. Capital assets (continued):

				2016
	Cost	Accumulated amortization		Net book value
Office furniture and equipment	\$ 90,121	\$ 68,920	\$	21,201
Computer equipment	61,960	43,947		18,013
Leasehold improvements	256,872	117,733		139,139
Tradeshaw equipment	4,544	3,029		1,515
	413,497	233,629		179,868
Website development costs	22,199	3,700		18,499
	\$ 435,696	\$ 237,329	\$	198,367

## 4. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$19,624 (2016 - \$17,440), which includes amounts payable for payroll remittances, sales tax and workers' safety insurance.

## 5. Deferred revenue:

		2017		2016
Membership dues	\$	149,931	\$	205,394
Advertising fees and listing revenue		140,552		159,215
Deferred vacation guide advertising		231,217		218,015
	\$	521,700	\$	582,624

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 6. Deferred Destination Marketing fees:

The Bureau has entered into an agreement with the Victoria Hotel Destination Marketing Association ("VHDMA") to conduct destination marketing funded by destination marketing fees collected from member hotels. The continuity of these revenues is as follows:

	2017	2016
Balance, beginning of year	\$ 342,747	\$ 282,902
Amounts received	1,106,096	900,853
Amounts receivable	250,083	388,095
	1,698,926	1,571,850
Revenue recognized	1,111,390	1,229,103
Balance, end of year	\$ 587,536	\$ 342,747

## 7. Internally restricted reserve:

To maintain Tourism Victoria's financial stability, an internally restricted reserve has been designated to provide for operating costs, for a period of up to six months, in the event of a significant economic decline. These internally restricted funds are available only at the approval of the Board of Directors. This reserve is funded by short-term deposits.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 8. Commitments:

### (a) Leases:

The Bureau leases the premises it occupies. The lease at Suite 200 - 737 Yates Street is for the period June 1, 2012 to May 31, 2022. The Bureau secured additional space at 737 Yates Street for the period March 16, 2017 to May 31, 2022. The lease for the Visitor Centre on Wharf Street is for the period January 1, 2016 to December 31, 2025. Minimum future lease payments over the next five years are as follows:

	Yates Street	Visitor Center	Total
2018	\$ 170,150	\$ 73,361	\$ 243,511
2019	170,150	78,238	248,388
2020	170,150	78,238	248,388
2021	170,150	78,238	248,388
2022	80,958	81,457	162,415
Thereafter	-	244,371	244,371

### (b) David Foster Harbour Pathway:

The Bureau entered into an agreement in 2016 to contribute one million dollars to the building of the David Foster Harbour Pathway ("DFHP"). Payment will be made to the City of Victoria by December 1<sup>st</sup> of each year in the amount indicated in the following schedule.

During 2017, the Bureau contributed \$150,000 to the City of Victoria for the DFHP. The contribution is included on the statement of operations in general and administrative expenses.

These payments are firm and will not be adjusted with inflation:

	DFHP Contributions	Accumulated Contributions
2018	\$ 95,000	\$ 245,000
2019	95,000	340,000
2020	95,000	435,000
2021	100,000	535,000
2022	100,000	635,000
2023	105,000	740,000
2024	105,000	845,000
2025	105,000	950,000
2026	50,000	1,000,000

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 9. Allocated expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain general and administrative support expenses to departments by identifying the appropriate basis of allocating and applying that basis consistently each year. Support salaries and benefits are allocated proportionately on the basis of activity in the department. Support expenses are allocated proportionately based on the square footage of office space in each department. The allocations are as follows:

	2017	2016
Advertising and publications	\$ 189,383	\$ 170,004
Media relations	159,422	142,637
Travel trade	188,784	171,854
Research	34,992	33,006
Business events	188,623	171,709
Web marketing	65,498	57,553
	\$ 826,702	\$ 746,763

## 10. Financial risks and concentration of risk:

The Bureau believes that it is not exposed to significant interest rate or cash flow risk arising from its financial instruments. Liquidity risk is limited as all investments are held in instruments that are highly liquid and can be disposed of to settle commitments. The Bureau also maintains a line of credit arrangement to enable short term borrowing if needed.

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Bureau limits its exposure to credit risk on cash and cash equivalents and short-term deposits by investing in instruments issued by high credit quality financial institutions. The Bureau is also exposed to credit risk with respect to accounts receivable. The risks are minimal as the most significant receivables relate to amounts due from various governments. The Bureau monitors member and other receivables to ensure amounts remain current. Historically, the extent of receivables not recovered has not been significant.

The Bureau is exposed to interest rate risk on its fixed interest rate short term deposits however all such investments are generally held to maturity as the Bureau does not trade in such securities.

The Bureau is exposed to financial risk as a result of exchange rate fluctuations and the volatility of these rates.

# GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 11. Schedule of Municipal Regional District Tax and Destination Marketing Expenses:

	2017	2016
Total municipal regional district tax revenues were:		
City of Victoria	\$ 5,209,656	\$ 3,480,870
District of Saanich	193,720	171,530
	5,403,376	3,652,400
Retained by the City of Victoria for the Victoria Conference Centre	-	(595,820)
	5,403,376	3,056,580
Destination marketing fee	1,111,390	1,229,103
	6,514,766	4,285,683
Marketing services:		
Advertising and publications	2,500,193	1,850,763
Media relations	523,091	418,375
Travel trade	765,743	657,243
Research	133,018	211,930
Business events	1,508,453	664,879
Web marketing	250,191	260,073
	5,680,689	4,063,263
Visitor information services	245,197	191,611
Amortization	61,202	45,515
	5,987,088	4,300,389
Excess (deficiency) of revenue over expenses	\$ 527,678	\$ (14,706)

# MANAGEMENT FINANCIAL ANALYSIS

Tourism Victoria is a not-for-profit, member-based organization. Visitor Services and Member Services are funded mainly by membership fees, member-exclusive advertising opportunities on Tourism Victoria's website as well as in print publications and at the Visitor Centre. Revenue is also generated from member events.

## Revenues

### Municipal and Regional District Tax

Municipal Regional District Tax (MRDT) revenue increased by 76.7 per cent - from \$3,056,580 in 2016 to \$5,403,376 in 2017. Tourism Victoria receives MRDT from the City of Victoria and District of Saanich, and these funds form the majority of the destination marketing budget. In 2017, the MRDT was increased from 2.0 to 2.8 per cent from the City of Victoria. Tourism Victoria also receives an increased share of MRDT. Prior to 2017, 30 per cent of each monthly amount was held by the City of Victoria (approximately \$596,000 in 2016) to market the Victoria Conference Centre (VCC). When Tourism Victoria assumed leadership of the VCC from the City of Victoria in 2017, the 30 per cent monthly holdback ceased and flowed to Tourism Victoria instead. In line with revenue increases for the VCC, lines for business expenses and obligations also increased.

### Destination Marketing Fee

Destination Marketing Fee (DMF) released revenue was \$1,111,390 in 2017, down from \$1,229,103 in 2016. This represents a 9.6 per cent decrease. It is important to note that Tourism Victoria can only record DMF funds provided there is a corresponding expense to which the revenue can be matched. If more DMF funds are received than are expensed in a period, then the excess funds are recorded as deferred revenue liability on the balance sheet. The amount of DMF funds recorded as deferred revenue increased by 71.4 per cent from \$342,747 (2016) to \$587,536 (2017).

The DMF is administered by the Victoria Hotel Destination Marketing Association (VHDMA) as a 1 per cent voluntary marketing fee applied to the hotel rate for guests. Approximately 20 hotels in downtown Victoria voluntarily joined the program, which began June 1, 2011. The funds generated from this fee go to Tourism Victoria exclusively for sales and marketing initiatives with the express purpose of generating room nights.

### Membership Services

Membership services revenue includes fees for membership, advertising, events and retail sales. Revenues held steady in 2017 with only a slight decrease of 0.3 per cent (\$3,369

compared to 2016. Membership fees were up from \$465,615 in 2016 to \$490,794 in 2017. However this was offset by advertising revenue decreasing from \$631,169 in 2016, to \$604,584 in 2017.

### Travel Auction

Tourism Victoria hosts an online travel auction with donations from both members and non-members twice a year. In 2016, travel auctions generated \$25,614. That compares to \$32,919 in 2017. The net funds from these activities are primarily put toward membership activities and initiatives.

### Reservation and Ticket Commissions

Tourism Victoria sells members' tickets, bus passes, maps and special-event tickets at the Visitor Centre. In 2017, commissions on revenue from these activities increased by 12.7 per cent, or \$24,617 from 2016.

### Grants

Grants were received from both the City of Victoria and the District of Saanich in 2017. The funding was used to support the operation of Tourism Victoria's Visitor Centre. Grant applications are submitted annually and are not guaranteed. In addition, the following municipalities also support Tourism Victoria through their membership: City of Victoria, District of Saanich, District of Oak Bay, Township of Esquimalt, Town of Sidney and City of Langford.

A grant was also received from Destination British Columbia to support the operation of the Visitor Centre. The grant amount from Destination British Columbia remained the same in 2017 as 2016, whereas grants from the City of Victoria and the District of Saanich in aggregate declined by 10.2 per cent.

## Expenses

### Marketing Services

Marketing services include activities that promote Greater Victoria as a destination, such as advertising, media relations, travel trade, business events, website activities and market research. There were increases in all categories of marketing services for 2017 with a total cost of \$5,680,689 — up 39.8 per cent from \$4,063,263 in 2016. However, as a percentage of total revenue Marketing Services has stayed in line with 2017 finishing at 69.7 per cent. This compares to 68.8 per cent in 2016.

The largest increase from 2016 to 2017 is in business events, with an increase of \$843,574. This is largely due to the

# MANAGEMENT FINANCIAL ANALYSIS

increased costs associated with assuming leadership of sales and marketing of the Victoria Conference Centre.

## General and Administrative

There was an overall increase in general and administrative expenses of 43.0 per cent from 2016 to 2017. The majority of this increase in 2017 is from an increase in grant and sponsorship payments for the year. In 2016 Tourism Victoria made a \$1,000,000 commitment over ten years to the David Foster Pathway. In 2017 Tourism Victoria paid \$150,000 towards this obligation. In addition Tourism Victoria became a patron of the Tourism Industry Association of Canada, gaining exclusive access to federal decision makers and influencers.

## Visitor Information Services

Visitor and information expenses include all personnel and overhead costs associated with the Visitor Centre. Expenses increased by 27.9 per cent, or \$178,620, from 2016 to 2017. 65 per cent of this increase is directly attributable to the tenant improvement allocations associated with the signing of a long-term lease at 812 Wharf St. Lease-hold savings granted by the City of Victoria in 2016 artificially reduced expenses at the Visitor Centre in that year. However, lease payments to the City

of Victoria returned to regular payments in 2017. The savings realized in 2016 will be utilized on improvements to the Visitor Centre in the future. There also has been increasing pressure on labour costs at the Visitors Centre that have contributed to this increase.

## Membership Services

Membership Services expenses include all overhead costs associated with personnel who work in the Member Services area, as well as costs associated with membership events, activities and initiatives. Expenses from 2017 and 2016 were higher by \$82,257. Increases were associated with operating costs, including membership events and development costs, and overhead associated with personnel.

## Amortization

Amortization expenses relate to the expensing of assets owned by Tourism Victoria, including furniture, computer equipment, significant marketing collateral and leasehold improvements. Between 2017 and 2016, the expense increased by 18.6 per cent primarily due to the amortization of the new Tourism Victoria website.





# 2017 BOARD OF DIRECTORS

## Officers

### Chair

Bill Lewis

*The Magnolia Hotel & Spa*

*Member at Large*

### First Vice Chair

**Chair, Transportation and Destination Management  
Committee**

Starr McMichael

*Starrboard Enterprises Inc.*

*Member at Large*

### Vice Chair

**Chair, Sales and Marketing Committee**

Kimberley Hughes

*Delta Victoria Ocean Pointe Resort and Spa*

*Accommodation - More than 149 Rooms*

### Vice Chair

**Chair, Governance, Human Resources and Risk Committee**

Darlene Hollstein

*The Bay Centre*

*Retail and Restaurants*

### Vice Chair

**Chair, Finance and Membership Committee**

Erika Stenson

*Royal B.C. Museum*

*Arts, Culture and Societies*

## Directors

David Cowen

*The Butchart Gardens*

*Past Chair*

Christine Willow

*Chemistry Consulting Group and GT Hiring Solutions*

*Member at Large*

Geoff Dickson

*Victoria Airport Authority*

*Transportation*

Allison Fairhurst

*Abigail's Hotel*

*Accommodation - 25 Rooms or Fewer*

Suzanne Gatrell

*The Oswego Hotel*

*Accommodation - From 26 to 149 Rooms*

Tom Benson

*WildPlay Element Parks*

*Attractions*

Brett Soberg

*Eagle Wing Whale & WildlifeTours*

*Sport and Outdoor Adventure*

Janet Docherty

*Merridale Cidery and Distillery*

*Tourism Vancouver Island Appointee*

Mark Mawhinney

*Odlum Brown Limited*

*Greater Victoria Chamber of Commerce Appointee*

Councillor Chris Coleman

*City of Victoria*

*City of Victoria Appointee*

Councillor Judy Brownoff

*District of Saanich*

*District of Saanich Appointee*

# TOURISM VICTORIA

Tourism Victoria  
Greater Victoria Visitors & Convention Bureau  
200 – 737 Yates Street  
Victoria, B.C. V8W 1L6