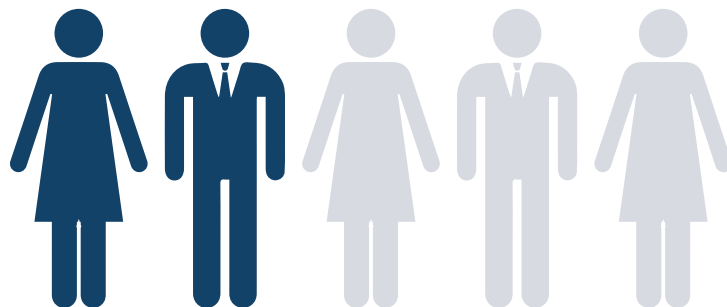

GREATER VICTORIA TOURISM RESCUE & RECOVERY TASK FORCE

Second Phase Priorities for Immediate Support
July 2020

PHASE TWO IN AN INCREMENTAL SERIES OF RECOMMENDATIONS
IN AN EVOLVING SITUATION TO SUMMER 2021

JULY 28, 2020

GREATER VICTORIA TOURISM RESCUE & RECOVERY TASK FORCE



2 in 5 working Greater Victorians depend on tourism

Executive Summary

The COVID-19 pandemic is having profound adverse impacts on Greater Victoria's visitor economy. Phase 3 of BC's Restart Plan commenced on June 24, 2020 and Greater Victoria's tourism sector is grateful to be open. Tourism businesses have been working diligently within government health and safety guidelines to reopen for their employees and visitors. However, now more than one month into Phase 3 it is evident that recovery is minimal to very modest and will be short-lived. The situation is exacerbated because most source markets for tourism in Greater Victoria, as well as key segments such as conventions and sport tourism, are closed and unavailable until Phase 4 of the Restart Plan. Revenues are still far below the levels necessary to sustain tourism businesses over the slower fall and winter seasons and into 2021. Unless further support is received urgently, after summer 2020 it is likely that business insolvencies and job losses across the tourism sector will increase alarmingly.

Due to the necessary health and safety measures to address the pandemic, revenues for Greater Victoria's tourism businesses have declined by up to 90 per cent. All sectors – hotels, restaurants, attractions, and transportation providers – are struggling to remain solvent. To propose policies and solutions in support of Greater Victoria's tourism industry, twelve business leaders have formed the Greater Victoria Tourism Rescue & Recovery Task Force (Task Force). On May 12, 2020, the Task Force released its First Phase Priorities for immediate support. These priorities were:

- Extending the Canada Emergency Wage Subsidy (CEWS) well into 2021.
- Extending the 16-week period before severance is required for staff on temporary layoff, as well as flexibility on group lay-off provisions for tourism's highly seasonal workforce.
- Interest-free loans, grants, subsidies, or similar financial supports.
- Support for COVID-19 safety oriented and physical social-distancing measures.
- Redirecting Destination Canada and Destination BC marketing funds from international to domestic source markets at the community level for the short term upon approved restart.

Since release of the First Phase Priorities, federal and provincial governments have acted to help the visitor economy, including extension of the CEWS to December 2020, extension of the period before severance is required for staff on temporary layoff, and redirecting marketing funds to domestic source markets. However, tourism businesses continue to operate with growing losses, jobs are uncertain and threatened, and further ongoing support is required. Building on the First Phase Priorities, this document outlines next series of Second Phase Priorities for urgent industry support:

1. Extension of CEWS beyond December 2020 and into 2021.
2. Measures to support liquidity and avoid insolvency.
3. Deferred or instalment payments for 2020 property taxes.
4. Clear, consistent messaging from government welcoming visitors from other provinces to BC.
5. Financial support for health and safety requirements.
6. Addressing shortfalls of the Regional Relief & Recovery Fund (RRRF) program.

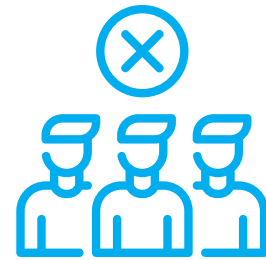
Prior to COVID-19, tourism was the second largest industry in Greater Victoria, employing more than 22,000 people, generating \$2.3 billion in economic benefits and \$380 million tax contributions each year, and supporting families and communities throughout the region. Governments at all levels are urged to implement policies and programs to help this vital economic sector survive the COVID-19 pandemic, and position it for growth and recovery going forward. Although we are now in Phase 3 of BC's Restart Plan, the anticipated recovery and upturn in business is not occurring. Support will be required to ensure tourism business – and the jobs they provide – survive into 2021. The supports proposed in this document are aligned with and augment the requests submitted to government by the Tourism Industry Association of BC (TIABC) in July 2020.

Support for tourism employers and a place for workers to return is required. Liquidity for businesses is needed over winter and into spring.



- CRUISE CLOSED
- VICTORIA CLIPPER CLOSED
- MV COHO OUT OF SERVICE

CONFERENCES & SPORTS TOURISM BANNED



**INTERNATIONAL
TRAVEL PROHIBITED**

CEWS
WINDING DOWN

RRRF
NOT WORKING FOR
URBAN CENTRES

DESTINATION BC STRATEGY SUB-OPTIMAL



DOMESTIC TRAVEL
NOT REPLACING
INTERNATIONAL TRAVEL
AS PROMISED



GREATER VICTORIA TOURISM RESCUE & RECOVERY TASK FORCE

Who We Are

The Greater Victoria Tourism Rescue & Recovery Task Force (Task Force) is a group of twelve tourism business leaders working together to propose solutions to rescue Greater Victoria's tourism industry from the impacts of COVID-19 and develop ways forward for business recovery. Collectively these business leaders have 400 years of experience in the tourism & hospitality sector and more than 200 years contributing to Greater Victoria's communities. The Task Force has two core aims:

1. To seek policy initiatives and financial support to ensure survival of Greater Victoria's tourism industry through the COVID-19 pandemic, and
2. To position Greater Victoria's tourism industry for expected economic recovery as restrictions related to the COVID-19 pandemic are relaxed, with a focus on realistic survival and recovery strategies through to the end of 2021.

Although the work of the Task Force feeds into the larger B.C. and Canadian economic context, our goals remain very local: to ensure our unique island location, our distinctive industry and tourism's value to Greater Victoria's economy are considered in government strategies and real benefits are achieved from their vital supports.

The Need to Update Priorities

The Task Force has been a strong, coordinated voice for Greater Victoria's visitor economy. Since releasing its First Phase Priorities on May 12, 2020 the Task Force has messaged the need for specific policies focused on the tourism industry. Because we have entered Phase 3 of BC's Restart Plan and some of the initial key priorities have been addressed, an updated document with second phase priorities is required.

As visitors return to Greater Victoria some business activity will resume. However, this will be very gradual and at levels insufficient to address solvency needs. The adverse impacts facing the industry will not be resolved with domestic, rubber-tire traffic or a fresh local marketing plan. More robust and nuanced help is required. It bears repeating that tourism was the first industry impacted by COVID-19 and will be last to come through the pandemic, enduring the most prolonged economic adversity compared to other sectors.

Why Tourism Matters

Tourism is a major contributor to Greater Victoria's local economy. Prior to the COVID-19 pandemic, tourism was the second largest industry in Greater Victoria, delivering \$2.3 billion economic impact annually and bringing \$1.4 billion in new revenue from visitors into the local economy each year. This revenue is critical for the multitude of small to medium-size businesses underpinning the tourism industry.



\$2.3B
ECONOMIC
IMPACT



22,000 JOBS



\$376M TAX
CONTRIBUTION



\$1.4B VISITOR
SPENDING

Tourism's benefits go beyond new spending in the economy. Tourism generates jobs at all skill and technical levels for people of all ages. It is also a major employer of young adults and people with disabilities, and an important 'gateway employer' for students seeking diverse work experience. Tourism employs two in five of Greater Victoria's working citizens and supports livelihoods for local families. Tourism's many contributions to the year-round quality of life enjoyed by Greater Victoria's residents also strengthen the region's ability to attract and retain skilled workers for its technology, academic, government and health care sectors.

How Tourism Businesses and Workers Have Been Impacted

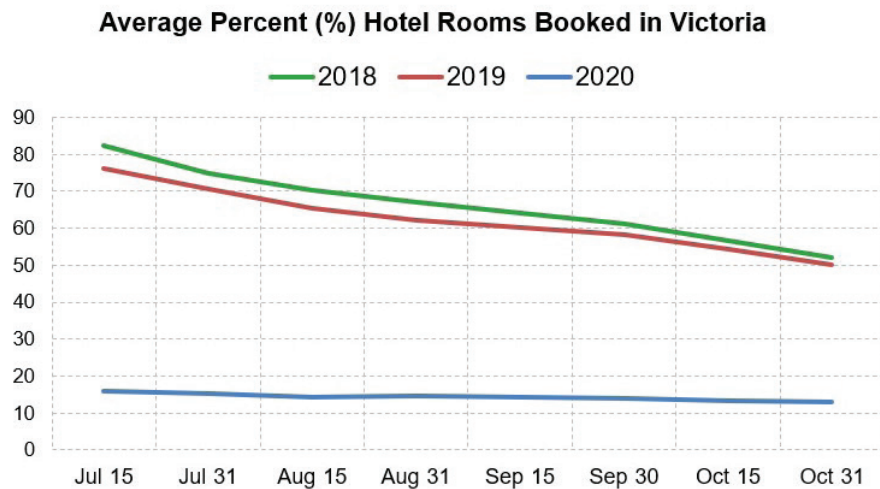
Due to the necessary health and safety measures put into place by government to address the COVID-19 pandemic, the Greater Victoria visitor economy has been dormant since March 2020. Both the degree and immediacy of economic decline is startling in a region where tourism plays such a pivotal role in our local economy and for households across the South Island. Tourism is inherently seasonal, and the timing of the COVID-19 pandemic has hit tourism businesses particularly hard. The immediate cessation of visitor travel to Greater Victoria occurred at a time of year when tourism businesses are preparing for the main summer season with significant funds already invested.

In addition to being forced to lay-off up to 90% of tourism's full-time workforce, businesses have not been able to employ the thousands of seasonal workers they rely on over the main season. These workers also depend on tourism for income and experience. Most tourism businesses receive up to two-thirds of their annual revenue from May to September and this critical core revenue is necessary to keep their business open over the remainder of the year. In 2020 it is likely that this revenue will decrease by almost 90%.

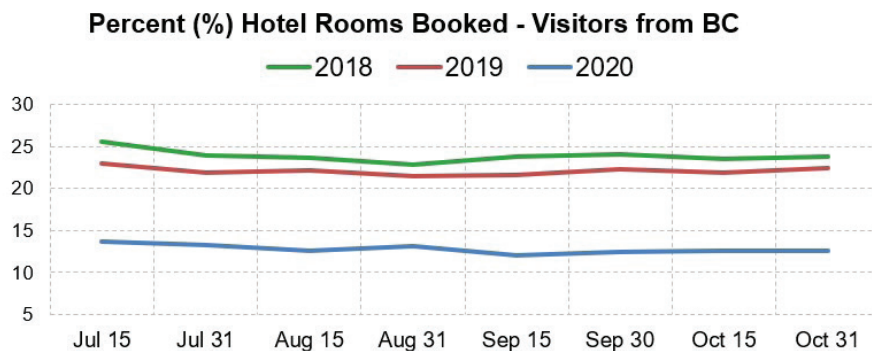
Governments have acted to provide various temporary supports, for which tourism businesses are very grateful. These measures include the Canada Emergency Wage Subsidy (CEWS). In its First Phase Priorities, the Task Force identified extension of this program from its original end date of June 15, 2020 as a key priority. On May 15, 2020, the federal government announced the program would be extended to August 29, 2020 and on July 13, 2020 announced it would be extended until December 2020. These CEWS extensions are valuable steps for supporting tourism businesses.

While support such as this is helpful and appreciated, it still does not cover the seasonal timeframes for which tourism businesses need help or address many unique characteristics of Greater Victoria’s tourism sector and its workforce. Revenues in 2020 will be very modest and not cover costs for many businesses, leaving business owners, their workers, and the families they support in a precarious situation. Closure and bankruptcy of cornerstone tourism businesses in Greater Victoria remains a very real possibility without tailored government support to ensure survival through to summer 2021.

Although it is now the fourth week of Phase 3 of BC’s Restart Plan, there are no substantive signs of recovery for Greater Victoria’s tourism industry. Revenues continue to be at severely low levels and virtually all tourism businesses attempting to stay open to gain some funds over summer are losing money on a daily basis. Hotel bookings reliably reflect levels of tourism business in Greater Victoria and the following chart shows a dramatic decline in bookings for July to October 2020 compared to the same period in 2018 and 2019:



Similarly, it has been promoted that visitors from within British Columbia will make up for shortfalls in visitors from other source markets (i.e. domestic Canada, the USA, international); however, this is clearly not the case. BC visitors have helped with some recovery in resort areas such as Tofino and Osoyoos, and also for wilderness experiences, but not in other areas. For cities such as Victoria and Vancouver – which generate the vast majority of tourism jobs and revenues – there is no recovery. The number of visitors from within BC is far fewer than needed for tourism businesses to survive. As shown in the following chart, hotel bookings by visitors from BC for July to October 2020 are about half the level for the same period in 2018 and 2019, and far from making up for any visitor shortfalls:



For most tourism businesses and industry employees, there is no recovery. There are only six to eight weeks remaining in tourism's core summer season, and then the outlook for business solvency and employees is very bleak without appropriate supports. The primary objective now becomes survival through to 2021.

Roadmap for Support

As stated in the initial Task Force document, adhering to health and safety guidelines are paramount. Under guidance from our Provincial Health Officer and Minister of Health, we are committed to working together to stop the spread of COVID-19. British Columbia has "flattened the curve" and has entered Phase 3 of the Province's Restart Start plan. British Columbians are beginning to travel again. While the prospect of domestic, intra-provincial travel is welcome news for many hotels, restaurants and attractions, it will not resolve the issues tourism businesses and their workforce are experiencing. The industry still needs appropriate government supports, immediately and through to 2021.

We are confident tourism businesses can come back strongly and contribute positively once again over time. However, critical seasonal factors are severely decreasing revenue flows for 2020 and likely into 2021. Full recovery will not occur soon. Traditional US and international source markets, and the significant revenues they generate, are unlikely to be available for the remainder of 2020, and probably into 2021 alongside availability of a COVID-19 vaccine. Even as the economy reopens, it will take until the end of 2021 for tourism businesses to return to the levels of revenue necessary to fully sustain their operations and workforce.

While there is a path to recovery, it will take a coordinated collective effort to maintain the foundation of the industry in the months ahead. Our industry has always been collaborative, and we are grateful for our ongoing access and dialogue with all levels of government. The leadership and coordinated actions taken by our federal, provincial, and municipal governments are essential to helping our industry to survive and transition from rescue to recovery. To aid and inform government efforts in these unprecedented times, the Task Force's approach is to update and reiterate the supports required by tourism businesses over rolling two- to three-month periods. This will ensure recovery moves forward in bite-sized pieces while keeping the original 18-month perspective in sight. This Second Phase Priorities document is an update to the First Phase Priorities document.

Cost of Reopening Tourism Businesses

As we have seen with businesses gradually reopening, it is far from 'business as usual' for the tourism industry. Visitor source markets and business segments critical to Greater Victoria's tourism sector and economy continue to be unavailable due to restrictions on cross-border travel (particularly the USA) and limitations on the size of meetings (which precludes conventions and business events). The BC Provincial Health Officer has consistently stated the limit on gatherings to 50 or fewer people will remain for the foreseeable future. Prior to COVID-19, these key markets and segments provided almost 45% of visitors to Greater Victoria as well as almost 55% of visitor expenditure. Suggestions that these source markets and segments can be replaced by lower-yield B.C. residents are not realistic.

The Premier has stated that reopening BC to travel in Phase 3 will mean receiving visitors from across Canada and not only from within BC. Source markets such as Alberta and Ontario are high-yield markets and will be particularly important if US and international travel remains discouraged. There must be clear and consistent messaging from government that visitors from other provinces are welcome in BC. Even with visitation from other provinces, demand and capacity will continue to be severely reduced and revenues will be low for an extended period. Businesses will be operating at a financial loss, even with fewer working employees. This is not a viable operating model and cannot be sustained but will be a painful necessity to build sector-wide recovery. Significant supports are still required.

Complying with the important health and safety requirements to contain COVID-19 will be an inherently more expensive way of operating. There are additional fixed and variable costs that businesses could not reasonably have planned for prior to COVID-19. Many businesses are innovating to modify facilities, equipment, and transportation to support physical distancing guidelines. There are expenses for personal protective equipment (PPE), cleaning supplies, signage, and education materials. Rigorous cleaning protocols and overseeing physical distancing will add considerable labour costs. Collectively these costs will be incremental direct operating expenses.

Complying with health and safety requirements will further reduce capacity to conduct business, thereby exacerbating revenue constraints. To ensure safe physical distancing, hotels and attractions must have fewer guests, tours must have fewer participants, transport must have fewer passengers, and restaurants must have fewer diners. Tourism businesses are operating far below the levels of capacity required to break even. It will not be feasible to increase prices to help offset the reduced capacity and added costs. We already have seen a high financial burden for those businesses that have reopened.

Recovery will be severely undermined and could stall unless tourism businesses receive financial supports to meet the added costs from COVID-19. Measures that help with liquidity and cashflow will be most effective, even if financial support reduces over time as recovery gains momentum.

For example, the First Phase Priorities identified the critical importance of extending the Canada Emergency Wage Subsidy (CEWS). Although CEWS has been extended from August 29, 2020 to December 2020, further extension would be pivotal in helping tourism businesses survive through the slow seasons of fall and winter 2020. Contributions to labour costs through CEWS have freed up funds to cover other operating expenses. CEWS has also kept some tourism businesses from being forced to lay off their workforce, thereby helping maintain valuable employer-employee connections.

While ongoing CEWS support is crucial, the level of support could be reduced progressively. Adopting a tapered approach, the proportion of CEWS support could be tied to sector-specific return to capacity and/or revenue measures and phased gradually downwards. Importantly, this would also allow tourism businesses to plan more effectively, both financially and operationally.

As a further consequence of capacity constraints and increased fixed and operational costs, asset valuations for many tourism businesses have been or will be reduced, undermining their ability to leverage assets and raise funds through loans. Added costs and decreased capacity (for example, fewer guests or passengers) reduce the revenue produced by an asset, resulting in lower valuation. Because most assets are financed and specified coverage (e.g. net income, interest, capital value) ratios must be maintained, prolonged or significant declines in valuation may trigger lenders to seek principal repayment, which under current scenarios would make many tourism businesses insolvent or bankrupt.

Because added costs and constraints on capacity are unavoidable as businesses reopen, financial support over the longer term – such as interest-free loans, grants or subsidies to offset valuation reductions – is likely to remain the most workable and effective solution.

Requests

The Task Force has prioritized six requests of government for its Second Phase Priorities. Each is critical to support Greater Victoria's tourism businesses immediately and going forward:

1. Extension of CEWS beyond December 2020 and into 2021.
2. Measures to support liquidity and avoid insolvency.
3. Deferred or instalment payments for 2020 property taxes.
4. Clear, consistent messaging from government welcoming visitors from other provinces to BC.
5. Financial support for health and safety requirements.
6. Addressing shortfalls of the Regional Relief & Recovery Fund (RRRF) program.

These requests are aligned with and amplify the support measures submitted to government by the Tourism Industry Association of BC (TIABC) in July 2020.

Details of Requests

1. EXTENSION OF THE CANADIAN EMERGENCY WAGE SUBSIDY (CEWS)

CEWS support currently expires in December 2020. With the visitor economy slowly recovering in Phase 3 of the Restart Plan, liquidity and cashflow continue to be critical issues for many tourism businesses. Extending the CEWS beyond December 2020 and into 2021, potentially on a tapered basis linked to recovery of revenues, would help businesses maintain valuable connections with their employees and continue their operations. The CEWS has been valuable and pivotal, and ending this key program in December 2020 creates uncertainty and instability for employers relying on this program to pay their workforce. This timing also coincides with the seasonal decline in revenues for tourism businesses in the shoulder and winter seasons.

Compared to other industries, tourism is highly labour intensive and reliant on a diverse workforce across all age, skill and technical levels. The tourism industry therefore has disproportionately high socio-economic value and impact. Tourism businesses are people-centric, value their employees very highly and must maintain links with their skilled and enthusiastic workforce through the recovery. Businesses that can maintain operations and retain their workers through to the end of 2021 will be better placed to capitalize on anticipated economic recovery next year. If the CEWS ceases too early, before businesses can reopen sufficiently to start rebuilding sustainable revenues, many will be unable to retain their employees and therefore be forced to lay them off permanently, or the business probably will not survive. The economic and social costs would be severe.

Additionally, the CEWS should cover up to 75% of all employment costs to help retain key talent and technically-skilled staff and ensure businesses can adapt most effectively and maximize recovery opportunities. Because tourism will be impacted for longer than most sectors, a CEWS program tailored for tourism would be most effective.

2. MEASURES TO SUPPORT LIQUIDITY AND AVOID INSOLVENCY

Although many tourism businesses are reopening under Phase 3 of BC's Restart Plan, business is far from usual, visitation and revenues remain minimal, and there is a continuing need for liquidity and solvency support. Tourism business in Greater Victoria has declined by 80% to 90% compared to the same period in previous years. Furthermore, visitation has not increased significantly from Phase 2 of the Restart Plan to Phase 3 of the Restart Plan. As of July 14, 2020, hotel room bookings are still pacing at only 15 per cent of supply, which is very similar to pace in bookings during Phase 2. Because

tourism is a markedly larger part of the economy in Greater Victoria than it is in many other regions, the economic impacts are much more severe and wide-ranging, particularly in terms of a greater loss of employment and adverse impacts for local families. Employment impacts are likely to escalate after the core summer reopening period as both tourism visitation and revenues decline again into fall and winter.

In view of projected decreases in revenue flows through to the end of 2021, it remains detrimental for tourism businesses to increase their debt obligations or defer interest on loans. Insolvency is a genuine possibility for many foundational tourism businesses in Greater Victoria as well as an array of small businesses. Not only the owners lose their livelihood if a business is insolvent, but also the workers employed at those businesses. The concomitant effect of business insolvency on governments are the financial supports needed for unemployed workers when their jobs no longer exist. It is therefore in the interest of government decision-makers to avoid societal costs resulting from insolvency of major employers. Greater Victoria's tourism industry is at a crossroads for many of its operators, and large-scale insolvencies and resulting layoffs are genuine possibilities.

Recovery will be severely undermined and could stall unless tourism businesses receive financial supports to meet the added costs from COVID-19. Measures that help with liquidity and cashflow will be most effective, even if financial support reduces over time as recovery gains momentum.

In the transportation sector, particularly motor coach operators, key support could be provided via flexible vehicle insurance options, further extension of CEWS, employer health tax exemptions, rent relief subsidies or loans, and interest-free government loans which are partly forgivable and partly repayable over extended terms.

Virtually all tourism businesses would benefit from a comprehensive commercial rent relief program. Longer-term rent relief and property taxes should generally be viewed in conjunction. Landlords are required to make property tax payments which are built into leases but without property tax relief it is not feasible for landlords to support precarious tenants. As this carries long-term consequences, the relief periods need to be extended and expanded. Similarly, support is required to cover the high costs of insurance for many businesses. Due to high property values within BC, property insurance is one of the largest input costs for tourism businesses.

Liquidity and solvency measures are very likely to remain critical for tourism businesses over the full course of recovery and will need to provide meaningful industry-tailored support through to the end of 2021 when revenues may return to levels necessary to sustain operations. This continuing need has also been identified as critical by the Tourism Industry Association of BC (TIABC) and forms a core component of TIABC's submission to government for help for the tourism industry.

3. DEFERRED OR INSTALMENT PAYMENTS FOR 2020 PROPERTY TAXES

Given the severe impacts of COVID-19 on visitation and revenues, many tourism businesses will not be able to pay their 2020 property taxes when due. Although this will probably be the case for many businesses across all industries, those within the tourism sector are in a particularly adverse situation because these taxes will be due as the core summer season ends, where revenues have already been dramatically reduced, liquidity remains precarious, and capacity to pay is highly compromised. After labour costs, property taxes are often the second-largest input cost for most tourism businesses; being required to pay them in full could tip many businesses into insolvency and lead to extensive job losses.

Support from provincial and municipal governments for deferred and/or instalment payments for property taxes will assist tourism businesses greatly in their efforts to remain solvent. As a result, this would also provide direct support for jobs in tourism and the families and communities they support. The provincial government could further assist in this regard by ensuring valuations and property tax assessments going forward reflect prevailing economic conditions due to COVID-19.

4. CLEAR, CONSISTENT GOVERNMENT MESSAGING WELCOMING VISITORS FROM OTHER PROVINCES TO BC

As many tourism businesses gradually reopen with commencement of Phase 3 of BC's Restart Plan, there continues to be considerable uncertainty amongst business owners, employees and visitors about who is welcome to travel to Greater Victoria. While there continues to be a focus on staying relatively close and local, there have been announcements that visitors from across Canada should be welcome, provided they are mindful of local health and safety requirements. To date the messaging from various segments of government has been mixed, generating uncertainty. Many in the industry are unclear about whether they can make bookings for potential Canadian visitors who make enquiries, and potential visitors are unsure whether they can travel. In some cases, there has been damage and conflict towards out-of-province visitors and/or their property, which undermines the reputation and brand of Greater Victoria.

Visitors from throughout Canada, particularly Alberta and Ontario, are critical to recovery and it is imperative that they are aware they are welcome to visit. Accordingly, there is an urgent need for clear and consistent communications from government that visitors from throughout Canada are welcome in BC. Messaging should include that tourism and recovery can be done safely and that tourism and safety can go hand-in-hand. With government taking the lead on this as the primary voice for British Columbia, tourism businesses and organizations can ensure they are aligned in their messaging to ensure clear and consistent communications.

While it is acknowledged that cross-border travel cannot resume at this time, it should be noted that tourism from only within BC will not be anywhere near sufficient for recovery. Domestic tourism is essential for BC's tourism businesses to survive, particularly those in Greater Victoria. Every effort possible should be made to ensure domestic business is attracted, with requirements for health and safety also noted. This may also be enhanced through domestic travel incentives, as have been put in place to stimulate visitation and tourism revenues in other jurisdictions globally.

5. FINANCIAL SUPPORT FOR HEALTH AND SAFETY REQUIREMENTS

There are significant costs to implementing health and safety requirements as businesses reopen. To ensure safe physical distancing, hotels and attractions must have fewer guests, tours must have fewer participants, transportation must have fewer passengers, and restaurants must have fewer diners. These required constraints directly reduce capacity and revenues, which in turn reduce jobs. There are also very high incremental costs associated with providing protective equipment and modifying workplaces to ensure employee and visitor safety. Tourism is a labour-intensive industry. It requires people to be front desk attendants, tour guides, bus drivers and many other occupations. Interactions with tourism professionals can make a visit memorable and are a core part of the visitor experience. It is a strength of a destination like Greater Victoria that we have a friendly and welcoming workforce. The industry not only needs people – both employees and visitors – but needs them to interact in a safe and healthy manner. During a pandemic care must be taken for these interactions to take place, and costs for the industry to operate increase markedly when employers bear the primary burden of paying for enhanced health and safety measures while also facing severely decreased revenues. Governments could help by looking at ways to reduce the costs borne by businesses to operate during the COVID-19 pandemic and/or cover the costs of the health and safety requirements in place. This will not only help tourism businesses with liquidity but also directly support tourism's diverse workforce. Support for the costs of adapting to health and safety requirements has been identified by TIABC as a key priority for the tourism industry and is also included in its submission to government.

6. ADDRESSING SHORTFALLS OF THE REGIONAL RELIEF & RECOVERY FUND (RRRF) PROGRAM

Although the Regional Relief & Recovery Fund (RRRF) program was well-intentioned as a source of funding support that many tourism businesses might be able to access, particularly where they have not been eligible for other assistance, there is virtually universal feedback that the program is failing to meet the needs of tourism businesses – at least in British Columbia. Many businesses do not fall within the scope of the program, there are exclusions based on whether other forms of support have been sought and/or received, eligibility requirements are unclear and lines of communication are far from easy to work with. While the support envisioned by the RRRF could be very helpful for a range of tourism businesses, there is an urgent need to address the program's scope and shortfalls.

Who We Are

in alphabetical order



FRANK CHARLES BOURREE

CEO, Bourree & Associates

Frank Bourree has been actively involved in Greater Victoria's community and tourism, hospitality, human resources, and consulting sectors for more than 40 years. Frank is Vice Chair of the South Island Prosperity Partnership, Chair of the Our Place Community Advisory Board, and a Past Chair of the Greater Victoria Chamber of Commerce.



DAVE COWEN

CEO, The Butchart Gardens

Dave Cowen has more than 30 years experience in the tourism industry, including 13 as General Manager and CEO of The Butchart Gardens. Dave is Chair of the Board of the Greater Victoria Harbour Authority, Co-Chair of the Tourism Committee for the Pacific Northwest Economic Region (PNWER), and a Past Chair of Destination Greater Victoria's Board of Directors.



ANTHONY EVERETT

President & CEO, Tourism Vancouver Island

Anthony Everett has more than 30 years experience in destination marketing, sport tourism, media relations, visitor services and Board governance.



KIMBERLEY HUGHES

General Manager, Delta Hotels by Marriott Victoria Ocean Pointe Resort

Kimberley Hughes has more than 30 years of tourism and hospitality experience, including 12 years in Greater Victoria. Kimberley is Chair of Destination Greater Victoria's Board of Directors.



DAN KUKAT

Owner and President, Springtide Whale Watching & Eco Tours and Member of the Pacific Whale Watch Association

Dan Kukat started Springtide Whale Watching & Eco Tours 27 years ago, combining his passion for being on the ocean, his desire to live in Victoria and his interest in running his own business. Dan is a Past Chair of the Pacific Whale Watch Association.



BILL LEWIS

General Manager, The Magnolia Hotel & Spa

Bill Lewis has a diverse background in the hotel sector, with more than 25 years of experience and 15 years in management roles in Victoria. Bill is Chair of the Hotel Association of Greater Victoria and a Past Chair of Destination Greater Victoria's Board of Directors.

Who We Are

in alphabetical order



PAUL NURSEY

CEO, Destination Greater Victoria

Paul Nursey has more than 25 years of tourism and hospitality experience, including 20 years in leadership roles in destination management and six years in Greater Victoria.



BRENDA OLLIS

General Manager, Chateau Victoria Hotel

Brenda Ollis has 32 years experience in tourism and hospitality, all in Greater Victoria. Brenda is Treasurer of the Victoria Hotel Destination Marketing Association.



THE REV'D CANON IAN POWELL

General Manager, Inn at Laurel Point

The Rev'd Canon Ian Powell has more than 45 years of tourism and hospitality experience, with more than 30 years in senior leadership roles. Ian has contributed to Greater Victoria's tourism industry for more than 20 years. Ian is Chair of go2HR's Board of Directors and a Past Chair of Destination Greater Victoria.



JOHN WILSON

President and CEO, The Wilson's Group of Companies

Led by John Wilson, The Wilson's Group has been an active member of Greater Victoria's business and tourism community for 40 years. John is Chair of the Greater Victoria Chamber of Commerce.



RANDY WRIGHT

President, Harbour Air Group

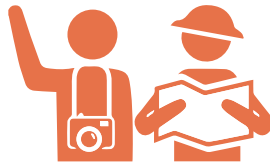
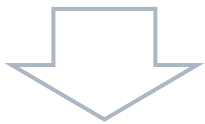
Randy Wright has 43 years of tourism and hospitality experience, all in Greater Victoria. Randy is a Past Chair of Destination Greater Victoria.

Greater Victoria's Visitor Economy

ECONOMIC IMPACT OF COVID-19

The COVID-19 pandemic is likely to have devastating impacts on the economy of Greater Victoria. This will not only effect businesses and workers connected to tourism, but also the residents, communities and governments that benefit from visitor spending in Greater Victoria.

PROJECTED LOSSES OVER THE NEXT 10-14 MONTHS



\$1.4 BILLION

LOST TO OUR ECONOMY FROM VISITOR SPENDING

BUSINESSES HARDEST HIT



Transportation



Accommodation



Food & Beverage



Attractions



Retail

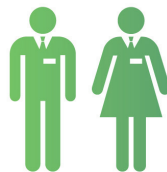


Arts & Entertainment

WAGE LOSSES

\$605 MILLION

AND COULD BE AS MUCH AS \$850 MILLION



JOB LOSSES

BETWEEN **19,800**

AND **22,500**

PROJECTED TAX REVENUE LOSS



\$375 MILLION

IN THE NEXT 10-14 MONTHS