



**Tourism British Columbia
2008/09 – 2010/11 Service Plan**



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To the Minister of Tourism, Sport and the Arts:

Working closely with the Ministry of Tourism, Sport and the Arts on the *Tourism Action Plan*, Tourism British Columbia will continue to focus on those markets and activities that will deliver the strongest results for the BC tourism industry throughout this period of time. The *2008/09 – 2010/11 Service Plan* identifies programs that will further build on marketing initiatives in established markets, as well as expanding efforts in emerging sectors and consumer segments.

While a disciplined, well-researched approach is always important, the strategic tourism opportunity is heightened through the time span of this Service Plan, which correspond to stages before, during and after the Vancouver 2010 Olympic and Paralympic Winter Games. Particular attention has been paid to optimizing each of these stages relative to the mandate and resources of the corporation. These activities are identified in the Goals, Key Strategies, Performance Measures and Targets section of this Plan. The thoroughness evident throughout these key programs and initiatives demonstrate the complexity of marketing the province as a tourism destination, particularly through the Olympic Games cycle.

Consumer advertising campaigns will feature targeted, aggressive campaigns utilizing electronic media intended to achieve longer, more profitable relationships with consumers. In addition, Tourism BC's successful efforts in Travel Media Relations will be enhanced, capitalizing on British Columbia's pre-eminence in generating media interest and tourism story ideas.

Online marketing will continue to be the strongest tool in reaching consumers directly, and the organization will see new performance benchmarks over the three years of this Plan. HelloBC.com continues to be the core piece in delivering individual tourism business opportunities to connect with millions of consumers worldwide.

Strategically located at key gateways, British Columbia Visitor Centres not only provide information for visitors, but feature distinctive architecture that further demonstrate the progressiveness of British Columbia's communities and regions. In fact, community partnership marketing is an important aspect of the overall strategy to double tourism revenues by 2015. Many communities are developing their own unique tourism plans through the *Community Tourism Foundations*[®] program, just as many activity-based sectors are going through a similar process via Tourism BC's *Experiences BC* program, which focuses on product sector partnership.

In addition, partnership marketing with each of British Columbia's six tourism regions continues to be one of the strengths of the tourism system, playing a key role in the delivery of the integrated destination message.

As an organization, Tourism BC is now conducting all facets of its business under the theme the "1,000 Days of 2010". This defines the critical period where the corporation's efforts strategically shift to ensure full preparation before the Games, and optimization of all opportunities during and after the Olympic Games.

In fact, Tourism BC is calling for members of the tourism industry to "*Share the Excitement*", a rallying cry to appreciate the unique opportunity before us and share our collective pride of place with our customers and social networks around the world. Whether it's professionally applied through themed advertising copy and imagery or spread through individual blogs, *Share the Excitement* is the BC tourism industry's distinct connection to the ideals, aspirations and potential that comes with welcoming the world in 2010.

In addition, Tourism British Columbia will be providing key support for the province-wide celebrations associated with BC150, and the first phases of the Aboriginal Tourism Blueprint Strategy will be implemented beginning in 2008. A high-profile location for British Columbia Canada Pavilion during the 2008 Beijing Olympic and Paralympic Summer Games should help the British Columbia tourism industry continue to enjoy growth from China.

The tourism industry in British Columbia has never seen a greater abundance of opportunities for accelerated activity and long-term growth. However, there continue to be many issues that can put maximum industry performance at risk. Many of these are outside of industry influence, including US exchange rates, border/security policies and the general state of the economy. There are other considerations such as air access, ADS status with China and human resources that sees Tourism BC working with other agencies including the Ministry of Tourism, Sport and the Arts to affect positive outcomes.

The *2008/09 – 2010/11 Tourism British Columbia Service Plan* was prepared under the board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The Plan is consistent with government's strategic priorities and Strategic Plan. The Board is accountable for the contents of the Plan, including the selection of performance measures and targets.

All significant assumptions, policy decisions and identified risks as of January 30, 2008, have been considered in preparing the Plan. The performance measures presented are consistent with Tourism British Columbia's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this Plan have been determined based on an assessment of Tourism British Columbia's operating environment, forecast conditions, risk assessment and past performance.

The next three years probably represent the most important opportunity in the history of the British Columbia tourism industry. I am very proud of the efforts of the staff and Board of Directors in their approach to maximizing the Olympic opportunity to best leverage long-term sustainable growth throughout the province. I do believe that this is quickly becoming the model for other Olympic destinations to emulate in the future. In addition, I would like to acknowledge the leadership and support of the Minister of Tourism, Sport and the Arts through this very exciting time.



Allen Tozer
Chair

ORGANIZATIONAL OVERVIEW

Tourism British Columbia became a Crown corporation in April 1997. Tourism BC's **vision** is to be a recognized world leader in tourism destination management. Our **mission** is to ensure quality visitor experiences that grow the success of British Columbia's tourism industry.

The **mandate** of Tourism British Columbia, as defined in the *Tourism British Columbia Act*, is to:

- Market British Columbia as a tourism destination
- Provide information services for tourists
- Encourage enhancement of standards of tourist accommodation, facilities, services and amenities
- Enhance professionalism in the tourism industry
- Encourage and facilitate the creation of jobs in the tourism industry
- Collect, evaluate and disseminate information on tourism markets, trends, employment, programs and activities, as well as on the availability and suitability of infrastructure and of services that support tourism activities
- Generate additional funding for tourism programs

Corporate Values

- Integrity – what we bring as individuals
- Enthusiasm – what we portray
- Teamwork – how we work together
- Progressive – what we strive for

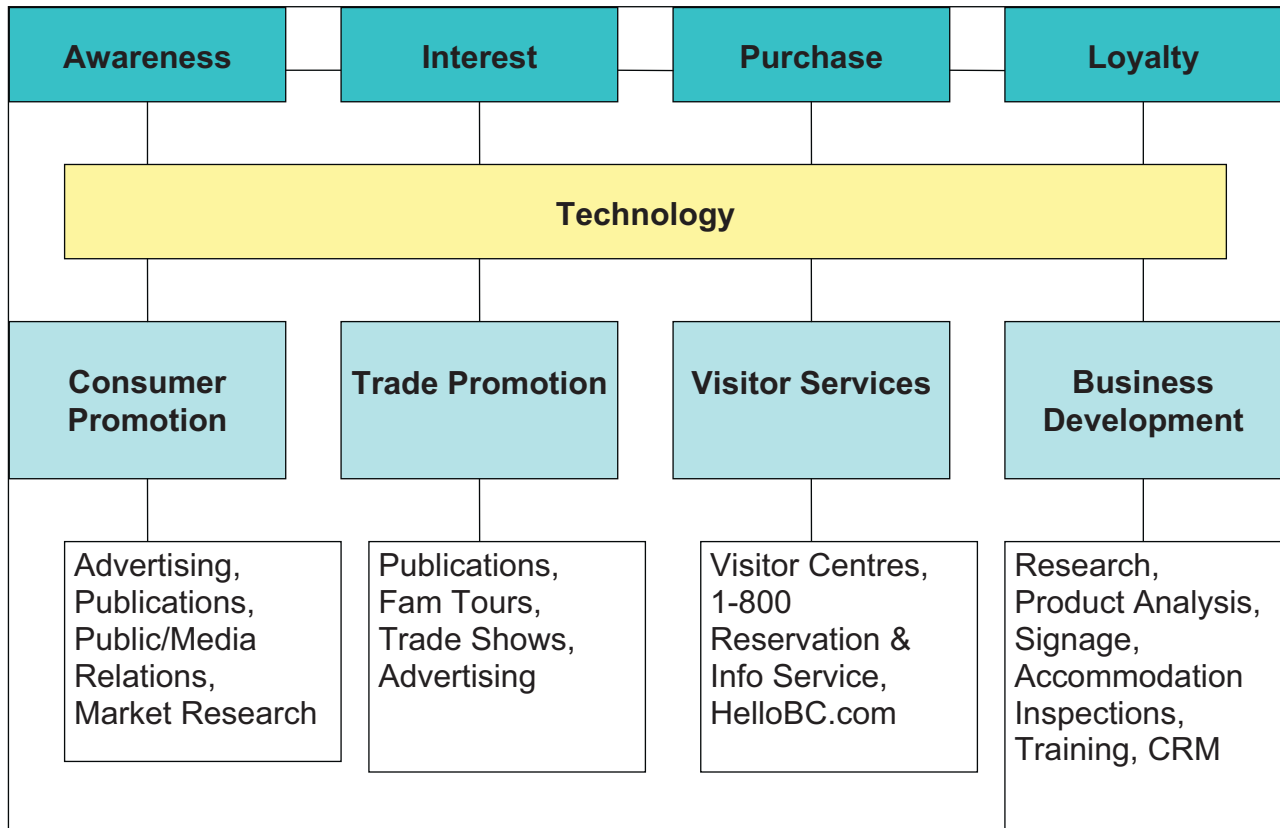
These values reflect Tourism British Columbia's strong adherence to disciplined management practices and accountability, while ensuring a positive corporate culture. The success of the organization has long been based on the ability to attract and retain high-level performers who are fully committed to both corporate and industry success.

Government Direction

A Shareholder's Letter of Expectations, signed by The Honourable Stan Hagen, Minister of Tourism, Sport and the Arts, and Allen Tozer, Chair of the Board of Directors for Tourism British Columbia, sets out the respective roles and responsibilities of the Shareholder and Tourism BC and serves as the basis of agreement between the parties including high level performance expectations, public policy issues and strategic priorities. The letter is located on our website at www.tourismbc.com.

The Tourism Purchase Cycle

To achieve corporate goals, Tourism BC has strategically aligned all business activities along stages of the Tourism Purchase Cycle. Critical to this is a consumer-focused approach, which is supported by research. Within each stage, a number of activities are undertaken to maximize movement into the next phase. For the 2008/09 – 2010/11 planning timeframe, a key goal is to utilize the catalyst opportunity of the Vancouver 2010 Olympic and Paralympic Winter Games to dramatically increase overall awareness of the British Columbia destination, and then ensure a range of tactical activities are in place to capture visitors as they enter into final travel decision-making. The overall effect of this will be to increase both volume and yield over the long-term.

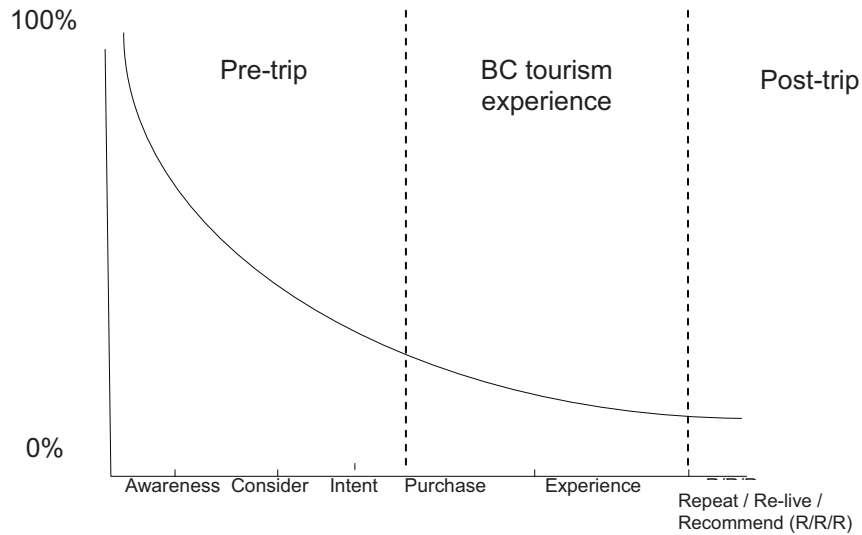


The Marketing Curve

Another way to view the Tourism Purchase Cycle is as a marketing curve. The marketing curve describes the successively smaller percentages as consumers convert from 'awareness' of a travel destination through to 'consideration' onto 'intention' and finally to 'purchase' of a travel product.

The first graph shows the general pattern of the Tourism Purchase Cycle as a market curve, and the second graph illustrates Tourism BC's goal to positively shift the pattern through strategic activities applied along the curve.

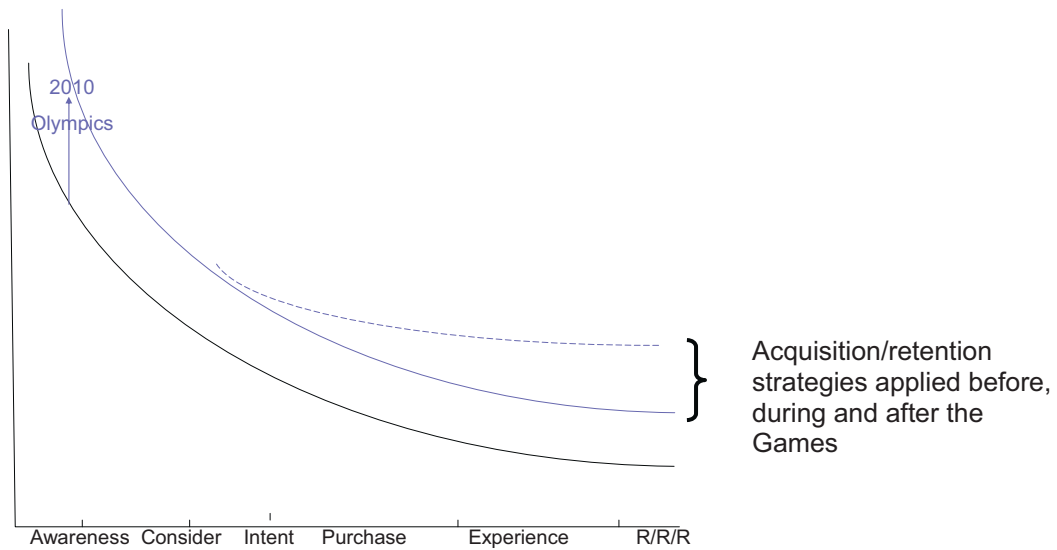
Graph 1:



Key to achieving maximum results is to optimize the benefits of hosting the Vancouver 2010 Olympic and Paralympic Winter Games by leveraging the vastly increased awareness that will result, and deploying aggressive programs at all points of the Purchase Cycle.

Graph 2:

2008 – 2011 Target



Core Programs Aligned with Corporate Goals

Tourism BC's core programs are aligned with the Corporation's four key goals:

Attract more visitors - programs are geared to *consumer and trade promotion* to increase demand for British Columbia as a preferred travel destination in key geographic markets.

Conveniently connect the consumer to tourism product - this includes product services, support and sales and distribution of tourism information through various distribution channels including visitor centres, call centre and the website.

Create a world class experience for visitors to encourage repeat visits - programs focus on partnering marketing investment to assist tourism product businesses, communities and sectors in achieving market preparedness and grow their business opportunities to exceed consumer expectations.

Provide value to stakeholders – achieved through positive performance of the organization and the development and implementation of efficient financial, administrative, information and human resource systems.

Program Delivery

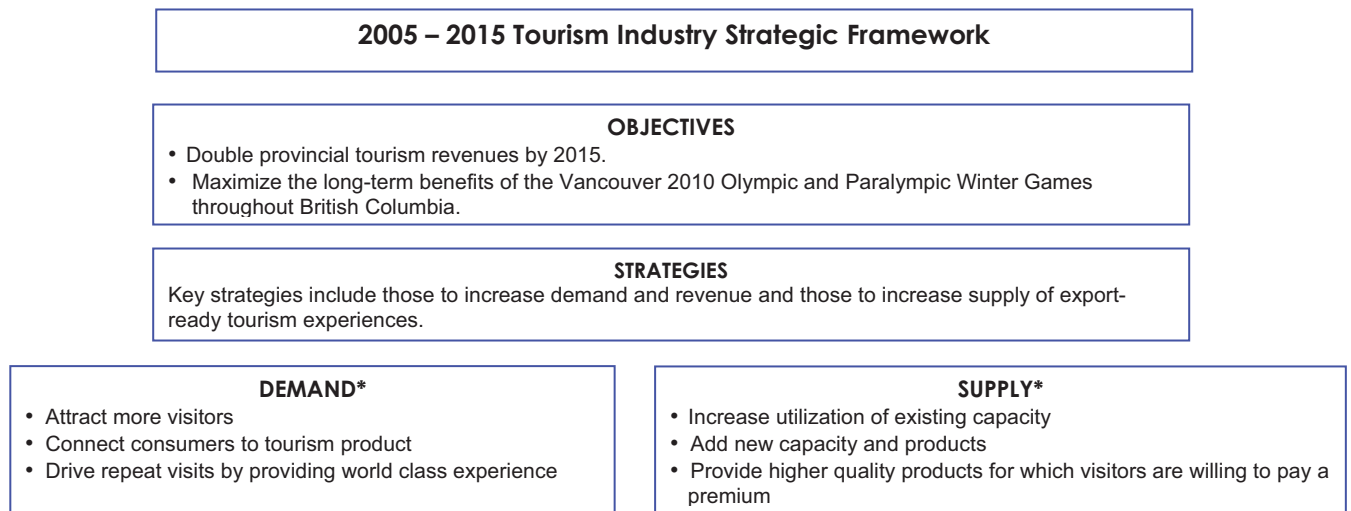
In addition to primary offices in Vancouver and Victoria, Tourism BC maintains in-market representation in key markets including Australia, Germany, Japan, United Kingdom, South Korea and Taiwan.

Tourism BC delivers many of its services and programs by leveraging its resources through various partnerships, including regional and city destination marketing organizations (DMOs), product sectors, Visitor Centre locations and other tourism organizations at the federal and provincial level.

STRATEGIC CONTEXT

Driving the overall context for strategic planning for the Olympic time period have been the principles identified in the *2005 – 2015 Tourism Industry Strategic Framework*. In addition to strategies for marketing and promotion, it provides specific consideration for those activities that will help industry achieve the desired growth of tourism by 2015, and for identifying tourism growth opportunities associated with hosting the Vancouver 2010 Olympic and Paralympic Winter Games.

As depicted by the following chart, achieving industry’s overall objective requires a balance between investment in demand and supply activities. Demand activities focus on generating revenue by attracting more visitors, increasing length of visitor stay and increasing daily expenditures. Supply activities support increased revenue generation in a number of ways, such as increasing utilization of existing capacity, adding new capacity and products, as well as providing higher quality products and services that can achieve premium rates.



* Responsibility of industry and various levels of government

Tourism BC’s activities are further enhanced by marketing and promotion partnerships with other destination marketing organizations, as well as supply-side support provided by several provincial and federal agencies, as well as local and First Nations governments.

2010 Strategies

A review of past Olympic Games conducted by Tourism British Columbia in 2003 showed that jurisdictions who want to capitalize on the tourism opportunities of the Games must have:

- A well-developed, adequately funded tourism marketing plan before, during and after the Games.
- Strong leadership with one lead tourism agency or coordinating group.
- Strong working relationships between tourism, Government, the Olympic organizing committee, media, sponsors and the IOC.
- Implementation commencing two years prior to the Games.

The 2010 and Corporate Relations Division was created in May 2005 to help Tourism British Columbia and our industry take advantage of the growing opportunities arising from the Vancouver 2010 Winter Games, capitalizing on critical events and milestones.

As 2010 approaches, it is important to realize some of the key accomplishments and milestones that have been achieved.

2005 – 06

- Attended Torino 2006 Winter Olympic and Paralympic Games to observe games and tourism planning, and build relationships with sponsors, media and Olympic officials.
- Negotiated an accommodation management solution for Tourism BC to provide accommodation reservations for the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). The reservation service will manage an estimated 500,000 room nights during the games period in 2010 for VANOC's clients (media, sponsors and IOC/NOCs).

2006 – 07

- Created the 2010 Tourism Consortium, a partnership of the host city, province and national tourism destination marketing organizations to coordinate tourism strategies and to speak with a coordinated voice to Government, VANOC, media, sponsors and NOCs.

2007 – 08

- By March 2008, deliver a comprehensive joint 2010 Tourism Strategy, including input and participation from Tourism British Columbia, Tourism Vancouver, Tourism Whistler Canadian Tourism Commission, and the Ministry of Tourism, Sport and the Arts. The focus will be on strategies before, during and after the 2010 Winter Games, leveraging benefits throughout BC and Canada (including media, trade, consumer, visitor servicing, leveraging events, sponsors, research and community and regional involvement).
- Helped regional tourism associations begin preparing their strategies to take advantage of the 2010 Winter Games.
- Launched Tourism2010.com, a quarterly e-bulletin providing updates and tourism opportunity information to British Columbia's tourism industry.
- Negotiated and signed the non-commercial license agreement with VANOC permitting Tourism British Columbia to use the 2010 Olympic and Paralympic logos and word marks to help promote the Olympic Games and British Columbia.
- Led 2010 Tourism Consortium missions to meet with Olympic television broadcasters and the National Olympic Committees in Europe, North America and Asia Pacific.

2008 – 2011

- Includes the initiatives identified throughout this Service Plan.

BC Tourism Industry: Key Growth Targets

Overall performance of the tourism industry provides important context for Tourism BC’s short and long-term marketing decisions.

The chart below highlights the key industry indicators and growth targets to achieve the objective of doubling provincial tourism revenues by 2015:

	2007 Target	2008 Target	2009 Target	2010 Target	2015 Target
<u>Goal</u> Provincial tourism revenues (billions)	\$10.6	\$11.2	\$12.0	\$13.2	\$18.0
<u>Targets: Demand</u>					
1. Overnight custom entries (millions)	4.9	5.0	5.2	5.6	7.0
2. Room occupancy	66%	67%	68%	68%	70%
<u>Targets: Supply (000s)</u>					
1. Airlift capacity (seats)	11,300	11,600	12,000	12,700	15,200
2. Accommodation (rooms)	104	108	111	121	145
3. HR development (tourism- related jobs)	275	283	290	306	356

BC Tourism industry: Strategic Issues and Risks

While there is no doubt that the Vancouver 2010 Olympic and Paralympic Winter Games represent the greatest catalyst opportunity for accelerating the rate of growth for BC’s tourism industry, there continue to be vulnerabilities such as economic shifts, international government policies, security trends and even weather. Tourism BC works closely with the Ministry of Tourism, Sport and the Arts, the Council of Tourism Associations (COTA) and the Tourism Industry Association of Canada (TIAC) as issues emerge to provide assistance for any government decisions that may be necessary.

The planning context and forecast for this three-year Service Plan take into consideration a number of factors that may influence the competitiveness of the BC tourism industry. Among the most significant issues facing tourism in the province are the following:

US Visitation - The Canadian dollar has reached virtual parity with the US currency, which may have long-term impacts on travel in both directions of the border. Though British Columbia’s overnight visits from the US tend to track better than the rest of Canada, actual growth has still been elusive, which is largely due to the exchange rate and further issues around border security, construction and passport requirements. Tourism BC continues to monitor these issues, and is supporting initiatives such as the Washington State Enhanced Drivers License program.

GST - The federal government announced cancellation of the GST rebate in 2006, but launched a new program as a result of industry pressure. The new policy is very complicated, and Tourism BC is working with the TIAC to monitor long-term impacts of the new system.

Air Access -The federal and provincial governments are working to open more access to Canadian airports for foreign airlines, as a lack of direct-air seat capacity is one of the major constraints to growth from many markets, including Asia Pacific. Announcements in late 2007 of increased capacity from Asia Pacific and potential new direct flights from India are encouraging developments.

China: Approved Destination Status (ADS) - Though Canada and China formally agreed to begin negotiating Approved Destination Status in January 2005, a final agreement has not been achieved to date. Despite significant potential from this market, Tourism BC cannot advertise in China or receive group tours until an agreement is signed. In addition, Canada's competitiveness will be further challenged by the awarding of ADS to the United States in December 2007. An increased presence in Beijing through British Columbia Canada Pavilion at the 2008 Summer Games may provide some incremental interest.

Human Resource Development - 84,000 new workers will be required in order to meet the target of doubling the size of the tourism industry by 2015. This will require tourism training in both the secondary and post-secondary systems, as well as in the workplace. An expansion of recruitment efforts to target under-represented and foreign workers is also required. *go2* is the lead agency on this issue.

CORPORATE GOVERNANCE

Tourism British Columbia is responsible to the Minister of Tourism, Sport and the Arts. It is governed by a 15-member Board of Directors, with management, financial and legal authority under the *Tourism British Columbia Act*. The Board provides policy direction and leadership to the organization and invests the CEO with the responsibility to implement the policies and programs of the corporation. For more information on board members and board committees, please refer to Appendix 1.

Governance Principles

The board has adopted the following guiding principles of the provincial government's Governance Framework:

- Stewardship, leadership and effective functioning of the Board
- Clarity of roles and responsibilities
- Openness, trust and transparency
- Service and corporate citizenship
- Accountability and performance
- Value, innovation and continuous improvement

Governance Practices

Following completion of a review by an independent, professional governance expert, the board has enhanced its governance practices, such as using a skills-based approach to identify high-potential candidates for appointment. With continuous improvements to governance, the board can ensure that best practices will better guide the strategic direction of the corporation.

As a result of the review, several other changes have also been instituted, including adoption of a competency matrix, identification of standing committees for Audit, Governance and Human Resources, evaluation protocols for the Board and CEO, plus annual orientation and skills development for directors.

Crown agencies are required to disclose the status of their governance practices in relation to Section 3 of the Board Resourcing and Development Office's *Best Practice Guidelines for Governing Boards of BC Public Sector Organizations*. Tourism BC is fully complying with these governance and disclosure guidelines, as detailed on our website at www.tourismbc.com.

GOALS, KEY STRATEGIES, PERFORMANCE MEASURES AND TARGETS

The 2008/09 – 2010/11 Tourism British Columbia Service Plan focuses on programs that directly contribute to achieving two long-term objectives:

1. Double provincial tourism revenues by 2015.
2. Maximize the long-term tourism benefits of the 2010 Olympic and Paralympic Winter Games for all of British Columbia.

Working with industry, Tourism BC has identified four primary goals to accomplish these objectives:

- Goal 1: Attract more visitors.
- Goal 2: Conveniently connect consumers to tourism products.
- Goal 3: Create a world class experience to encourage repeat visits.
- Goal 4: Provide value to our stakeholders.

Performance Measurement System

Both goals and performance measures have changed slightly from last year as the Corporation continuously strives to improve its performance measurement system and those core aspects of performance for the organization. The objective and source data for each performance measure can be found in Appendix 2.

Goal 1: Attract more visitors					
Key Strategies/Programs					
<ol style="list-style-type: none"> 1. Consumer advertising campaigns 2. Media relations 3. Web marketing (e-business) 4. Regional tourism partners marketing 5. Travel trade marketing 					
Performance Measures	Targets				
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10	2010/11
Return on investment - consumer advertising campaigns (tourism revenues per \$ invested)	12.5	12.0	12.0	12.0	12.0
Equivalent dollar value of unpaid editorial coverage worldwide (\$ millions)	126.5	180	190	250	300
Visitors to consumer website (millions)	5.1	7.0	8.0	12.0	10.0
# of tourism businesses participating in regional marketing programs	1800	1825	1850	1875	1900
BC's share of Canadian product in key tour operator offerings:					
North America	40%	42%	40%	40%	40%
Europe	38%	38%	38%	38%	38%
Asia	60%	60%	60%	60%	60%

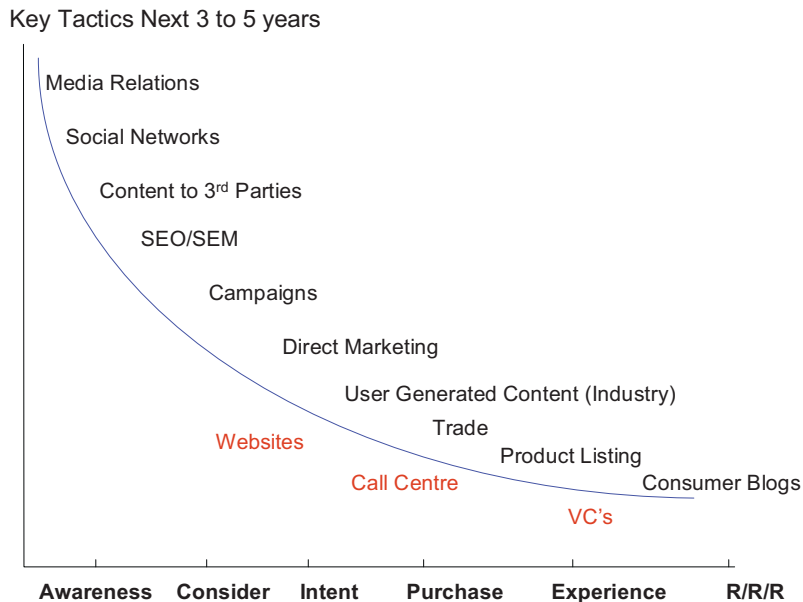
Consumer and Trade Marketing

Focusing on the fundamentals of marketing is critical as the Vancouver 2010 Olympic and Paralympic Winter Games approaches. These fundamentals are linked to the most effective and efficient methods to convert consumers through the various stages of the Tourism Purchase Cycle.

Tourism BC will deploy two primary strategies. The first is an acquisition strategy. At the acquisition stage, consumers are engaged in the process of planning a trip to BC, and Tourism BC's priority is to initiate a relationship with them. This is accomplished through interrupt tactics such as direct response TV, print and other types of advertising. Intercepting potential visitors who are in the process of investigating a BC destination is accomplished through tools such as search engine optimization (SEO) and search engine marketing (SEM).

After acquisition, focus then moves to retention. At this stage, the goal is to continue building the relationship by providing useful information and ultimately move the visitor through to a repeat visit. Key to this interaction is Tourism BC's various websites around the world, in addition to other personalized communications vehicles.

These strategies are executed utilizing a range of tactics employed along the tourism marketing curve and are used to help consumers move from stage to stage (see page 9). The following chart shows where these various tactics will be used over the next three years:



The Olympic Games offers an unparalleled opportunity to accelerate the acquisition and retention process. To maximize this opportunity, Tourism BC has identified activities to be implemented in three distinct marketing phases: before, during and after the Games. The post-Games period may be the most critical to long-term success.

In the phases before and during the Games, the focus will be on converting Games-related interest and exposure into destination awareness and consideration of British Columbia as a place to vacation. Immediately after the Games, focus will shift to building further intent to choose British Columbia and building incremental business.

Consumers and travel trade are distinguished by geographical markets of origin, and the strategic marketing plans for North America, Overseas and E-business further delineate the approach Tourism BC is taking to maximize the tourism benefits of the 2010 Winter Games over the next three years.

Worldwide Marketing Approach

A combination of media relations, travel trade and consumer direct marketing will continue to be deployed over the next three years.

Media relations strategies include segmentation of key media from priority markets, both accredited and unaccredited, and tactics designed to meet the needs of both. While historically media relations has been deployed primarily to build awareness of British Columbia as a travel destination, the unprecedented exposure that comes with hosting the Games will serve to move potential visitors further along the Purchase Cycle to intent/purchase. The opportunity for media relations will be to help to shape the messages and images that will be disseminated by the media, and ensuring that these messages support and build the *Super, Natural British Columbia*[®] brand.

Travel trade historically focuses on introducing and supporting BC product among the travel trade through education and cooperative marketing. This approach is applicable worldwide, but is even more important in overseas markets where consumers primarily purchase through the travel trade. Increased effort will be placed on strategies to mitigate any potential aversion which may impact winter visitation particularly during the 2009/10 season. These include building upon the existing awareness of Whistler as a world class ski destination, as well as introduction and promotion of interior ski/winter resorts with the trade. One specific travel trade tactic designed to increase awareness will be hosting Rendez-vous Canada in May 2008.

Consumer-direct activities will transition over the next three years to capitalize on the increased awareness and interest. The primary strategy will be to focus first on acquisition of potential customers via direct, online and traditional mass media, then work to retain these customers and help deliver relevant product information, ultimately connecting consumers with product suppliers. Connecting with these consumers to continue their engagement with the destination beyond the Games will be done largely online, by encouraging consumers to provide contact information, as well as by providing compelling content on Tourism BC's websites around the world. Critical to the success of this approach will be the integration of overseas websites and the development of a Marketing Intelligence Platform, described in more detail in the E-business section.

Through all marketing activities, consumers will be encouraged to "Share the Excitement" of the Games before, during and after. This messaging will become the central positioning following the Beijing Olympic and Paralympic Summer Games in August, 2008. All areas (media relations, trade and consumer) will shift toward actively building upon the Games, and all tactics will be linked in the Olympic excitement well beyond the ski/winter experiences.

North America

Markets

Key volume markets include BC, Alberta and Washington. Those delivering high yield visitors include California and Ontario. Mexico is emerging as an opportunity for growth in high yield visitors.

Over the next three years, the Games will deliver greater awareness beyond core markets and provide an opportunity to reach new consumers. Tourism BC will capitalize on these through online channels.

The changes within the US economy and increased security measures such as border and passport controls will continue to have an impact on US visitation, particularly from drive-in markets such as Washington. The approach to this market will be to continue focusing on frequent travellers, providing new and compelling reasons to visit. As well, Tourism BC is supporting the enhanced drivers' license initiative in Washington State, which is being offered as a passport alternative.

Target Audience

High potential travellers, who typically have above average income, education, and are frequent travellers. The Olympic Games presents an opportunity to reach a much larger audience than any single existing activity. Among Games enthusiasts, Tourism BC will seek additional high potential travellers.

Key Strategies – North America

Media Relations

- Continue to build awareness of BC as a tourism destination by fostering relationships among key travel media, conducting press trips, providing story ideas and content, as well as supporting industry through the Visiting Journalist Program.
- Lead the 2010 media relations consortium in the development and implementation of the 2010 media relations plan.

Travel Trade

- Continue to support the travel trade through education and cooperative marketing.
- Use the games as a means to increase a sense of urgency to visit BC.
- Actively seek to offset potential ski/winter aversion.

Consumer

- Continue to fulfill consumer demand for detailed planning information and connect industry with high potential consumers through expansion of the *HelloBC*[®] listings program.
- Develop a Marketing Intelligence Platform to further enable Tourism BC to capture consumer information and preferences, and disseminate relevant information through proactive direct marketing and online content.
- Incorporate alignment of the Olympic ideals into the *Super, Natural*[®] brand to highlight the aspects of British Columbia which embody the spirit of the Games.
- Capitalize on the one time exposure generated by the Games by developing acquisition and retention campaigns which capture consumer interest before/during the Games, and work to translate that interest into visitation beyond the Games.

Co-operative/Partnership Programs

- Support regionally-focused marketing activities such as advertising, publications and consumer and trade shows, plus provide co-operative marketing opportunities to businesses through the Tourism Partners Program.
- Provide cost-shared funding opportunities for small/emerging sectors (including guest ranches, spas, fresh and saltwater fishing, BC cruises) through Experiences BC Marketing Application program.
- Enhance the meetings and incentive initiatives of major destination marketing organizations (DMOs) through Meetings BC proposal-based co-operative program.
- Provide opportunity for iconic cities to further develop niche programs through City Stays program funding.

Overseas Marketing

Europe

Markets

European markets are considered 'high yield' due to the longer duration and higher daily expenditure. Within Europe, priority markets include the UK and Germany; emerging markets include the Netherlands, France and Scandinavia.

Product Focus

Touring experiences, often featuring both Alberta and British Columbia, represent the largest market potential. Activities include sightseeing, nature and wildlife viewing, golf, spas, rail, RV touring and Aboriginal cultural experiences. Ski is becoming a larger focus as many visitors are becoming aware of the quality of ski resorts throughout BC.

Target Audiences

Primary focus is on consumers with an existing awareness of Canada, specifically older/affluent consumers who have travelled internationally. Ski promotion targets a younger, more active audience.

Asia Pacific

Markets

Asia/Pacific markets typically are classified as 'high yield' due to a combination of longer stay (especially Australia) as well as higher than average daily expenditures. Priority markets include Japan, Australia, Taiwan and South Korea. China is the single largest emerging market, with significant long term potential for tourism. Without Approved Destination Status (ADS), investment in this market will be maintained at current levels. India will be monitored closely for consideration as an emerging market with the potential for some new marketing activity taking place related to the launch of direct air access tentatively scheduled for late 2008 or early 2009.

Product Focus

Touring (including sightseeing, shopping, health and wellness, nature and wildlife viewing), represents the largest focus of effort. Ski is a strong product in Australia.

Target Audiences

Leisure travellers with an existing awareness of Canada are the primary target, particularly older, affluent couples with some international travel experience. In Japan, women age 30+ continue to be trendsetters; media relations efforts often target this group. In Australia, younger, more active consumers are targeted for ski, and older, independent travellers are the focus of touring efforts.

Key Strategies - Overseas

Media Relations

- Increase consumer awareness of BC tourism product through targeted media relations initiatives, including press trips.
- Develop relationships with Olympic broadcasters in key markets to highlight BC as a four season destination with specific BC products and experiences of interest to potential visitors in each country.

Consumer

- Develop and promote foreign websites in UK, Australia, Japan, South Korea, Taiwan, China and Germany, expanding online and database marketing.

- Leverage components of the North American ski campaign in UK and Australia.
- Participate in CTC led consumer campaigns where applicable.
- Provide foreign language publications to fulfill consumer requests for printed material.

Travel Trade

- Increase sales of BC product through the travel trade by providing education to key accounts, foreign language publications, trade familiarization tours and cooperative consumer campaigns.
- Provide opportunities for BC tourism businesses to meet overseas tour operators by annually co-hosting the Canada's West Marketplace event.
- Host Rendez-vous Canada in May 2008 to increase awareness of the Games and the opportunities they provide to the travel trade prior to, during and after the Games.
- Develop a travel trade program that will help to offset a potential "aversion" effect of hosting the Games and highlight new opportunities for the tourism trade.

E-Business

Tourism BC's investment in a strong technical foundation over the last three years will allow the organization to maximize the opportunities the World Wide Web and technology offers. By the time the 2010 Winter Games arrive, we will have the technology and content in place to satisfy consumers who consider visiting British Columbia, and convert this into visitation.

Search Engines and Social Networks are at the center of activities to intercept the consumer in their planning activities and engage them directly through Tourism BC's market-specific consumer websites. These user-friendly websites are created to satisfy the consumer needs in all stages of the planning process, showcase the key attributes of the *Super, Natural British Columbia*[®] brand and connect the consumer directly to individual operator's tourism products.

World-wide, Tourism BC's websites are forecast to connect directly with 8 million consumers in fiscal 2008/09, an average of almost 22,000 visits per day. This will result in 2.8 million connections directly with HelloBC.com's tourism product listings, leading approximately 1 million consumers to independent operator websites.

To further enhance online abilities, Tourism BC will begin implementation of several strategic initiatives over the next three years:

- Grow and enhance existing content and functionality on all websites.
- Develop a Marketing Intelligence Platform. This system will provide more information about consumer preferences and target information relevant to individual consumers on websites and through direct mail.
- Add a social network to consumer websites, where motivated residents, travellers along with the tourism industry will be able to share tourism experiences with consumers, engage in dialogue and *Share the Excitement* of the 2010 Winter Games by uploading their stories, photos and videos.
- Extend content to mobile devices via a mobile website, to create a better visitor experience for travellers and up-sell/cross-sell BC experiences.
- Syndicate destination and product content to third parties via web services.

British Columbia Magazine[®]

This award-winning magazine is read by nearly 1.4 million people in BC, across Canada and around the world. It is used as a cost-effective tool to generate awareness of the province. The magazine features well-researched articles and the highest-quality photography to present BC's natural beauty, diversity of parks, wilderness and wildlife, opportunities for outdoor exploration, adventure and travel,

and legacy of history and heritage places. Published quarterly, it continues to inspire travelling audiences with profiles of BC’s beautiful places, intriguing journeys and remarkable people.

Goal 2: Conveniently connect consumers to tourism products					
Key Strategies/Programs					
<ol style="list-style-type: none"> 1. Provide access to province-wide trip planning information, tourism businesses and product information through www.HelloBC.com. 2. Offer information services to tourists through 116 Visitor Centres. 3. Assist tourism businesses sell their product through various distribution channels including call centre, online and Visitor Centres. 					
Performance Measures	Targets				
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10	2010/11
# of tourism businesses listed on HelloBC.com:	2,964	3,400	3,800	4,000	4,200
Average Quality Service ratings at Visitor Centres (80% is benchmark)	87%	86%	85%	85%	85%
# of page views of tourism businesses through HelloBC.com (millions)	N/A	2.3	2.8	3.5	3.1

Once we have attracted the visitor, the next step is to conveniently connect consumers to tourism product - from providing information to booking the vacation to ensuring that the visitor experience exceeds expectations.

Moving towards 2010, Visitor Services is working closely with VANOC to provide accommodation management services for Olympic-related organizations, inspect all fixed-roof accommodation for accessibility and provide visitor servicing training for volunteers.

Visitor Centres

Serving 3.5 million visitors annually, the 110-member community-operated Visitor Centre Network and six Provincial Visitor Centres at Peace Arch, Merritt, Osoyoos, Golden, Mount Robson Provincial Park and Vancouver International Airport, provide visitors with accurate and up-to-date information and services on the community, region and province.

First impressions of British Columbia will improve dramatically over the next three years as major capital investments are made to British Columbia Visitor Centres at key gateways to the province. Over \$9 million in new construction at Peace Arch, Merritt, Osoyoos and Vancouver International Airport will ensure visitors receive first class service in surroundings that exemplify our *Super, Natural British Columbia*® product. In addition, the facilities will be built to top environmental standards and will be designed to maximize tourism product expenditures.

Completed in 2007, Visitor Centres at Osoyoos and Golden have already become iconic community tourism landmarks and have more than doubled the number of visitors previously served. Collectively,

the Visitor Centres will be poised to play an integral role in serving Olympic visitors by providing timely information on accommodation and ticket availability, transportation opportunities and alternative activity choices.

As part of the Joint Tourism Olympic Strategy, Tourism British Columbia will work with host and surrounding communities to provide destination information and fulfillment for all visitors for the period around the Vancouver 2010 Olympic and Paralympic Winter Games. Initiatives include using the Visitor Centre Network program for training and customer service delivery needs and increase capacity to deliver visitor services by supplementing the permanent visitor centre infrastructure with mobile visitor centre kiosks located in high profile/high traffic areas, in host and venue cities.

Product Service, Support and Sales

Tourism British Columbia recognizes the need for a single point of contact for the tourism industry to register with Tourism BC and enroll in marketing programs. Tourism Product Services, Support and Sales meet this need by providing assistance, counsel and support to tourism businesses throughout the province.

The sale of tourism products is an important service Tourism BC provides to both our visitors and the tourism industry. Transactions through www.HelloBC.com, 1-800 HELLO BC contact centre and our Visitor Centres include accommodation bookings and activity and transportation tickets. Accessing a centralized system based on leading edge technology, the industry provides their inventory online providing the visitor with an opportunity to purchase product, services and experiences through the distribution channel of choice.

Travel Information Management

Visitors view Tourism BC as the unbiased authority of provincial travel information. The Travel Information Management unit is dedicated to the research, collection and verification of all information pertaining to travel in BC. Through strong regional and community relationships and utilizing the Destination Management System (DMS) technology, marketing programs are supported by providing high quality factual travel data.

Goal 3: Create a world class experience to encourage repeat visits					
Key Strategies/Programs					
<ol style="list-style-type: none"> 1. Assist communities to develop and market their tourism product through <i>Community Tourism Foundations</i>[®] program. 2. Assist tourism product and cultural sectors to develop and market their tourism product through <i>Experiences BC</i> program. 3. Enhance standards of tourist accommodation, facilities, services and amenities through Quality Assurance program. 4. Deliver superior customer service training through <i>SuperHost</i>[®] program. 					
Performance Measures	Targets				
	2006/07 Actual	2007/08 Forecast	2008/09	2009/10	2010/11
Total number of communities assisted	140	157	162	174	176
Total number of tourism sectors developed and/or promoted	17	19	22	25	28
Number of accommodation inspections completed (annual)	1,988	2,146	2,400	2,400	2,400
Number of participants trained	17,106	18,000	20,000	22,000	20,000

The quality of a visitor’s vacation experience while in British Columbia is critical to the ongoing success of the tourism industry. In the long-term, British Columbia’s competitive advantage will be its reputation as a provider of high-quality services and products. Strategies under this goal are intended to improve the ability of existing and new tourism operators, regions, communities and sectors to access information and services that will help them grow their business by identifying opportunities, acting on them and continuing to innovate. Successfully implemented, these strategies will create the market-ready conditions that help ensure the tourism industry is forward-looking and responsive to tourism market demands.

Community Development

Communities can participate in overall community tourism development and marketing or focus on community sport tourism development and marketing. The *Community Tourism Foundations*[®] development program is designed to assist communities seeking guidance in further developing tourism as an economic development generator. The program offers tools and resources to jointly produce a multi-year community tourism plan and a research-based marketing plan.

Product Sector Development

Experiences BC, a tourism product sector planning and development program, is designed to assist existing product and cultural sectors as well as encourage businesses to form sectoral alliances. The program offers tools and resources to jointly produce a multi-year sector tourism plan and a research-based marketing plan.

SuperHost®

Superior customer service is a key factor in determining the quality of the visitor experience and in building customer loyalty and is an important part of the tourism marketing cycle. The unit develops curriculum materials and supports community organizations that deliver the *SuperHost* product family, Tourism British Columbia's internationally recognized visitor service training workshops. Every year, nearly 20,000 participants in British Columbia attend any of the eight *SuperHost* workshops.

Welcome the World Training

At industry's request, a new three-hour workshop for communities/organizations that are hosting events, conventions or meetings that require volunteers has been developed and will be launched in 2008.

Vancouver 2010 Olympic and Paralympic Winter Games Volunteer Training

The Vancouver 2010 Winter Games and the tourism industry will require 40,000 volunteers in need of an overall orientation to the Games, customer service training and general community visitor information. In co-operation with VANOC and the industry, Tourism BC will aim to incorporate Welcome the World Training as part of VANOC volunteer orientation as well as visitor service volunteers and deliver this training over a two-year time frame.

Quality Assurance

Accommodation that meets and exceeds visitor expectations plays a vital role in securing loyal, repeat customers. Tourism British Columbia's Quality Assurance team works with the hospitality industry to enhance accommodations and attractions through industry counselling, approved accommodation programs, including Access Canada, Canada Select and Camping Select rating programs, as well as highway signage programs.

This unit conducts inspections in accommodation products throughout the province to support Tourism BC's *HelloBC*® listing program for accommodations as well the Hotel Association of Canada's Canada Select and Camping Select rating programs and Access Canada, a rating program for facilities and services provided for people with disabilities.

Research Services

Research Services builds knowledge, fosters insight and shares information on tourism for Tourism BC, the tourism industry and all stakeholders. To accomplish this, Research Services monitors the performance of the tourism industry and conducts research and analysis to support all planning needs.

2010 Accommodation Accessibility

Tourism BC is committed to accessibility standards of all accommodation products in British Columbia. This program supports the VANOC goals of presenting an integrated 2010 Olympic and Paralympic Winter Games and providing accessible accommodation information to both the Olympic family and consumers.

This multi-year project will result in a complete set of data on accessible accommodation in British Columbia, which can then be utilized by tourism agencies to market the province as an accessible destination to visit.

Goal 4: Provide value to our stakeholders						
Key Strategies/Programs						
<ol style="list-style-type: none"> 1. Conduct a survey of Tourism BC stakeholders to evaluate effectiveness of programs. 2. Maintain administration costs below those of comparable organizations 3. Continue to instill a values-based and productive corporate culture. 						
Performance Measures	Benchmark	Targets				
		2006/07 Actual	2007/08 Forecast	2008/09	2009/10	2010/11
Industry Stakeholder satisfaction survey of Tourism BC programs and services (1-5 scale)	3.5	3.9	3.9	3.9	3.9	3.9
Cost of Support Services as a percentage of total budget	17.5%*	8.2%	8.7%	8.0%	8.0%	8.0%
<u>Employee survey:</u> "I am proud to work for my organization"	62%**	95%	95%	95%	95%	95%
"The work I do makes an important contribution to my organization's success"	68%**	87%	93%	93%	93%	93%

* Benchmark is Canadian Tourism Commission
 ** Benchmark is Provincial Government public service

SUMMARY FINANCIAL OUTLOOK

\$000s	2006/07	2007/08	2008/09	2009/10	2010/11
	Actual	Forecast	Estimate	Estimate	Estimate
Revenue	restated				
Hotel room tax per Ministry of Finance (note 1)	\$ 30,900	\$ 33,200	\$ 63,000	\$ 66,000	\$ 70,000
Allowance, Hotel room tax	(950)	(1,300)	(2,700)	(3,300)	(4,800)
Hotel room tax per Tourism BC	29,950	31,900	60,300	62,700	65,200
Grant from Ministry of Tourism Sport and Arts (note 2)	20,050	19,605	-	-	-
Other Provincial Government contributions	672	541	100	200	200
	50,672	52,046	60,400	62,900	65,400
Interest and other	894	742	542	525	551
	51,566	52,788	60,942	63,425	65,951
Operations, net					
Marketing: Attract more visitors	26,869	29,904	33,016	33,897	37,781
Visitor Services: Connect consumers to product	10,782	11,070	11,390	11,410	10,147
Business Development: Create a world class visitor experience	5,802	5,946	10,073	11,041	11,380
Support services	4,202	4,426	4,663	4,777	4,893
Amortization	3,401	1,400	1,800	2,300	1,750
	51,056	52,746	60,942	63,425	65,951
Net operating revenue	510	42	0	0	0
Accumulated surplus, ending	5,557	5,599	5,599	5,599	5,600
Total Debt	-	-	-	-	-
Marketing technology (DMS)	1,413	1,645	1,252	1,062	662
Websites	745	775	2,700	1,325	1,500
Visitor Centres	1,782	488	5,980	2,310	-
2010 Kiosks and mobiles	-	-	225	1,125	-
Other	343	324	238	190	190
Capital investment (Note 3)	4,283	3,232	10,395	6,012	2,352
FTEs	138	142	146	146	146

Key Assumptions and Risks

Note 1 Hotel tax revenue figures provided by the Ministry of Finance are based on provincial nominal GDP growth forecasts. Tourism BC records hotel tax based on weekly reports and cash received from the Ministry of Small Business and Revenue, and forecasts hotel tax on more specific tourism related indicators. Consequently, the allowance refers to the difference between the two methodologies.

Note 2 Effective for 2008/09, Tourism BC's funding and share of the hotel tax rises from 1.65 to 3.0 points. Until 2008/09, Tourism BC's annual funding is sourced from their share of the hotel tax and an annual operating grant from a voted appropriation from the Ministry of Tourism, Sport and the Arts.

Note 3 Capital investment includes \$8.0 million funding contribution from the Provincial Government for the construction of gateway Visitor Centres at Osoyoos, Peace Arch and Merritt.

APPENDIX 1: BOARD OF DIRECTORS

Allen Tozer Chair

Allen Tozer was appointed in 2002. He is president of Lexlaur Properties Inc., a hospitality and commercial property company. Mr. Tozer is a member of the board of governors of Okanagan College, member of the board of BC Assessment, vice president of finance and director of the Thompson Okanagan Tourism Association and coordinator of the Okanagan Wine Festivals Society. He served as president of the Thompson Okanagan Tourism Association in 1998, and of its precursor –the Okanagan Similkameen Tourism Association– from 1995 to 1998, after serving five years as a director.

Kevin Walker Vice Chair

Kevin Walker was appointed in 2006. He is president of Walker Hospitality, which owns and operates the Oak Bay Beach Hotel in Victoria and manages the Miraloma on the Cove, a five-star boutique hotel in Sidney, BC. With a career in tourism spanning 30 years, Mr. Walker is currently a member of the Premier's Tourism Industry Advisory Council as well as chair of the Hotel Association of Canada. In 2005, Mr. Walker received the prestigious BC Tourism Industry Leader of the Year award.

Bill Barkley

Bill Barkley was appointed in 2006. He is very well known in the museum, heritage and tourism circles. He spent 24 years in management at the Royal British Columbia Museum and from 1984 to his retirement in 2001 was the CEO. Currently, Mr. Barkley is a busy cultural consultant working on projects in BC and across Canada. He serves on several boards, including those of Craigdarroch Castle, the Nature Conservancy of Canada and the Federation of Canadian Friends of Museums and as chair of the Virtual Museum of Canada.

David Brownlie

David Brownlie was appointed in 2006. He is CEO of Intrawest Mountain Resorts, with properties including Whistler Blackcomb and Panorama. A graduate of the University of British Columbia and a chartered accountant, Mr. Brownlie has played an integral role in the development of these resorts and is an active participant in the community. He serves as a director for the Whistler Resort Association and the Whistler Blackcomb Foundation.

Michael Campbell

Michael Campbell is the managing partner of the Best Western Inn at Penticton and the immediate past president of the Council of Tourism Associations. Mr. Campbell is the co-founder of the Pentastic Hot Jazz Festival and has been involved in the tourism industry for over 35 years. He is past president of the Penticton Motel and Campground Owners Association, the Penticton Chamber of Commerce and past vice president of the Thompson Okanagan Tourism Association.

Harley Elias

Harley Elias was appointed in 2005 and is a director for Tourism Campbell River and Region. He has a broad-ranging background in tourism education, market research, hospitality consulting, resort operations and management. Mr. Elias also serves as co-chair of the board of the BC Centre for Tourism Leadership and Innovation.

Terry Farmer

Terry Farmer was appointed in 2004. He is the founder and president/CEO of Accent Inns Inc. He is past president of the BC Chamber of Commerce and has sat on many tourism business and charity boards. In 1998, Mr. Farmer was awarded the Entrepreneur of the Year Award for Tourism and Hospitality (Pacific Region).

John Korenic

John Korenic was appointed in 2002. He is the aviation marketing director for the Vancouver International Airport Authority. He was also formerly a director of Pacific and Europe Alliances for Canadian Airlines International Ltd. and worked with Wardair Canada Inc.

Charles McDiarmid

Charles McDiarmid was appointed in 2002. He is the managing director of the Wickaninnish Inn & Pointe Restaurant at Tofino, near the Pacific Rim National Park. He also served as Tourism Vancouver's sales director after working for the Four Seasons Hotel Group in management positions in Calgary, Washington, DC, Dallas, Newport Beach and Seattle.

Debbie McKinney

Debbie McKinney was appointed in 2006. She is general manager, Group Sales and Marketing, with one of British Columbia's most unique private visitor attractions - Hell's Gate Airtram. She has had extensive industry involvement, including a wide range of positions with the Vancouver Attractions Group, Vancouver, Coast & Mountains Tourism Region and the Council of Tourism Associations. She currently chairs the Vancouver Attractions Group and has a strong commitment to destination development and marketing the *Super, Natural British Columbia*® brand to the world.

Stuart McLaughlin

Stuart McLaughlin was appointed in 2002. He is president of Grouse Mountain Resorts, Whistler Water, Polaris Water Company and a director of the Mountain Experience for Kicking Horse Mountain Resort. He is a past chair of Tourism Vancouver.

Judith Sayers

Judith Sayers was appointed in 2007. She is the elected Chief of the Hupacasath First Nation in Port Alberni. She has extensive experience as a lawyer, negotiator, researcher and writer. Her educational background includes a business degree, a law degree from the University of British Columbia and an honourary Doctor of Laws from Queen's University. Ms. Sayers is an active board and committee member in a variety of organizations including the Pacific Salmon Endowment Fund and the Economic Development Advisory for BC. She is also a task group member of the First Nations Summit.

Mike Smith

Mike Smith was appointed in 2006. He is a principal with Links Investments Ltd, a consulting/management business focusing on the golf industry in British Columbia. He was the owner/operator of a successful group of retail stores in the Kootenay Rockies and has had extensive experience in destination marketing. Currently chair of Kootenay Rockies Tourism, Mr. Smith has contributed tremendously to the development of the tourism industry in British Columbia.

Shaun Stevenson

Shaun Stevenson was appointed in 2007. He is the vice president, Marketing and Business Development for the Prince Rupert Port Authority. Mr. Stevenson joined the Prince Rupert Port Authority in the role of marketing and communications officer in 1997. He holds a Bachelors degree in Business Administration and a Diploma of Marketing Management from the British Columbia Institute of Technology. Shaun Stevenson is currently on the executive committee of Cruise British Columbia, is past president of both the Northern British Columbia Tourism Association and Tourism Prince Rupert.

Mike Tretheway

Mike Tretheway was appointed in 2007. He is executive vice president with InterVISTAS Consulting Inc., an employee-owned consulting practice that specializes in the transportation and tourism industries. He has a PhD in economics and served 14 years as associate professor in the Sauder School of Business at UBC. Before co-founding InterVISTAS in 1997, he served as special advisor to the president of the Vancouver International Airport Authority.

BOARD COMMITTEES

The Audit Committee reports to the Board of Directors on financial and administrative issues and oversees systems of financial control, reporting and audit.

Members: Dave Brownlie, CA (Chair), Allen Tozer, Kevin Walker, Mike Smith

The Human Resources Committee reports to the Board of Directors on human resource issues and oversees compensation practices of the Corporation, succession planning and corporate development.

Members: Terry Farmer (Chair), Bill Barkley

The Governance Committee assists the Board of Directors with best governance practices and with the nomination, and recommendation to the Minister responsible and Lieutenant Governor in Council, of the recommended candidates to fill Board seats, as member's terms expire.

Members: Harley Elias (Chair), Michael Campbell, Debbie McKinney

The Board Chair and Vice Chair have an open invitation to sit on any Board Committee.

SENIOR MANAGEMENT

Rod J. Harris, *President and Chief Executive Officer*

Rod Harris was appointed CEO and president of Tourism British Columbia by the Board of Directors upon its establishment as a Crown corporation in 1997. He has held senior management positions in the private and public sectors, including serving on the Board of the Canadian Tourism Commission.

Grant Mackay, *Vice President, Marketing & Sales*

Grant Mackay was appointed vice president of Marketing & Sales in 1997, and is responsible for developing Tourism British Columbia's marketing and sales strategies. He joined Tourism BC in 1995 after 17 years of management experience in the packaged-goods industry.

Rick Lemon, *Vice President, Visitor Services*

Rick Lemon was appointed vice president of Tourism Operations in 1997 and has been with Tourism British Columbia for 26 years. He is responsible for visitor services and sales, tourism product management and research training services. Rick designed the groundbreaking *SuperHost*[®] training program and has been extensively involved with tourism development throughout British Columbia.

Don Foxgord, *Vice President, Business Development*

Don Foxgord was appointed vice president of Business Development in 1997 and is responsible for business development, *British Columbia Magazine*[™] and industry development. He joined Tourism British Columbia in 1987 after four years as regional manager of the British Columbia Rockies tourism region and has extensive experience in developing tourism around the province.

Raymond Chan, *Vice President, 2010 and Corporate Relations*

Raymond Chan joined Tourism British Columbia in 1997, providing leadership on projects such as Tourism British Columbia's transition to a Crown corporation. In 2005, he took on responsibility for managing the growing opportunities resulting from the 2010 Olympic and Paralympic Winter Games. As part of this role, he chairs the 2010 Tourism Consortium, a partnership of the host tourism destinations of British Columbia, Vancouver, Whistler, and Canada. Prior to joining Tourism BC, he held senior positions with the Province of B.C. as Executive Director, Government Services and Executive Director, Purchasing Commission.

Len Dawes, CA, *Vice President & Chief Financial Officer, Corporate Services*

Len Dawes was appointed CFO of Corporate Services in 1998, and is responsible for Tourism British Columbia's financial, information and administrative systems. Len is a chartered accountant, and prior to joining Tourism BC, worked in the Ministry of Finance.

Rose Moss, *Vice President, Human Resource Development*

Rose Moss was originally appointed executive director of Human Resources in 2000. She is responsible for developing and implementing Tourism British Columbia's human resource infrastructure, which includes compensation, performance management, career development, recruitment, succession and labour relations. She has extensive HR experience in the private and public sectors.

APPENDIX 2: PERFORMANCE MANAGEMENT SYSTEMS

To ensure Tourism BC continues to be responsive to the needs of the tourism industry, performance measures have been incorporated at three levels: industry performance, corporate performance and individual business unit performance. The following table highlights the key industry and corporate performance measures.

Industry Performance Measure	Objective of Measure	Data Source
Provincial tourism revenues	To track progress towards doubling tourism revenues by 2015.	Tourism BC. The base revenue was established in a 1996 Angus Reed survey <i>BC Visitor Study</i> . Tourism BC updates the data annually by monitoring an extensive combination of indicators with particular focus on accommodation statistics such as room revenue, occupancy levels and average daily rates. In addition, Tourism BC monitors visits through customs entries, airport arrivals, cruise ship activity, attendance at provincial parks, ferry and highway traffic, and visitor party information gathered from over 100 Visitor Centres.
Overnight Customs Entries	# of visitors clearing customs is a key demand indicator	Statistics Canada
Room Occupancy	Occupancy levels of accommodation properties are a key demand indicator	Pannell Kerr Forster
Airlift Capacity	# of available air seats is a key supply indicator	InterVISTAS
Accommodation	# of available accommodation rooms is a key supply indicator	BC Stats
HR Development	# of jobs created is a key supply indicator	BC Stats

Corporate Performance Measure	Objective of Measure	Data Source
ROI, consumer advertising campaigns	To measure the return on investment (tourism revenues generated per \$ invested) from Tourism BC's consumer advertising campaigns.	Ongoing Conversion Studies from an independent third party
Equivalent dollar value of unpaid editorial coverage	To measure the value of unpaid coverage of British Columbia tourism in print, TV, radio.	Tourism BC

Corporate Performance Measure	Objective of Measure	Data Source
Visitors to consumer websites	To track # of visitors to Tourism BC consumer website as a success indicator of marketing programs.	Tourism BC
# of tourism businesses participating in regional marketing programs	To demonstrate the reach of Tourism BC regional marketing programs	Tourism BC
BC's share of Canadian product in key tour operator offerings	Track BC product availability within key trade accounts	Tourism BC
# of tourism businesses listed on HelloBC.com	To track # of tourism businesses registering for Tourism BC online programs	Tourism BC
Average Quality Service ratings at Visitor Centres	To measure visitors satisfaction at over 100 Visitor Centres throughout the Province.	Independent third party verification
# of page views of tourism businesses through HelloBC.com	To demonstrate to tourism businesses the value of participating through HelloBC.com	Tourism BC
Total # of Communities assisted	To measure # of BC communities assisted by Tourism BC community programs	Tourism BC
Total # of tourism sectors developed and/or promoted	To measure # of BC tourism sectors developed or promoted	Tourism BC
# of accommodation inspections completed	To demonstrate performance against quality assurance objective	Tourism BC
# of participants trained through <i>SuperHost</i> [®] training programs	To measure one of mandated objectives: "enhance professionalism in the tourism industry"	Tourism BC
Industry Stakeholder satisfaction survey of Tourism BC programs and services (1-5 scale)	To measure external stakeholder satisfaction with Tourism BC programs	Annual Stakeholder Survey – independent third party
Support Services costs	To measure support services costs and compare against similar organizations to demonstrate efficiency	Tourism BC; Canadian Tourism Commission
Employee survey	To measure employee satisfaction	Tourism BC 'Culture Survey'

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