



**Tourism British Columbia
2009/10 – 2011/12 Service Plan**

January 30, 2009



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LETTER FROM BOARD CHAIR TO MINISTER RESPONSIBLE

To the Minister of Tourism, Culture and the Arts:

For over a decade, the tourism industry of British Columbia has been working to maximize the opportunity of hosting the Vancouver 2010 Olympic and Paralympic Winter Games. As with most journeys, many obstacles have arisen that have challenged the potential growth of the industry – 9/11, SARs, wildfires, and most recently, an unprecedented shift in the worldwide economy that continues to unfold.

The British Columbia tourism industry has persevered by maintaining a steady hand, approaching its strategic direction with level-headed thinking. The return to growth has been soon, after every setback. Only by taking a long-term perspective will current conditions be addressed.

The most significant market condition for the British Columbia tourism industry actually represents its greatest opportunity: the Vancouver 2010 Olympic and Paralympic Winter Games.

The unique competitive advantage of the Games for the tourism industry is undeniable – when destination marketing organizations around the world strive to lure visitors challenged by economic pressures, Vancouver, British Columbia and Canada will enjoy the brightest spotlight of all.

It is how that spotlight is utilized that will determine future success. In the timeline of the *2009/10-2011/12 Tourism British Columbia Service Plan*, Tourism British Columbia will undertake scores of tactics across a broad strategic spectrum that are intended to capitalize on the awareness that the Games will generate, building long-term growth, post-2010.

Activities include more aggressive consumer advertising campaigns intended to achieve longer, more profitable relationships with visitors. In addition, Tourism British Columbia's successful efforts in Travel Media Relations will be enhanced, to capitalize on the greatly expanded number of journalists covering the Games-time experience.

Tourism BC will continue to capitalize on online marketing. **HelloBC.com** continues to be the core piece in helping individual tourism business opportunities to connect with millions of consumers worldwide.

In time to welcome the world in 2010, Tourism BC's full complement of new and updated British Columbia Visitor Centres host visitors from all around the world. The importance of communities and regions is supported by Tourism BC's strategic partnerships with the six tourism regions, and key city destination marketing organizations.

In addition, Tourism BC will continue to work with the Ministry of Tourism, Culture and the Arts to implement the province's *Tourism Action Plan*.

In marketing the province as a preferred travel destination, Tourism BC is committed to playing a role in establishing best practices and leadership that will benefit tourism operators throughout the province. Tourism BC is also fully committed to meeting the targets outlined in the provincial government's *Climate Action Plan*, and is working with representative

organizations in the development and implementation of the BC Partnership for Sustainable Tourism.

Though the tourism industry in British Columbia continues to face many issues that will impact industry performance, including US exchange rates, border/security policies, air access and, of course, the state of the global economy, Tourism BC will continue to work with all of our partners including the Ministry of Tourism, Culture and the Arts, to clear the road for stronger growth.

The *Service Plan* was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The *Service Plan* is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the *Service Plan*, including the selection of performance measures and targets.

All significant assumptions, policy decisions and identified risks as of January 30, 2009, have been considered in preparing the *Service Plan*. The performance measures presented are consistent with Tourism BC's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this *Service Plan* have been determined based on an assessment of Tourism BC's operating environment, forecast conditions, risk assessment and past performance.

British Columbia is now in the official countdown phase of the Vancouver 2010 Olympic and Paralympic Winter Games. I am very proud of the efforts of the staff and Board of Directors in their approach to maximizing the Vancouver 2010 opportunity to best leverage long-term sustainable growth throughout the province. I look forward to seeing how the efforts of our journey will provide a long-term legacy for the industry. In addition, I would like to offer my personal appreciation to the Minister of Tourism, Culture and the Arts for his leadership and support for the tourism industry of British Columbia.



Allen Tozer
Chair

ORGANIZATIONAL OVERVIEW

Tourism British Columbia became a Crown Corporation in 1997. The purpose of the corporation is to promote development and growth in the tourism industry, to increase revenue and employment in the industry throughout British Columbia and to increase the economic benefits generated by the industry. Under the *Tourism British Columbia Act*, Tourism British Columbia is entitled to the net revenue collected under section 3.1 of the *Hotel Room Tax Act*.

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 BC's strong commitment to disciplined management practices and accountability, while ensuring a positive corporate culture. We are comfortable in the knowledge that our people are motivated and engaged and have the expertise needed to accomplish our goals.

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.

Core Programs

Tourism British Columbia's core programs and divisions are aligned with the corporation's four goals:

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

Maximize growth through partnership marketing - the Partnership Marketing Division works directly with the British Columbia tourism industry to develop integrated planning and marketing programs through regional, city, community and sectoral partnership programs. This division is also responsible for the highly acclaimed *British Columbia Magazine*TM.

Enhance world class visitor experiences - the Visitor Experiences Division focuses on connecting the consumer with tourism product and information through various distribution channels including Visitor Centres, the call centre and its consumer website. A strong commitment to accommodation and service standards helps ensure a world class tourism experience.

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

CORPORATE GOVERNANCE

Tourism British Columbia is responsible to the Minister of Tourism, Culture 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

Tourism British Columbia's governance model has been in place since 2006, utilizing a skills-based approach to identify high-potential candidates for appointment. Since implementation, several new Board members have successfully joined the organization.

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 British Columbia is fully complying with these governance and disclosure guidelines, as detailed on our website at www.tourismbc.com.

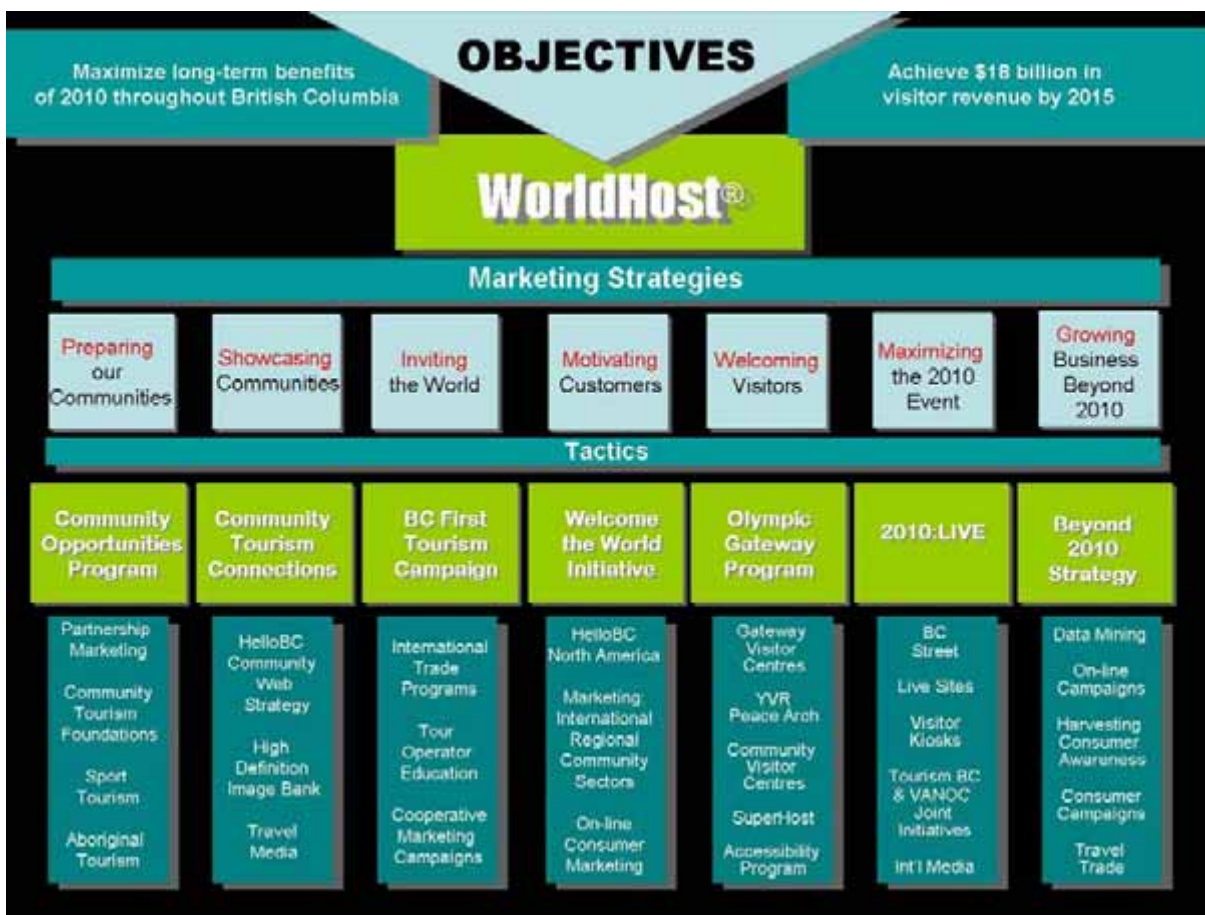
See Appendix 1 for biographies of our Board members and committee members.

STRATEGIC CONTEXT

Tourism British Columbia's programs and tactics are based on growing tourism throughout the province through supply and demand activities that will help produce greater volume of visitors and higher yield of revenue, which are both necessary to advance the province's *Tourism Action Plan*. The Vancouver 2010 Olympic and Paralympic Winter Games will act as an accelerator of overall awareness, which is forecasted to drive both volume and yield to higher rates of growth post-Games.

Despite the worldwide economic downturn, Tourism BC anticipates increased and sustained growth due to awareness generated by the Games.

Tourism British Columbia has developed a comprehensive action plan under an umbrella name - **WorldHost®** to capitalize on the province-wide tourism benefits of the 2010 Winter Games before, during and after.



Tourism British Columbia is also working with the 2010 Tourism Consortium to optimize efficiency and extend the overall opportunity. Industry partners include Tourism Vancouver, Tourism Whistler, Tourism Richmond and the Canadian Tourism Commission.

Specific activities within the **WorldHost®** strategy include:

- Providing the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and other partners a streamlined accommodation management solution for managing International Olympic Committee (IOC) required accommodation
- Expanding the media relations program with partners to maximize exposure of British Columbia and Canada before, during and post-Games with accredited and unaccredited media and key sponsors
- Implementing a travel trade program that will help to offset any aversion effect which has often occurred in Host destinations, and other new trade opportunities (which began with hosting Rendez-vous Canada in May, 2008)
- Enhancing existing consumer direct marketing campaigns by incorporating new 2010 messaging and the Host Province logo in creative advertising
- Developing an integrated visitor servicing plan with key partners and VANOC to ensure an excellent customer service experience for spectators and visitors
- Developing and implementing an accommodation accessibility program to support VANOC's objective to have the most accessible Games

Tourism British Columbia'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, in addition to First Nations governments.

BC Tourism Industry: Key Growth Targets

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

The chart below highlights the key industry indicators and growth targets.

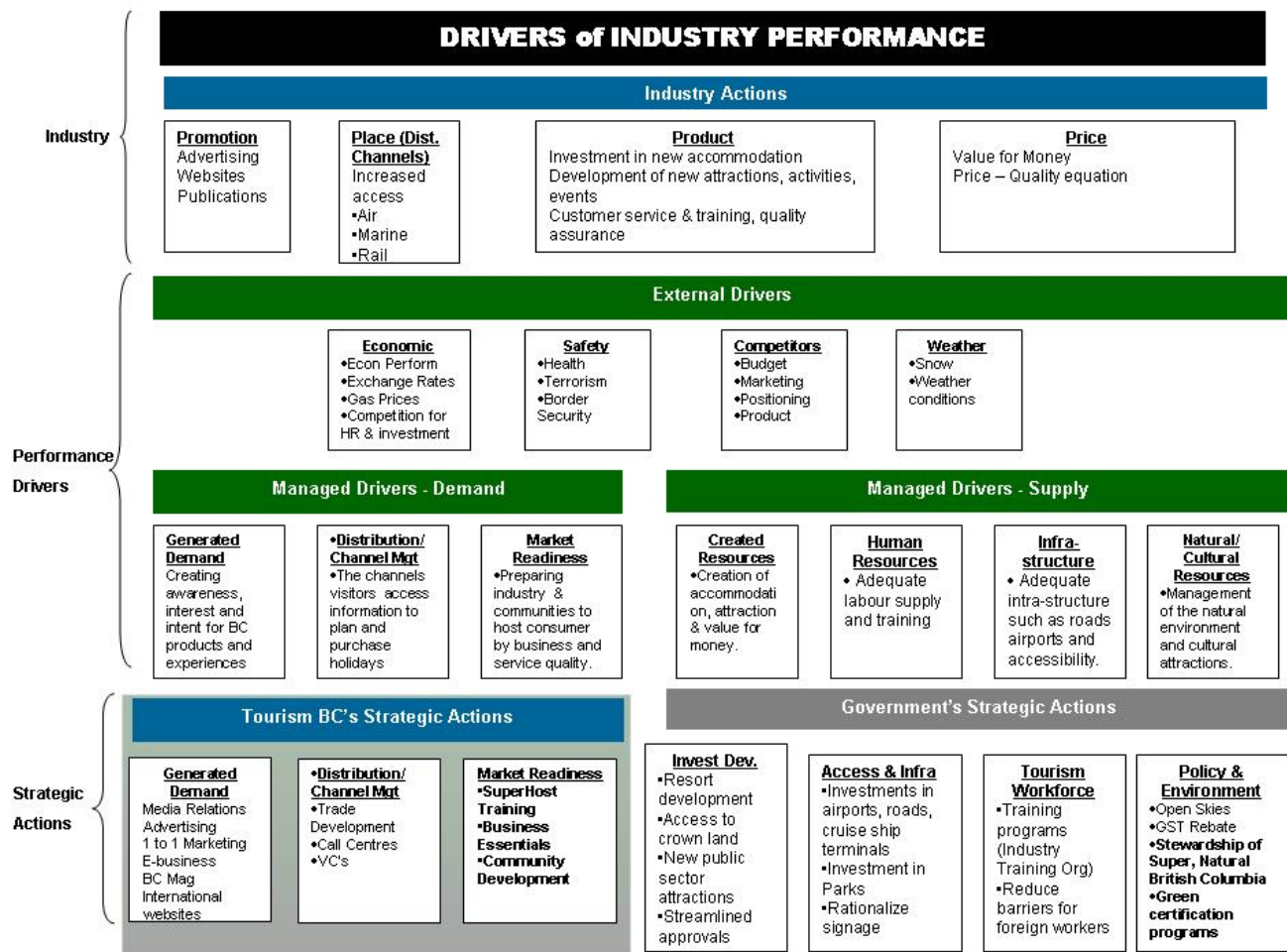
Calendar Year:	2007 Actual	2008 Estimate	2009 Target	2010 Target	2015 Target
<u>Goal</u>					
1. Provincial tourism revenues* (billions)	\$13.2	\$13.1	\$12.6	\$13.3	\$19.6
<u>Targets: Demand</u>					
1. Overnight custom entries (millions)	4.9	4.7	4.4	4.7	7.0
2. Room revenue – annual increase	8.4%	-1.1%	-3.7%	6.1%	5%
<u>Targets: Supply (000s)</u>					
1. Airlift capacity (seats – millions)	11.2	11.4	12.0	12.7	15.2
2. Accommodation (rooms 000s)	85.7	84.4	86.4	91.8	99.0
3. Tourism Employment (millions)	126	128	132	135	150

*BC Stats has introduced a new methodology (to British Columbia) for measuring the size (revenue) of the BC tourism industry. The methodology combines supply-side information from businesses on revenue, employment and value-added with estimates of tourism proportions for each industry to estimate the overall revenue, employment and GDP of the tourism industry.

BC Tourism Industry: Strategic Issues and Risks

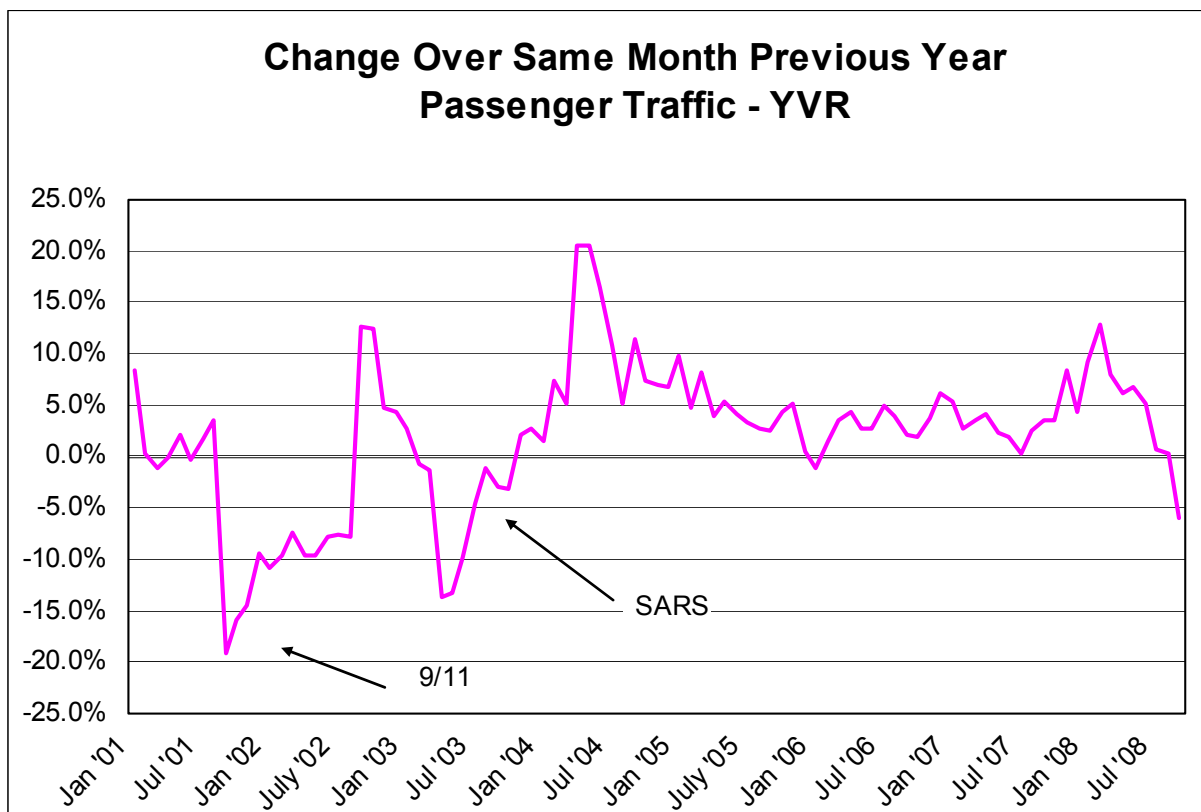
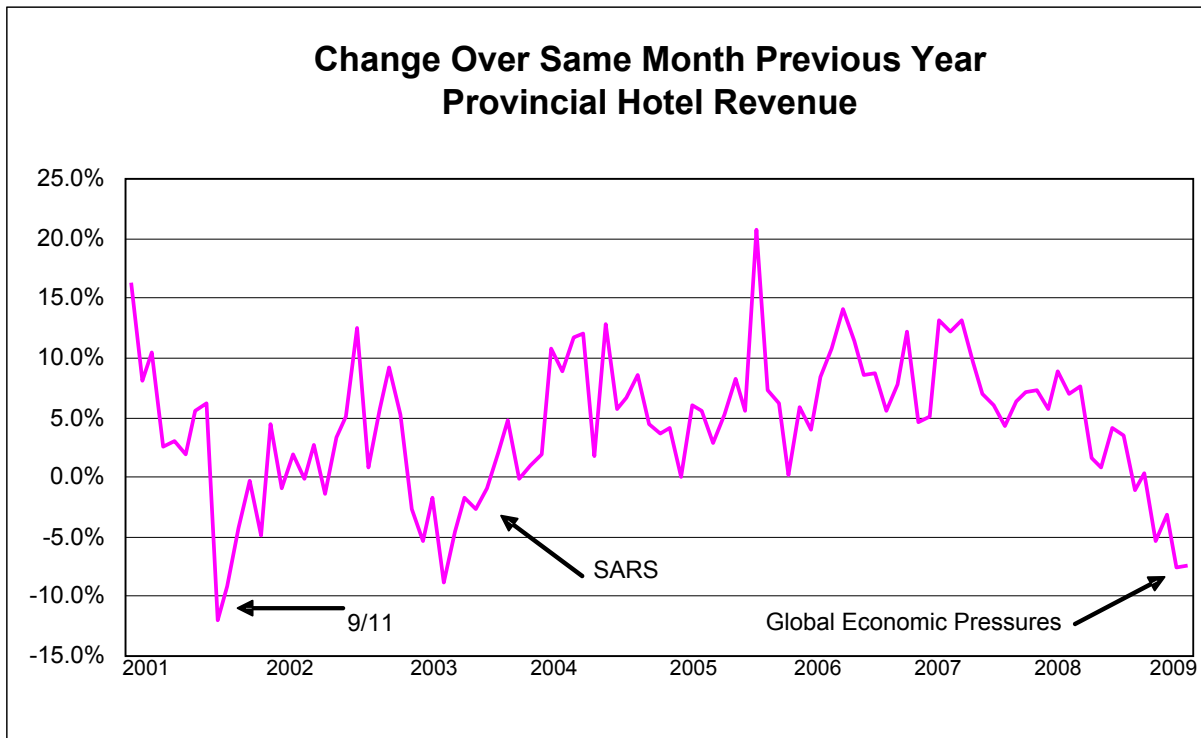
While there is no doubt that the Vancouver 2010 Olympic and Paralympic Winter Games represent the greatest catalyst for accelerating the rate of growth for British Columbia's tourism industry, there continues to be vulnerabilities that affect the BC tourism industry's potential for growth. Tourism BC works closely with the Ministry of Tourism, Culture and the Arts, the Council of Tourism Associations (COTA) and the Tourism Industry Association of Canada (TIAC) as issues emerge.

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.



The biggest risk facing tourism today is global economic uncertainty. While it makes forecasting difficult, Tourism British Columbia is working with industry and government partners to ensure information is shared with all industry stakeholders and key government agencies as it becomes available.

History suggests a pattern of resiliency by the British Columbia tourism industry when faced with issues such as 9/11 and SARs. The strategic approach each of these times was to maintain a strong presence in key markets, and continue a focus on long-term strategies.



Other related issues include:

Air Access -The federal and provincial governments continue to work towards opening 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. An announcement in December 2008, regarding improved air access between Canada and the European Union is encouraging, and may result in new business opportunities in the near future. Efforts to further expand access to Western Canada and a more full application of Canada's Blue Skies Policy continues under the leadership of the Ministry of Transportation and Infrastructure and in cooperation with other British Columbia agencies as well as the other provinces.

US Visitation - Current economic conditions are compounding the already negative pattern of US visitation. The consumers who are more likely to choose a British Columbia experience are less impacted by the global recession, which may mitigate a deeper decline. Awareness that accompanies hosting the Games could not have occurred at a better time.

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. Despite significant potential, Tourism British Columbia cannot advertise in China or receive group tours until an agreement is signed.

Human Resource Development - Despite the economic downturn, significant numbers of new workers will be required in order to meet the needs of the tourism industry. Recent shifts in policy regarding foreign workers and a continued increase in tourism training are positive developments.

VISION, MISSION, GOALS, KEY STRATEGIES, PERFORMANCE MEASURES AND TARGETS

Tourism British Columbia'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 *2009/10-2011/12 Service Plan* focuses on programs that directly contribute to achieving two long-term outcomes:

1. Meet established growth targets
2. Maximize long-term tourism benefits of the 2010 Olympic and Paralympic Winter Games

Tourism British Columbia has identified four primary goals to accomplish these outcomes:

- Goal 1: Attract more visitors
- Goal 2: Maximize growth through partnership marketing
- Goal 3: Enhance world class visitor experiences
- Goal 4: Provide value to stakeholders

Performance Measurement System

Both goals and performance measures have been enhanced as the corporation continuously strives to improve its performance measurement system. The objective and source data for each performance measure can be found in Appendix 2.

Goal 1: Attract more visitors

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.

To maximize this opportunity, Tourism British Columbia has identified activities to be implemented in three distinct marketing phases: before, during and after the Games. The post-Games period is 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 generating incremental business.

Worldwide Marketing Approach

Worldwide, 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 utilized 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 shape messages and images that will be disseminated by the media, and ensuring that these messages support the **Super, Natural British Columbia®** brand.

Travel trade historically focuses on supporting British Columbia product among the travel trade through education and cooperative marketing. This approach is employed 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. Working to increase listed products and itineraries is important in order for the trade to fully exploit the increased awareness and interest in British Columbia post 2010.

Consumer-direct activities will capitalize on increased awareness and interest. The primary strategy will focus on acquisition of potential customers via direct, online and traditional mass media, work to retain customers and deliver relevant product information, connecting customers with suppliers. Consumers continue their connection with British Columbia beyond the Games through online information, as well as by providing content on Tourism BC's websites around the world.

Throughout all marketing activities, consumers will be encouraged to "Share the Excitement" of the Games before, during and after. All areas (media relations, trade and consumer) will actively build upon the awareness generated by the Games, and tactics will be linked to the 2010 Winter Games excitement well beyond the ski/winter experiences.

North America Marketing

Markets

Key volume markets include British Columbia, 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 opportunities through online channels.

The downturn of the US economy, as well as increased security measures such as border and passport controls will continue to have an impact on US visitation, particularly from nearby drive markets such as Washington. The approach to this market will be to continue focusing on frequent travellers, providing new and compelling reasons to visit. Tourism BC will continue to support passport alternative initiatives such as the enhanced driver's license in Washington State.

Target Audience

High potential travellers, who typically have above average income, education, and are frequent travellers are the primary target audience. The 2010 Olympic Winter Games presents an opportunity to reach a much larger audience than any single existing activity. Among Games enthusiasts, Tourism BC will reach additional high potential travellers.

Key Strategies

Media Relations

- Continue to build awareness of British Columbia 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 exposure for British Columbia product province-wide
- 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
- Explore development of a Marketing Intelligence Platform to further enable Tourism BC to capture consumer data and preferences, and disseminate relevant information through proactive direct marketing and online content
- Launch a new consumer program, **Welcome the World™**, with creative leveraging of British Columbia's alignment with the Games. Utilize traditional and new media as well as search engine optimization and search engine marketing to increase interest, generate web visitation and encourage data capture, all designed to connect consumers with travel planning information and products for sale

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 an emerging opportunity as many visitors are becoming aware of the quality of ski resorts throughout British Columbia.

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 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.

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 will 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

Media Relations

- Increase consumer awareness of British Columbia through targeted media relations initiatives, including press trips
- Further relationships with official broadcasters in the UK, Germany, Australia, Japan, South Korea and China to encourage television and online exposure leading up to and during the Games to highlight British Columbia as a four season destination with specific British Columbia products and experiences of interest to potential visitors in each country

Consumer

- Leverage 2010 sponsorship activation with organizations such as Panasonic, Samsung, Omega where appropriate
- Expand online and database marketing
- Participate in CTC led consumer campaigns
- Use media exposure and search engine optimization and marketing (SEO/SEM) prior to and during the Games to increase visitation to foreign websites and encourage data capture
- Following the Games, develop customized, relevant communication with consumers who have expressed interest in visiting British Columbia.

Travel Trade

- Increase sales of British Columbia product through the travel trade by providing education to key accounts through seminars, foreign language publications and trade familiarization tours
- Develop cooperative consumer campaigns with call to action to key trade accounts
- Provide opportunities for British Columbia tourism businesses to meet overseas tour operators by annually co-hosting the Canada's West Marketplace® trade show
- Develop a travel trade program to offset a potential "aversion" effect of hosting the Games and highlight new opportunities for the tourism trade
- Ensure the travel trade is prepared for increased consumer awareness and interest in British Columbia products and experiences following the Games

E-Business Marketing

Tourism British Columbia's investment in a strong technical foundation over the last four years allows the organization to maximize opportunities the World Wide Web and technology offer. By Games time, technology and content will be in place to satisfy consumers who consider visiting British Columbia.

Search engines and social networks will be utilized to intercept the consumer in their planning activities and engage them directly. User-friendly websites have been created to satisfy consumer needs in all stages of the planning process, showcasing key attributes of the **Super, Natural British Columbia®** brand, connecting the consumer directly to individual tourism operators.

Worldwide, Tourism BC's websites are expected to reach 8 million consumers in fiscal 2008/09, an average of 20,000 visits per day. This will result in 2.8 million connections directly with **HelloBC.com's** tourism product listings, directing approximately 1.2 million consumers to independent operator websites.

Key Strategies

- Increase and enhance existing content and functionality on all websites
- Develop a Marketing Intelligence Platform to gather more information about consumer preferences and target information relevant to individual consumers on websites and through direct mail
- Add a Social Network to our consumer websites, where motivated residents, travellers along with the tourism industry will be able to share tourism experiences, engage in dialogue and “Share the Excitement” of the 2010 Winter Games by uploading their stories, photos and videos
- Maximize word-of-mouth generated on social networks by engaging in high potential networks such as Tripadvisor, YouTube, Flickr and Facebook
- Extend content to mobile devices, 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 and widgets.
- Create and support 2010 related websites and supporting content to maximize the awareness generated by the Games

Performance Measures and Targets

Equivalent dollar value of unpaid editorial coverage worldwide (millions)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
\$215	\$190	\$250	\$300	\$325

This measure provides an estimate of the value of unpaid media coverage of all British Columbia tourism stories appearing in print, TV and radio.

Visitors to Tourism British Columbia consumer websites worldwide (millions)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
6.3	6.2	8	6.5	7.5

This measure tracks the number of visitors to Tourism British Columbia consumer websites worldwide. A decline to more normal levels is expected following the 2010 Winter Games.

British Columbia's share of Canadian product in key tour operator offerings:

	Actuals	Forecast	Future Targets		
	2007/08	2008/09	2009/10	2010/11	2011/12
North America	50%	45%	45%	45%	45%
Europe	46%	43%	45%	45%	45%
Asia	67%	65%	65%	65%	65%

This measure tracks the percentage of British Columbia product in key international tour operator publications compared to the rest of Canada.

Goal 2: Maximize growth through partnership marketing

The Partnership Marketing Division works directly with the BC tourism industry to develop integrated planning and marketing campaigns through regional, city, community and sectoral partnership programs. The division is also responsible for the highly acclaimed *British Columbia Magazine*[™].

Key programs and strategies include:

The **Tourism Partners** co-operative marketing program is implemented across the province by the six Regional Destination Marketing Organizations (RDMOs) as agents of Tourism British Columbia, on behalf of tourism stakeholders in their respective regions. Comprehensive and integrated planning results in professional marketing tactics at cost-effective levels. Participants include individual tourism businesses, sector consortiums and community organizations.

The **Community Tourism Foundations**[®] program is designed to assist communities in developing local tourism strategies and increase overall participation in tourism marketing. Communities are assigned a facilitator to assist the community working group with examining their tourism activities, conducting a situation analysis, developing a research-based tourism plan and participating in co-operative marketing initiatives.

The **Community Tourism Opportunities** program is implemented province-wide by Tourism BC. Co-operative funding requests for tourism-related implementation activities from eligible communities, or clusters of communities, are assessed systematically by Tourism BC for annual support.

Experiences BC Development and Marketing

Tourism BC facilitates the development and implementation of strategic business and marketing plans in conjunction with various provincial product sectors including research and market readiness programs.

British Columbia Magazine[™]

Entering its 50th year, *British Columbia Magazine*[™] provides awareness of the province, through spectacular photography and well written stories on people, places and journeys to 2.1 million readers, including 117,000 subscribers, in 120 countries around the world. In 2008, *British Columbia Magazine*[™] remained the second most-read magazine in British Columbia.

Performance Measures and Targets**Number of tourism businesses participating in regional marketing programs**

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
1,878	1,900	1,925	1,950	1,975

Total number of communities assisted

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
143	160	165	170	175

To measure the number of communities provided with significant, direct financial assistance through Tourism British Columbia's programs, including development and implementation activities.

Number of tourism sectors developed and/or promoted

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
21	22	25	25	26

Goal 3: Enhance world class visitor experiences

Goal 3 is the primary focus of the Visitor Experiences Division. 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 tourism industry must continue to grow its reputation as a provider of high-quality services and products. Tourism British Columbia's strategies under this goal are focused on ensuring the visitor has access to tourism information, and first class product and the capability, to make informed purchasing decisions.

Key programs and strategies include:

Visitor Servicing

Serving 3 million visitors annually, the 109-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 have improved dramatically in recent years as major capital investments were made to British Columbia Visitor Centres at key gateways to the province, including iconic buildings in Osoyoos and Golden and improved facilities at the Vancouver International Airport. In addition, construction at Peace Arch is expected to be complete in Spring 2009, ensuring visitors receive first class service in surroundings that exemplify our **Super, Natural British Columbia®** product. All facilities were built to top environmental standards and designed to maximize tourism product expenditures. Collectively, the Visitor Centres will be poised to play an integral role in serving 2010 Winter Games visitors by providing timely information on accommodation and ticket availability, transportation opportunities and alternative activity choices.

Product Service, Support and Sales

Tourism British Columbia recognizes the need for a single point of contact for the tourism industry to 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-HELLOBC** call 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 on provincial travel information. The Travel Information Management unit is dedicated to the research, collection and verification of all information pertaining to travel in British Columbia. Through strong regional and community relationships and by utilizing the Destination Management System (DMS) technology, marketing programs are supported by providing high quality factual travel data.

Tourism Product Management

Just under 5,000 tourism suppliers register for Tourism British Columbia's **HelloBC®** Listings Program, a program that provides content rich supplier information and booking capabilities for the consumer.

Industry Human Resources Development

To address the critical skill shortage facing the tourism sector, financial support is provided to go2, and LinkBC, to continue implementation of the provincial tourism human resource development 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 of eight workshops, Tourism BC's internationally recognized visitor service training workshops. Every year, nearly 20,000 participants in British Columbia attend any of the eight **SuperHost®** workshops. For 2009, greater resources and focus will be put towards preparing British Columbia to capitalize on the opportunity presented by the Vancouver 2010 Olympic and Paralympic Winter Games by preparing businesses, volunteers and the public sector to deliver an exceptional visitor experience. Tourism BC will deliver specific Olympic and Paralympic Winter Games 2010 Team Training developed by VANOC to tourism and hospitality

staff and volunteers and augment this with **SuperHost®** modules such as Customers with Disabilities and Service Across Cultures.

Quality Assurance

Accommodation that meets and exceeds visitor expectations plays a vital role in securing loyal, repeat customers. Tourism BC'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.

The 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. In addition, this team has worked with 2010 Legacies Now and the BC Hotels Association to assess accommodation properties and collect information on the services provided for people with mobility, visual and hearing impairments.

Market Research

Market research will continue to be conducted to support Tourism BC's program planning and evaluation, tourism industry tracking and performance and to produce estimates of visitor volume and revenue. New or ongoing research projects will include: tourism indicators, international visitor arrivals, customs entries analysis, DMO monthly accommodation survey, community tourism research, Experiences BC sector research, regional partnership research and participate in federal and provincial research projects.

Performance Measures and Targets

Number of tourism businesses listed on HelloBC.com

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
3,889	4,790	5,200	6,000	6,800

This measure tracks the number of tourism businesses registering for Tourism British Columbia online programs. These tourism businesses provide both tourism information and reservation opportunities for visitors.

Industry Stakeholder satisfaction survey of Tourism British Columbia's Visitor Centre programs and services (1-5 scale, 5 represents most satisfied)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
3.8	3.8	3.8	3.9	3.9

This version replaces the visitor survey and is conducted annually to measure service level satisfaction of Visitor Centres.

Number of page views of tourism businesses through HelloBC.com (millions)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
2.3	2.1	2.7	2.5	2.7

This measure tracks the number of page views of tourism businesses through **HelloBC.com** and contributes to measuring Tourism BC's ability to connect tourists to products. A slight drop is anticipated following the 2010 Winter Games.

Number of participants trained through SuperHost® training programs

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
15,300	18,000	20,000	20,000	22,000

The **SuperHost®** program is in place to help achieve one of Tourism BC's mandated objectives: to enhance professionalism in the tourism industry. An overall human resource shortage and restricted supplier budgets may hamper the ability to achieve the target, however, Tourism BC will focus on helping to prepare tourism businesses and their staff for when the province "welcomes the world" in 2010.

Number of accommodation properties inspected (annually)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
2,544	3,653	2,150	1,750	1,750

This measure was determined to be a better indicator of Goal 3 performance so was added in the *2008/09-2010/11 Service Plan*. Previous to fiscal 2007/08, a corporate decision was made to accelerate the rate of inspections to ensure all participating properties had up-to-date status for 2010. In addition, the 2007/08 target was exceeded due to introduction of the Tourism Accessibility Program. For 2009/10, inspections revert back to a more balanced schedule.

Goal 4: Provide value to stakeholders

Goal 4 is supported by Tourism BC's support services, which includes Corporate Services, Human Resource Development, Information Technology, Corporate Communications and Governance. Strategies supporting this goal contribute to Tourism BC's performance by continuing to strengthen the qualities that make it a highly effective organization.

Key Strategies

- Conduct a survey of Tourism British Columbia stakeholders to evaluate effectiveness of programs
- Keep support costs below those of comparable organizations
- Continue to instill a values-based and productive corporate culture

Industry stakeholder satisfaction survey of Tourism British Columbia programs and services (1-5 scale, where 5 is most satisfied)

Actuals	Forecast	Future Targets		
2007/08	2008/09	2009/10	2010/11	2011/12
3.94	3.9	3.9	3.9	3.9

To ensure Tourism BC continues to deliver programs and activities that provide value for tourism stakeholders, an independent, third-party random survey of hundreds of industry stakeholders is conducted annually by Malatest & Associates. These include responses from hotel operators, attractions, tour operators and other industry stakeholders.

Cost of support services as percentage of total budget

Benchmark	Actuals	Forecast	Future Targets		
	2007/08	2008/09	2009/10	2010/11	2011/12
15.0%*	7.5%	8.5%	8.0%	8.0%	8.0%

* Benchmark is federal tourism organization

To measure support services costs as a percentage of total budget and to compare against a similar organization.

Employee survey: "I am proud to work for my organization"

Benchmark	Past Performance		Future Targets		
	2006/07	Actual	2007/08	2008/09	2009/10
60%*	95%	90%	90%	90%	90%

*Benchmark is provincial government public service 2006

To measure employee satisfaction through a bi-annual employee survey.

SHAREHOLDER'S LETTER OF EXPECTATIONS

Crown corporations are publicly accountable to taxpayers both in the delivery of their programs and service and in fiscal management. The Shareholder's Letter of Expectations (SLE) is a key component of the Accountability Framework for Crown corporations and is designed to ensure a shared understanding between the shareholder (the government, represented by the Minister Responsible) and Crown corporation Boards of Directors on key governance issues, corporate mandate direction from government, core Crown corporation services, strategic priorities and performance expectations of government for the corporations. The Shareholder Letter serves as the foundation for the development of annual Crown Corporation service plans.

The following table outlines the key expectations of the Shareholder, and Tourism British Columbia's alignment with these expectations:

Specific Expectations	Actions Planned
Continue to participate as an active partner in the Shareholder's <i>Tourism Action Plan</i> .	Ongoing
Focus marketing activities to leverage tourism investment and maximize tourism growth.	Included in Tourism British Columbia's 2008/09-2010/11 <i>Service Plan</i> .
Maximize the short and long-term benefits accruing to the province and the regions of hosting the Vancouver 2010 Olympic and Paralympic Winter Games by developing complementary and robust marketing and sales plans with industry and government parties.	Included in Tourism British Columbia's 2008/09-2010/11 <i>Service Plan</i> .
Create sustainable tourism programs in keeping with the corporation's mandate that help reduce greenhouse gas emissions and position British Columbia as a "green" tourism destination.	Tourism British Columbia is a founding partner of the BC Partnership for Sustainable Tourism (BCPST) along with the Ministry of Tourism, Culture and the Arts and COTA BC. The BCPST will be developing a comprehensive sustainability strategy for the industry.
Work with the Shareholder to develop and implement a cultural tourism strategy.	In progress
Continue to work with the Aboriginal Tourism Association of British Columbia to carry out the aboriginal tourism strategy.	Ongoing
Actively participate in the Shareholder's Asia Pacific Initiative.	Ongoing
With respect to at-par currency, continue to diversify the corporation's markets and regional marketing investments.	Tourism British Columbia has a diversified portfolio of markets around the world and has recently been accelerating activity in Mexico and Korea. Marketing targeted to India is planned for 2010.

Specific Expectations	Actions Planned
With respect to air access and under the direction of the Minister of Tourism, Culture and the Arts, contribute to a coordinated industry campaign to address the issue of bi-lateral agreements with the federal government.	Ongoing
Continue to supplement its annual operating budget through raising additional funding from the industry and private sector partners.	Ongoing
Ensure annual expenditures do not exceed annual revenue.	Planned
In support of good communication, the Board will provide opportunities to engage the Minister of Tourism, Culture and the Arts in dialogue throughout the year and with regularly scheduled meetings.	Ongoing

SUMMARY FINANCIAL OUTLOOK

**Tourism British Columbia
Financial Summary
2009/10-2011/12**

\$000s	2007/08 Actual	2008/09 Forecast	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate
Revenue					
Hotel room tax per Ministry of Finance (note 1)	\$ 33,200	\$ 58,400	\$ 58,800	\$ 60,000	\$ 62,800
Grants and Contributions	20,043	2,400	125	125	125
Investment and miscellaneous income	947	400	267	250	250
	54,190	61,200	59,192	60,375	63,175
Operations, net					
Consumer Marketing	21,486	28,337	24,584	24,209	24,967
Partnership Marketing	13,585	8,792	10,935	13,892	14,301
Visitor Experiences	11,286	14,214	13,100	13,308	13,886
Support services	4,732	5,014	5,270	5,436	5,687
Amortization	1,435	1,700	2,400	2,800	2,800
Government directed payment	3,000	-	-	-	-
	55,524	58,057	56,289	59,645	61,641
Net revenue (loss) before forecast allowance	(1,334)	3,143	2,903	730	1,534
Hotel room tax forecast allowance (note 2)	(1,170)	(3,143)	(2,903)	(730)	(1,534)
Net revenue (loss)	(2,504)	-	-	-	-
Net assets, ending	3,053	3,053	3,053	3,053	3,053
Total Debt	-	-	-	-	-
Marketing technology	1,303	3,625	3,367	2,112	2,050
Visitor Centres	779	5,015	1,515	3,015	40
Other	388	160	105	120	140
Capital investment (Note 3)	2,470	8,800	4,987	5,247	2,230
FTEs	142	148	145	148	148

Note 1 Hotel tax revenue figures provided by the Ministry of Finance. Also, beginning in fiscal 2008/09, Tourism BC's share of hotel tax increased from 1.65 to 3.00 points.

Note 2 Tourism BC records hotel tax on an accrual basis based on weekly reports received from the Ministry of Finance, and the allowance reflects an adjustment to Tourism BC's internal hotel tax forecasts.

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

Risk Assessment and Actions Planned

Issue	Risk	Key Responses
US Visitation <ul style="list-style-type: none"> Visits from the US have declined since 2001 	<ul style="list-style-type: none"> The two biggest risks are to overall revenue, and Tourism British Columbia's ROI, as more aggressive tactics are targeted to attracting US visitors 	<ul style="list-style-type: none"> Aggressive targeted campaigns continue in US market Diversification of markets continues, with strong growth from Mexico, Korea, and British Columbia/ Canada
The Western Hemisphere Travel Initiative (WHTI) <ul style="list-style-type: none"> US passport requirements for re-entry to the United States for American visitors travelling by air will impact visits in 2007 and beyond Though registration for new US passports has been strong, far fewer than 50% of all Americans have passports 	<ul style="list-style-type: none"> Long-term erosion of US market potential 	<ul style="list-style-type: none"> A variety of communication tools including HelloBC.com, campaign brochures, Visitor Centres and the 1-800-HELLOBC® call centre are being used to ensure up-to-date accurate information about border waits and documentation requirements is available
Air Access <ul style="list-style-type: none"> The federal and provincial governments are working to open more access to Canadian airports for foreign airlines 	<ul style="list-style-type: none"> A lack of direct-air seat capacity is one of the major constraints to growth from many markets, including Asia/Pacific 	<ul style="list-style-type: none"> An announcement that Canada and the European Union had negotiated liberalized air access and policies was made in December 2008. Tourism BC will work with partner organizations to ensure the full benefits of these new policies are enjoyed by the BC tourism industry
China: Approved Destination Status <ul style="list-style-type: none"> Though Canada and China formally agreed to begin negotiating Approved Destination Status (ADS) in January 2005, a final agreement has not been achieved to date 	<ul style="list-style-type: none"> Despite significant potential from this market, Tourism BC cannot advertise in China until an agreement is signed 	<ul style="list-style-type: none"> Tourism BC supports the Ministry of Tourism, Culture and the Arts' efforts to encourage federal representatives to continue negotiations for final ADS acceptance

Issue	Risk	Key Responses
<p>Human Resource Development</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Tourism businesses may not meet export-ready standards due to understaffing, new businesses may not be able to open, and a loss of British Columbia's customer service reputation may result in the long-term 	<ul style="list-style-type: none"> • Tourism BC is working with go2, the Ministry of Tourism, Culture and the Arts and other industry partners across Canada to raise awareness of this issue, and ensure the British Columbia tourism industry can compete for workers, but also retain them long-term.

APPENDIX 1: BOARD OF DIRECTORS, BOARD COMMITTEES, SENIOR MANAGEMENT

2008 - 2009 BOARD OF DIRECTORS

Allen Tozer

Chair

Allen Tozer was appointed to the Board in March in 2002 and is President of Loxlaur 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 British Columbia Assessment, 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 and is President of Walker Hospitality which owns and operates the Oak Bay Beach Hotel in Victoria and opened the Miraloma on the Cove, a 5-star boutique hotel in Sidney, British Columbia. Walker Hospitality launched The Discovery Club™, a luxury destination club in 2007 and is based in Victoria with a world-wide membership. With a career in tourism spanning 30 years, Kevin Walker is currently a member of the Premier's Tourism Industry Advisory Council, Chair of the Hotel Association of Canada and in 2005 he received the prestigious "British Columbia Tourism Industry Leader of the Year" award.

Bill Barkley

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

David Brownlie

David Brownlie was appointed in 2006 and is Chair of the Audit Committee. Mr. Brownlie is the President and Chief Operating Officer of Whistler Blackcomb Mountain Resorts Limited. Originally appointed as Director of Finance in 1989, he has been integral to the vision, growth and success of the organization over the last 20 years. He also serves as President of the Whistler Blackcomb Foundation and as a member of the Board of Directors for Tourism Whistler. Mr. Brownlie is a member of the Institute of Chartered Accountants of British Columbia and holds a Bachelor of Commerce from the University of British Columbia.

Michael Campbell

Michael Campbell was appointed in 2007 and 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.

Andrew Cohen

Andrew Cohen was appointed in 2008 and is the General Manager for Resorts of the Canadian Rockies, BC Division, responsible for the operations of the Fernie and Kimberley Alpine Resorts and the Trickle Creek Golf Course. He is currently Vice Chair of the Board of Directors for the College of the Rockies. Mr. Cohen has spent more than 25 years working in the mountain resort industry both in the United States and Canada. He is currently serving (or has served) on a variety of boards including Kootenay Rockies Regional Economic Alliance, Canada West Ski Areas Association, Tourism Kimberley, Tourism Fernie and the FLY YXC Alliance, responsible for bringing Delta Air Lines service into Cranbrook. Mr. Cohen has also served as President of the Canadian Professional Ski Schools.

Harley Elias

Harley Elias was appointed in 2005 and is a Director of Rivercorp, the management arm of Tourism Campbell River and Region. He is also Chair of the Governance Standing Committee. Mr. Elias 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 and is Chair of the Human Resource Standing Committee. Mr. Farmer is the Founder and President/CEO of Accent Inns Inc., Past President of the British Columbia Chamber of Commerce and has sat on many tourism business and charity boards. In 1998, he was awarded the “Entrepreneur of the Year Award” for Tourism and Hospitality (Pacific Region).

Debbie McKinney

Debbie McKinney was appointed in 2006 and is General Manager, Group Sales and Marketing with one of British Columbia’s most unique and popular historical visitor attractions – the Hell’s Gate Airtram. She has 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.

Laird Miller

Laird Miller was appointed in 2008 and is Chief Financial Officer and Chief Privacy Officer of London Drugs. He is also the Chief Financial Officer and Chief Privacy Officer of Sonora Resort, a British Columbia luxury wilderness resort and London Air Services, an Executive Charter Airline. With a background in forestry and over 10 years in public practice, he brings a wide array of experience including developing financial systems, insurance, risk management and privacy compliance spanning the Hospitality, Airline and Retail industries. Mr. Miller received his Chartered Accountant designation from the Institute of Chartered Accounts of British Columbia.

Judith Sayers

Judith Sayers was appointed in 2007 and is the elected Chief of the Hupacasath First Nation in Port Alberni and 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 honorary 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 Foundation, Indian and Northern Affairs Canada and the Economic Development Advisory for British Columbia, and the New Relationship Trust.

Mike Smith

Mike Smith was appointed in 2006 and 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 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 and 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. Mr. Stevenson holds a Bachelors degree in Business Administration and a Diploma of Marketing Management from the British Columbia Institute of Technology. He is currently a member of Cruise British Columbia and is Past President of both the Northern British Columbia Tourism Association and Tourism Prince Rupert.

Nancy Stibbard

Nancy Stibbard was appointed in 2008 and is President and Owner of the Capilano Group of Companies. She has won numerous awards including Business in Vancouver's Influential Women in Business Award in 2000, Ernst and Young's 1996 Entrepreneur of the Year Award for Hospitality/Tourism in Pacific Canada and British Columbia Woman Entrepreneur Award in 1992. In 2004, the Tourism Industry of Canada (TIAC) named Capilano Suspension Bridge Innovator of the Year for the eco-attraction, Treetops Adventure and Capilano Suspension Bridge was awarded Business of the Year at TIAC's inaugural National Tourism Excellence Awards in 2003. In 2007, she was inducted into the Canadian Tourism Hall of Fame. Ms. Stibbard has now and in the past sat on many tourism association boards, she has chaired Tourism Vancouver, Vancouver, Coast & Mountains Tourism Region and the Vancouver Convention Centre Expansion Task Force.

Chris Zimmerman

Chris Zimmerman was appointed in 2008 and is the President and Chief Executive Officer of the Vancouver Canucks and Canucks Sports and Entertainment. He joined the organization in 2006 after three years as President and Chief Executive Officer of Nike Bauer Hockey Inc. Prior to this, Mr. Zimmerman was the General Manager of Nike Golf USA, and spent 16 years in a variety of senior advertising positions including USA Advertising Director for the Nike brand and Senior Vice President at Saatchi and Saatchi Advertising in New York. He currently serves as a Board member of the Canucks for Kids Fund, Ritchie Brothers Auctioneers and as an alternate Governor for the National Hockey League Board of Governors.

2008-2009 STANDING COMMITTEES OF THE BOARD

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), Laird Miller, CA, Allen Tozer

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 President and CEO 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, Consumer Marketing*

Grant Mackay was appointed Vice President of Consumer Marketing (formerly Marketing and 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.

Susan Rybar, *Vice President, Visitor Experiences*

Susan Rybar was appointed Vice President of Visitor Experiences in 2008 and is responsible for the development, implementation and evaluation of key programs that optimize visitor experiences and promote growth in the tourism sector including research and planning, visitor services and sales and tourism product management. Susan joined Tourism BC in 2004 as Manager of North American Consumer Marketing and most recently held the position of Publication Director and General Manager of *British Columbia Magazine*[™]. She brings more than 15 years of marketing and management experience, including senior marketing positions with Olivieri Foods and TELUS.

Don Foxgord, *Vice President, Partnership Marketing*

Don Foxgord was appointed Vice President of Partnership Marketing (formerly 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, Richmond, and Canada. Prior to joining Tourism BC, he held senior positions with the Province of BC.

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

Len Dawes has been with Tourism British Columbia since 1998 and is responsible for Tourism BC's financial, information and administrative systems. Len is a chartered accountant, and prior to joining Tourism British Columbia, worked in the private and public sector.

Rose Moss, *Vice President, Human Resource Development*

Rose Moss was originally appointed Vice President 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 British Columbia 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	BC Stats. Formerly, this measure was provided by Tourism BC based on a 1996 Angus Reid survey <i>BC Visitor Study</i> . BC Stats developed another methodology to replace the outdated study.
Overnight Customs Entries	# of visitors clearing customs is a key demand indicator	Statistics Canada
Room Revenue	Revenues of accommodation properties are a key demand indicator	BC Stats
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
Equivalent dollar value of unpaid editorial coverage	To measure the value of unpaid coverage of British Columbia tourism in print, TV, radio	Tourism British Columbia through a third party research firm
Visitors to consumer websites	To track # of visitors to Tourism BC consumer website as a success indicator of marketing programs	Tourism British Columbia

Corporate Performance Measure	Objective Measure	Data Source
BC's share of Canadian product in key tour operator offerings	Track BC product availability within key trade accounts	Tourism British Columbia
# of tourism businesses listed on HelloBC.com	To track # of tourism businesses registering for Tourism BC online programs	Tourism British Columbia
Industry Stakeholder Satisfaction Survey of Tourism BC's Visitor Centres	To measure stakeholder satisfaction at Visitor Centres	Annual Stakeholder Survey - independent third party
# of page views of tourism businesses through HelloBC.com	To demonstrate to tourism businesses the value of participating through HelloBC.com	Tourism British Columbia
Total # of communities assisted	To measure # of BC communities assisted by Tourism BC community programs	Tourism British Columbia
Total # of tourism sectors developed and/or promoted	To measure # of BC tourism sectors developed or promoted	Tourism British Columbia
# of accommodation inspections completed	To demonstrate performance against quality assurance objective	Tourism British Columbia
Industry Stakeholder satisfaction survey of Tourism British Columbia 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 British Columbia Canadian Tourism Commission
Employee Survey	To measure employee satisfaction	Tourism British Columbia 'Culture Survey'

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