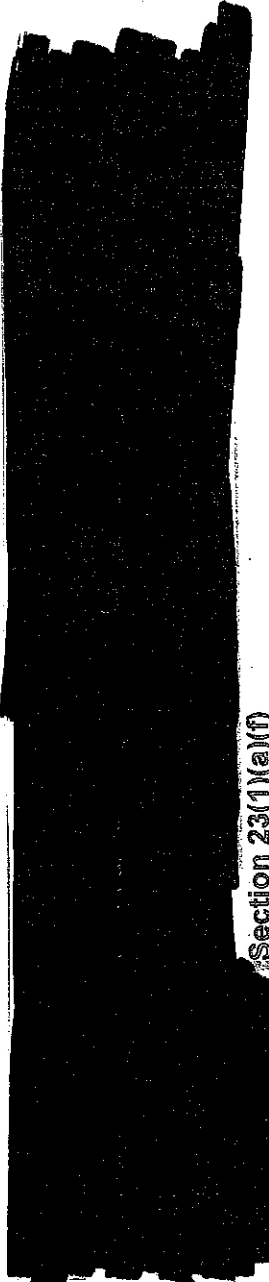


**MINISTER BRIEFING  
GROWTH, ENTERPRISE AND TRADE**

**Subject:** Tourism Secretariat

**Background:**

- Manitoba's tourism sector is an economic driver that generates \$1.5 billion in annual revenue, sustains over 2,500 businesses and employs over 24,500 people. It also returns over \$241 million in annual tax revenue to the provincial government.
- The Tourism Secretariat:
  - oversees development and implementation of the government's tourism policies and collaborates with other provincial departments, and federal and municipal governments contacts to support the development of effective tourism policies and programs
  - administers the annual operating funding for Travel Manitoba, six regional tourism associations, two francophone tourism organizations and one Indigenous organization
  - administers a program of project grants to rural, northern and Indigenous communities and organizations to expand or create new tourism experiences throughout the province
  - works in conjunction with Travel Manitoba, the government's Crown agency for tourism marketing, to collaborate with stakeholders in identifying and developing new tourism market segments in areas such as Indigenous, francophone and rural and northern tourism
- There are five FTEs in the secretariat – two program support officers, one senior tourism consultant, an executive director and a consultant seconded to the Waabanong Anishinaabe Interpretive Centre project. The secretariat shares an administrative position with the Sport Secretariat.
- The Secretariat's annual budget is \$8.503 million, including \$6.971 million operating grant for Travel Manitoba. Over 92 percent of the Secretariat's budget is allocated to grants.



Section 23(1)(a)(f)

**Key Initiatives – Analysis and Advice  
Short to Medium Term Initiatives (to October 2016):**

**Tourism funding**

Currently, Manitoba ranks last among provinces in combined spending on tourism marketing and development. Travel Manitoba has proposed a new funding formula for tourism marketing that would see the provincial government retain 96 percent of provincial tax revenue generated by tourism and reinvest four percent into tourism marketing. The Manitoba Chambers of Commerce and members of the tourism industry have endorsed the proposal. If adopted, the projected investment in tourism marketing would be \$28.2 million over five years with an estimated return in tax revenue of \$46 million (based on Conference Board of Canada projections for tourism spending). The investment in the first year would be an incremental \$3.4 million.

**Tourism framework**

In its 2015 State of the Tourism Industry report, the Manitoba Chambers of Commerce (MCC) called on the provincial government to lead the development of a provincial tourism strategy. The Tourism Secretariat and Travel Manitoba, in collaboration with MCC, subsequently conducted a survey and held a one-day tourism summit to consult with sector stakeholders, businesses and leaders about priorities that should be considered in a provincial tourism strategy. Key issues identified were funding, product development, infrastructure and signage, and business support and training. Chuck Davidson, MCC President and CEO, agreed to lead an advisory committee in the developing the strategy.

**Falcon Lake Golf Course and Sports Area**

The Falcon Lake Golf Course and Sports Area (tennis courts, miniature golf and lawn bowling) has been operated by Venture Manitoba Tours (Venture) since 1996 through an annual lease agreement with Manitoba Conservation and Water Stewardship (CWS). Venture is a provincially-owned corporation, of which Manitoba is the only shareholder, reporting to the Minister responsible for tourism.



[REDACTED]

Section 19(1)(e), Section 28(1)(c), Section 23(1)(a)

**Waabanong Anishinabe Interpretive and Learning Centre Inc.**

The Waabanong Anishinabe Interpretive and Learning Centre (WAILC) is an Indigenous cultural and learning interpretive site proposed for development on Crown land near Hollow Water First Nation. The project was announced as a \$2.5 million interpretive building in 2010.

[REDACTED]

Section 23(1)(a)

The project was redesigned, in consultation with the local communities, as an interpretive site with development is planned over several years. Phase one was scheduled to begin in the summer of 2016. With a limited window for construction, an early spring tender would be required to accommodate work during the 2016 construction season.

[REDACTED]

Section 23(1)(a)(f)

WAILC Inc. was established as a not-for-profit entity to develop and implement programming at the WAILC interpretive site. It is governed by a board of directors and employed one full-time staff member seconded from the Tourism Secretariat.

[REDACTED]

Section 23(1)(a)(f)

**Opportunities/Challenges:**

**Pimachiowin Aki**

It is anticipated that the boreal forest on the east side of Lake Winnipeg will receive inscription as a UNESCO World Heritage site in July 2016. The World Heritage designation has historically been a tourism driver as experienced by sites around the world.

[REDACTED]

Section 23(1)(a)(f)

[REDACTED]

Section 23(1)(a)(f)

**BRIEFING MATERIALS**

**GROWTH, ENTERPRISE AND TRADE**

**SUBJECT: Early Decisions - Tourism**

**ISSUE:**

- Noted below are several program areas that may require early decisions. Briefing notes/transition documents on all items have been prepared:

- Falcon Lake Golf Course and Games area



- Tourism Development Fund (TDF)  
The TDF provides grants of up to \$25,000 to tourism and community organizations to support development of new or enhanced tourism experiences. A spring application process is preferred so grants can be awarded and projects initiated during the summer months.
- Eco Explore program  
The Eco Explore program encourages Manitobans and visitors to the province to visit participating attractions that offer hands-on, interactive learning experiences. Seventeen sites such as Oak Hammock Marsh, Fort Whyte Alive, Narcisse snake dens, Alfred Hole Goose Sanctuary, Assiniboine Park Zoo, etc participate in the program. The program is tentatively scheduled to launch on May long weekend.
- Travel Manitoba board appointments  
The second and final terms of four current board members will expire in September 2016. Two are government representatives. Travel Manitoba has made recommendations for possible replacements of the other two positions.

Contact: Michelle Wallace  
Executive Director, Tourism Secretariat  
204-945-2449

Date: May 9, 2016

**BRIEFING MATERIALS**

**GROWTH, ENTERPRISE AND TRADE**

**SUBJECT: Falcon Lake Golf Course and Games Area**

**ISSUE:**

- Venture Manitoba Tours Ltd. (Venture) has operated the Falcon Lake Golf Course in Whiteshell Provincial Park since 1996 under a lease with Sustainable Development. Venture is a company of which Manitoba is the sole shareholder and reports to the Minister of Growth, Enterprise and Trade (GET).

- Sustainable Development (SD) was previously directed to issue a request for proposals to identify a private operator for the golf course.

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

**CRITICAL BACKGROUND:**

- For several years, Venture has expressed concern to Manitoba that the Falcon Lake golf course pro shop and restaurant have aged far below current standards.

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

- Sustainable Development, as owners of the Falcon Lake Golf Course, led the RFP process in consultation with the Tourism Secretariat.

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

[REDACTED]

Section 19 (1)(e), Section 28(1)(c)(ii)(iii), Section 23(1)(a)

Contact: Michelle Wallace  
Executive Director, Tourism Secretariat  
204-945-2449


Date: May 10, 2016

## BRIEFING MATERIALS

### GROWTH, ENTERPRISE AND TRADE

#### SUBJECT: Tourism Funding

#### ISSUE:

- Travel Manitoba, the provincial Crown agency for tourism marketing, has proposed a sustainable funding model that would tie provincial government funding for tourism marketing to provincial tax revenue attributable to tourism.
- Under the proposed model, titled Plan 96/4, the provincial government would retain 96 percent of provincial tax revenue generated by the tourism sector and four percent would be allocated to Travel Manitoba on an annual basis for tourism marketing initiatives.
- In 2012 (the most recent statistics available) tax revenue attributable to tourism was \$241 million. Travel Manitoba is projecting that to rise to \$272.7 million in 2015 and to continue to rise year-over-year to \$336.5 million by 2020 based on Conference Board of Canada forecasts for annual increases in provincial tourism expenditures. Under Plan 96/4, the corresponding provincial contributions to Travel Manitoba would be \$10.9 million in 2015 and would grow to \$13.46 million by 2020, for a total incremental increase of \$28.2 million.
-   
Forecasts and assumptions made in the proposal have been validated through a due diligence review by Western Management Consulting.  
Section 23(1)(a)
- The funding model has been endorsed in the Manitoba Chambers of Commerce *State of Tourism Industry Recommendations* paper submitted to the provincial government in November 2015.

- Plan 96/4 is based on Conference Board of Canada forecasts which are partially derived from Statistics Canada data on tourism visitation and spending. The most recent data available from Statistics Canada is from 2012.

#### Section 23(1)(a)

#### CRITICAL BACKGROUND:

- In 2014, the Manitoba Chambers of Commerce (MCC) passed a resolution that called on the provincial government to:
  - Rigorously examine the cost competitiveness of the tourism sector and develop a provincial strategy for increasing support to the sector.
  - Increase Travel Manitoba tourism marketing dollars to levels competitive with other provinces.
  - Develop a provincial tourism strategy, made up of stakeholders to present a priority list of enhancements to the provincial government for increased funding.

- Create a sustainable funding model for investment in tourism marketing, avoiding the challenges associated with trying to manage on short-term project funding allocations.
- The Chamber struck a working committee on tourism to bring additional attention to these issues. The working committee members are: Merv Gunter (MCC Chair and Frontiers North), Michelle Gervais (Tourisme Riel), Paul Turenne (Manitoba Lodges and Outfitters), Claudette Leclerc (Manitoba Museum), Helen Halliday (Delta Winnipeg), Doug Stephen (WOW! Hospitality), Bob Sparrow (Sparrow Hotels and Travel Manitoba Chair), Scott Jocelyn (Manitoba Hotel Assoc), Bill Martin (Manitoba Bed and Breakfast Assoc).
- In June 2015 media conference, Chuck Davidson, MCC President and CEO, publicly called for increased funding to Travel Manitoba and urged the government to adopt the Plan 96/4 funding model. This was followed by the release of MCC's *State of the Tourism Industry Recommendations* in November 2015 that asked the provincial government to increase its investments in tourism marketing immediately and adopt a sustainable funding model.
- Travel Manitoba became a provincial Crown corporation in 2005. It has received annual operating grants of approximately \$7.5 million since its inception. Project funding through the federal/provincial funding agreements saw the agency's budget rise to a high of \$10.6 million in 2011-12.
- In 2015-16, Travel Manitoba's operating grant of \$7.5 million was augmented by \$1.5 million in one-time grants. The increase will allow the agency to capitalize on current market conditions to partner with Destination Canada on campaigns to target U.S. markets that have direct air access to Winnipeg and the Upper Midwest drive markets. Funding will also support an expanded campaign in Canada to draw visitors choosing a domestic vacation due to the US exchange rate. Destination Canada is the federal Crown agency for tourism marketing.
- Plan 96/4 focuses on funding for tourism marketing only. It does not address allocations for other organizations funded by the department such as regional, francophone or Aboriginal tourism associations which have all requested increases to operating grants. Tourism product development, signage and infrastructure improvements are examples of other non-marketing funding pressures.
- The Tourism Secretariat's budget, exclusive of Travel Manitoba's operating grant is \$1,532.0 million, of which 60 percent is project and operating grants. When Travel Manitoba's funding is included, 92 percent of the Secretariat's budget is allocated to grants.
- Manitoba ranks 10<sup>th</sup> for tourism investment when compared across provincial jurisdictions. Examples of funding levels for tourism in other provinces include Nova Scotia (\$13.1 million), Saskatchewan (\$15.2 million), B.C. (\$50.6 million), Ontario (\$174.9 million).

Contact: Michelle Wallace  
 Executive Director, Tourism Secretariat  
 204-945-2449


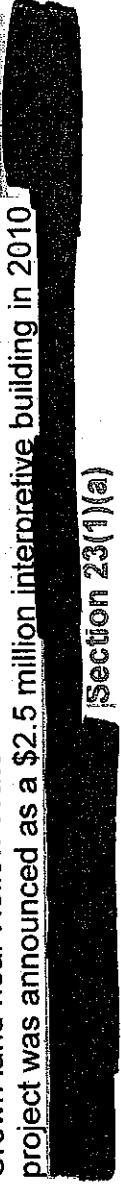


Date: May 3, 2016

**BRIEFING MATERIALS**

**GROWTH, ENTERPRISE AND TRADE**

**SUBJECT: Indigenous Cultural Tourism**

**ISSUE:**

- Indigenous cultural tourism has been identified nationally as an opportunity to contribute to job creation and economic development in Indigenous communities. A national, five-year strategy has recently been released by the Aboriginal Tourism Association of Canada.
- Manitoba's Aboriginal Tourism Strategy was launched in 2003 and, while implementation plans have been developed and executed over its lifespan, the strategy has not been updated since that time.
- Strategy development was guided by an Aboriginal Leaders Advisory Group at the request of the Minister of Culture, Heritage and Tourism. The objectives of the strategy were: 1) to increase Aboriginal participation in the tourism industry by creating employment and business opportunities and 2) to enhance Aboriginal tourism product.  
 Section 23(1)(a)
- The majority of those funds (\$100 0) are an operating grant to Eastside Aboriginal Sustainable Tourism (EAST) Inc. EAST Inc. is a not-for-profit tourism development organization mandated to assist communities, businesses and individuals located on the east side of Lake Winnipeg to develop and sustain tourism products and experiences. It is governed by a five member board of directors from the region and employs one full-time general manager.
- The Aboriginal Tourism Strategy was partially based on the concept of cluster development, fostering the creation and growth of a critical mass of tourism offerings in a particular area in order to draw visitors. The east side of Lake Winnipeg was identified as an opportunity for cluster development.
- The Waabanong Anishinabe Interpretive and Learning Centre (WAILC) is an Indigenous cultural and learning interpretive site proposed for development on Crown land near Hollow Water First Nation on the east side of Lake Winnipeg. The project was announced as a \$2.5 million interpretive building in 2010.  
 Section 23(1)(a)
- The project was redesigned, in consultation with local communities, as an interpretive site. Site development is planned over several years. Phase one was scheduled to begin in the summer of 2016. With a limited window for construction, an early spring tender would be required to accommodate work during the 2016 construction season.  
 Section 23(1)(a)(f)
- WAILC Inc. was established as a not-for-profit entity to develop and implement programming at the WAILC interpretive site. It is governed by a board of directors and employed one full-time staff member seconded from the Tourism Secretariat  
 Section 23(1)(a)

- It is anticipated that a section of the boreal forest on the east side of Lake Winnipeg will receive inscription as a UNESCO World Heritage site in July 2016

Section 23(1)(a)

- Travel Manitoba, in consultation with the Tourism Secretariat and in partnership with the Indigenous community, is working to fully identify both existing Indigenous cultural tourism experiences and opportunities for growth and development.

Section 23(1)(a)(f)

#### CRITICAL BACKGROUND:

- The Aboriginal Tourism Association of Canada (ATAC) was officially established in 2015 to improve the socio-economic situation of Aboriginal people through cultural tourism development. With the support of the federal departments of Indigenous and Northern Affairs and Innovation, Science and Economic Development, the organization has conducted extensive research on the current state and future opportunity for Indigenous tourism in Canada and recently launched its first five-year strategic plan. One of its primary goals is to work with all provinces and territories to build an Indigenous tourism presence.

- At the Canadian Council of Tourism Ministers (CCTM) meeting in January 2016, hosted in Manitoba, federal, provincial and territorial ministers committed to developing a Federal-Provincial-Territorial (FPT) Collaboration Strategy on Tourism. Manitoba has been leading a staff level committee to identify and articulate key priorities for national collaboration. A three-year strategy and workplan will be presented to FPT Ministers for approval at the next CCTM meeting in November 2016 in Iqaluit.

Section 23(1)(a)

- In 2015 ATAC released a report titled *Economic Impact of Aboriginal Tourism in Canada*. It found the Aboriginal tourism industry in Canada employs more than 33,000 people and produces \$1.4 billion toward Canada's annual GDP. It estimates Manitoba's employment figure at 919 full-time equivalents with a contribution of \$47 million toward annual GDP attributable to Indigenous tourism.

Contact: Michelle Wallace  
Executive Director, Tourism Secretariat  
204-945-2449

Date: May 3, 2016




## BRIEFING MATERIALS

### GROWTH, ENTERPRISE AND TRADE

#### **SUBJECT: Tourism Strategy and Policy Issues**

#### **ISSUE:**

- Manitoba does not currently have a formal provincial tourism strategy, framework or policy. Decision-making, program development and investments are based on industry and stakeholder consultation and feedback, cross-departmental coordination and collaboration between the department and Travel Manitoba, the provincial Crown agency for tourism marketing.
- In November 2015, the Manitoba Chambers of Commerce (MCC) submitted its *State of the Tourism Industry Recommendations* to the provincial government. The document's three recommendations were: immediately increase the annual investment in tourism marketing and adopt the 96/4 funding model; collaborate with tourism stakeholders on a provincial tourism strategy; and host a tourism summit in partnership with Travel Manitoba and MCC.
- The report and recommendations were accepted by government and the department began to immediately collaborate with Travel Manitoba and MCC to host a Tourism Summit as an initial step in consulting with sector on priorities for a provincial tourism strategy.
- The approach to the Tourism Summit was two-fold. Working with tourism consulting firm Intervistas and a destination assessment tool developed by the Destination Marketing Association International, Manitoba tourism sector leaders and business owners were invited to complete an online survey to gauge the local perception of the province's strengths and weaknesses as an international tourism destination.
- The survey measures criteria traditionally considered essential for successful tourism destinations such as availability of accommodations, meeting facilities, quality attractions, entertainment and events, sports and recreation facilities, air access and a strong tourism brand. It also measures a destination's level of community engagement against criteria such as industry and community support, funding, governance, hospitality culture, availability of a trained workforce and regional cooperation.
- Manitoba performed well in the survey, exceeding baseline scores against many criteria and at or near baseline for the remainder. The results demonstrated good alignment among various stakeholder groups.
- The results were shared at the January 12, 2016 Tourism Summit attended by over 220 invited sector leaders. The event also featured facilitated roundtable sessions as the next step in the strategy consultation process. Issues identified included support for product development (particularly in rural and northern Manitoba), quality enhancements for attractions and tourism products, improved signage and highway infrastructure and stronger regional collaboration.
- MCC President and CEO Chuck Davidson has committed to leading an advisory group to guide the next steps in the consultation and strategy development process. Joe Masi of the Association of Manitoba Municipalities (AMM) has also agreed to participate.
- Both Mr. Davidson and Mr. Masi were highly engaged in developing Manitoba's Rural Economic Strategy document which identifies tourism as a key component. It is anticipated that they can assist in aligning both strategies. Discussions have also occurred at the staff level to facilitate this approach.
- 

Section 23(1)(a)

Section 23(1)(a)

- Despite the government's large-scale investments in projects such as the CMHR and Journey to Churchill, TCHSCP spending on tourism development is limited, totaling less than \$1M for initiatives, such as regional tourism, Aboriginal tourism, northern tourism and ecotourism.

Section 23(1)(a)

- At the Canadian Council of Tourism Ministers (CCTM) meeting in January 2016, hosted in Manitoba, federal, provincial and territorial ministers committed to developing an FPT Collaboration Strategy on Tourism. Manitoba has been leading a staff level committee to identify and articulate key priorities for national collaboration. A three-year strategy and workplan will be presented to FPT Ministers for approval at the next CCTM meeting in November 2016 in Iqaluit.

**CRITICAL BACKGROUND:**

- *The Travel Manitoba Act* was enacted in 2005 to establish Travel Manitoba as a provincial Crown corporation. Under the Act, each year the agency must submit a three-year business plan that is satisfactory to the Minister responsible for tourism and its Board of Directors.
- In 2012, the Premier's Economic Advisory Council (PEAC) struck an industry task force to review and explore opportunities to grow and strengthen Manitoba's tourism sector. Following the review, PEAC provided a series of recommendations to the Premier. Those recommendations helped inform the 2012-2015 Tourism Action Plan. The plan was completed last year with the release of the Plan 96/4 proposal and the commitment to develop a provincial tourism strategy.
- Not all, but many provinces and territories have tourism strategies. In jurisdictions, like Manitoba, that have a separate Crown agency for tourism marketing, they typically have both a business or marketing plan and a tourism strategy.
- The tourism sector in most jurisdictions is highly fragmented consisting of dozens of not-for-profit and community organizations, small and medium-sized businesses, marketing organizations, industry organizations and multiple levels of government. Tourism strategies typically identify policy issues that contribute to the growth and development of the sector, set out roles and responsibilities for government and key stakeholders, and establish a common vision to assist in aligning efforts of the sector.
- In 2011, the federal government launched its Federal Tourism Strategy. The Strategy describes how federal departments and agencies work together and with the provinces and territories and the tourism industry to build on the country's numerous tourism advantages. It was a five-year strategy and it is expected that the federal government will consider a new strategy in the coming year.

Contact: Michelle Wallace  
Executive Director, Tourism Secretariat  
204-945-2449

Date: May 3, 2016

## **GROWTH, ENTERPRISE AND TRADE TOURISM SECRETARIAT**

### **RESPONSIBILITIES:**

*Tourism Secretariat* oversees development and implementation of the government's tourism policies and collaborates with other provincial departments, and federal and municipal government contacts to support the development of effective tourism policies and programs. The Secretariat administers the annual operating funding for Travel Manitoba, six regional tourism associations, two francophone tourism organizations, one Indigenous organization as well as project grants for rural/northern/Indigenous initiatives and product development.

Tourism Secretariat's primary partner is Travel Manitoba, which takes the lead with its industry sector partners to market and promote Manitoba's tourism opportunities. When Travel Manitoba became a Crown agency in 2005, the secretariat was created to oversee development and implementation of the government's tourism policies, harmonize tourism investments with overall governmental policy priorities, administer the Travel Manitoba Act and grant support for Travel Manitoba and other tourism organizations, and collaborate across provincial departments on tourism policies and programs. The secretariat also represents the provincial government in federal/provincial-territorial activities related to tourism and collaborates on regional, national and international initiatives where appropriate.

*Key personnel: Michelle Wallace, Executive Director, Tourism Secretariat since November 2012. Before that she was the Director of Advertising and Program Promotion at Communications Services Manitoba.*

*Colin Ferguson, President and CEO, Travel Manitoba. Colin was appointed CEO in January 2011.*

### **STRATEGIC PRIORITIES:**

Increased contribution to the provincial economy through sustainable growth and development of Manitoba's tourism sector. This will be accomplished by:

- Implementing a sustainable tourism investment model that will provide increased funding for tourism marketing and development resulting in growth in visitation, spending and tax revenue attributable to tourism.
- Working with Travel Manitoba and a tourism sector advisory committee, led by the Manitoba Chambers of Commerce, to develop a provincial tourism framework that will align and coordinate the efforts of the tourism sector and provide a long-term policy for government priority-setting and decision-making.
- Fostering tourism development through support to regional and community organizations and collaboration with tourism stakeholders in the development of strategic tourism markets such as rural, northern, Indigenous and francophone cultural tourism.

### **POLICY OR FINANCIAL PRESSURES:**

#### **Funding for tourism marketing**

Manitoba's investment in tourism is the lowest among all provinces. In November 2015, the provincial government publicly announced it would act on the Manitoba Chambers of Commerce recommendation to adopt the 96/4 tourism investment model. The model would see the provincial government retain 96 percent of all provincial tax revenue attributable to tourism with four percent invested back into tourism marketing. If adopted, an additional \$3.4 million, above the 15/16 base grant of \$7.5 million, would be required in 2016/17.

The funding model and projections are based on Conference Board of Canada forecasts for growth in provincial tourism expenditures and tax revenue. Over a five year period, it would require an incremental investment of \$28.2 million which is projected to return \$46 million in additional provincial tax revenue.

## STATUTORY RESPONSIBILITIES OF THE MINISTER:

### *The Travel Manitoba Act*

The act establishes "Travel Manitoba" as a corporation, consisting of the directors of the board appointed by the Lieutenant-Governor-in-Council. The role of Travel Manitoba is to foster development, growth and diversity in Manitoba's tourism industry.

## SCHEDULED EVENTS:

**May 30, 2016**, 2016 Winnipeg Tourism Awards of Distinction, Fairmont Winnipeg

**June 1, 2016**, Tourism Westman 13<sup>th</sup> annual Tribute to Tourism Awards and Gala, Carberry Community Centre

## COMMUNITY CONTACTS:

Travel Manitoba  
Venture Manitoba Tours Ltd

Bob Sparrow, Chair  
Jim Baker, Chair

Eastern Manitoba Tourism Association  
Interlake Tourism Association  
Parkland Tourism Association  
Pembina Valley Central Plains Tourism Association  
Tourism North  
Tourism Westman

Regional tourism associations  
Konrad Narth, Chair  
Jacques Bourgeois, Chair  
Bev Potten, Chair  
Mark Ratzlaff, President

Tourism Winnipeg  
CDEM

Joe Cote, Chair  
Tanis Chalmers, Chair

Enterprise Riel/Tourisme Riel  
Eastside Aboriginal Sustainable Tourism Inc (EAST Inc)  
Waabanong Anishinaabe Interpretive and Learning Centre Inc

Destination development organizations  
Dayna Spiring, CEO  
Edmund Labossiere, Chair  
Aurele Foidart, Chair  
William Young, Chair

Manitoba Tourism Education Council  
Bed and Breakfast Manitoba  
Manitoba Hotel Association  
Manitoba Lodges & Outfitters Association

Wes Moneyas, Chair

Provincial industry associations/organizations  
Warren Sawatzky, Chair  
Bill Martin, President  
Josette Roch, Chair  
Paul Conchatre, President

**MINISTER BRIEFING**  
**GROWTH, ENTERPRISE AND TRADE**

**Subject:** Travel Manitoba

- Travel Manitoba as established as a Crown corporation in 2005 through enactment of the *The Travel Manitoba Act*.
- It is governed by a 15-member Board of Directors representing the tourism sector.
- The agency's key function is to efficiently and effectively market Manitoba's tourism assets domestically and internationally, growing both the number of visitors to the province and the revenue generated by the sector.
- As required under the Act, Travel Manitoba annually submits a three-year business plan to the Minister responsible for tourism.
- The board chair reports to the Minister responsible for tourism. Meetings to update on key issues occur approximately every six weeks. At a staff level, the Deputy Minister and Executive Director of the Tourism Secretariat work directly with CEO and Senior Vice-president of Strategy and Business Development. Meetings are scheduled on a monthly basis with check-ins on key initiatives or issues occurring more regularly as required.
- In 2013 Travel Manitoba introduced the *Manitoba...Canada's Heart Beats* brand. It has been widely endorsed by industry and has shown positive results. Travel Manitoba continues to integrate the brand promise and creative into all aspects of its operations including the recent redevelopment of its Forks Visitor Information Centre. Regional and destination tourism organizations have also aligned with the brand. Travel Manitoba continues to work toward the brand being viewed as a tourism brand for the entire sector, not simply the Crown agency.
- The US is Manitoba's largest international market and has the highest growth potential of all international markets. Travel Manitoba's ability to create a strong presence in the U.S. has been restricted due to budget limitations. Recent developments increase the potential of this market including a more favourable exchange rate for U.S. visitors, new federal government investments in tourism marketing in the U.S. and a renewed interest in collaborating nation-wide to attract U.S. visitors.
- In 2015-16, Travel Manitoba's operating grant of \$7.5 million was augmented by \$1.5 million in one-time grants. The increase will allow the agency to capitalize immediately on current market conditions by partnering with Destination Canada on campaigns to target U.S. markets that have direct air access to Winnipeg and the Upper Midwest drive markets. Funding will also support an expanded campaign in Canada to draw visitors choosing a domestic vacation due to the US exchange rate. Destination Canada is the federal Crown agency for tourism marketing.

**Staff:** 35 full time staff – 29 MGEU and 6 non-unionized  
9-18 seasonal/casual travel counselors

**Budget:** 2015-16 operating grant \$7.5 million  
2015-16 project funding \$1.5 million  
Total 15-16 budget \$10 million