

# Manitoba

CANADA'S HEART  BEATS

2015/2016 Annual Report

*Bringing*  
MANITOBA'S  
BRAND *to* LIFE

Travel  
Manitoba  
 .com





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## MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

This past year was marked with a number of important milestones which will have a lasting impact on Manitoba's tourism industry.

Travel Manitoba reopened its flagship Visitor Information Centre at The Forks, reimagining the way we deliver visitor services while relocating the entire Travel Manitoba head office to one of our province's top tourist attractions.

The second major achievement of 2015–2016 came when the Provincial Government declared in its November, 2015 Throne Speech that investment in the tourism industry would be increased, as called for by the Manitoba Chambers of Commerce. An increase in government's annual tourism expenditures would create a sustainable funding model to boost tourism and market Manitoba to the world.

Combined with other successes of the past year, including record-levels of partnership investment, receiving recognition at local, national and international awards, and seeing major increases in our online engagement, Travel Manitoba is well positioned for future growth.

And that future growth, bolstered by an innovative new funding model for tourism marketing, will be guided by a provincial strategy, its framework established at a Tourism Summit in January, 2016. Two hundred leaders from Manitoba's tourism industry provided their feedback at the summit hosted by the Government of Manitoba, the Manitoba Chambers of Commerce, and Travel Manitoba.

The level of collaboration and alignment between tourism industry stakeholders is higher than ever as our **Manitoba, Canada's Heart...Beats** brand continues to be a cornerstone in strengthening partnerships and keeping pace in a competitive marketplace.

Manitoba was front and centre in an innovative partnership with *Canadian Geographic Travel*, with the entire 84-page summer 2015 edition dedicated to Manitoba. We continued our in-flight seatback advertising, thanks to the support of our Invest in Tourism partners, and our television advertising reached nationwide audiences during select broadcasts.

Travel Manitoba's relationships with the international travel trade were reinforced at key marketplaces such as Rendez-vous Canada, ITB in Germany, and Showcase Canada in China. Travel Manitoba also hosted 14 international travel agents and tour operators as part of a Canada-wide FAM trip in September, showcasing Manitoba's accessible wilderness, diverse cultural offerings, and warm hospitality.

Media interest in Manitoba continues to grow, as the Media Relations team hosted 65 media from around the world in 2015. A total of 500 earned pieces had a total global circulation of 329 million. Many of these pieces can be attributed to the over 220 meetings held with media at marketplaces and events.

And while our paid and earned media continues to inspire potential visitors through traditional channels, our own efforts to create content that speaks to our online audiences grew significantly in 2015. Total engagement on our social channels increased by 150% and pageviews on our ManitobaHot.com blog increased from 43,000 to nearly 600,000 last year.

Manitobahot.com has provided a unique avenue to promote tourism experiences and our content is reaching a wide range of people, including many who come to the blog through organic searches. Posts like our fun "14 Halloween Costumes Inspired by Manitoba" resonate with audiences, and in this case, earned national media attention on CBC's *The Rick Mercer Report* and was named as one of the *Toronto Sun's* "world's best tourism campaigns."

Redesigns to [travelmanitoba.com](http://travelmanitoba.com) and [huntfishmanitoba.com](http://huntfishmanitoba.com) have improved the visitor's online experience, and we launched the Master Angler app – the next step for this increasingly popular program.

And we're ready to take the next step with many of our marketing, visitor services, partnership, and advocacy programs, made possible with increased investment from the Government of Manitoba. The accomplishments of the past year have positioned us favourably as we enter a new era of tourism marketing in Manitoba.

We will build on a tremendous year that saw Manitoba host major events like the FIFA Women's World Cup and the Grey Cup, paving the way for Heritage Classic Canada Games to be held in Winnipeg in 2017, in conjunction with Canada's 150th birthday celebrations. We will look at new ways to partner and promote Manitoba's tourism experiences, in person at our Visitor Information Centre, through advertising campaigns in key target markets, and through coordinated content marketing.

Now, more than ever, Travel Manitoba is well prepared to lead the marketing of our province and its tourism industry. Our goal of realizing \$2.0 billion in tourism expenditures is within reach. We have the brand to inspire travellers. We have the funding to execute our plans. And we have the dedication of our staff and the guidance of our board to make our goals a reality. This is our time – to be loud, to be proud – as we show visitors at home, across Canada, and around the world that Manitoba is where Canada's heart beats.

**Bob Sparrow**  
Chair of the Board of Directors,  
Travel Manitoba

**Colin Ferguson**  
President & CEO,  
Travel Manitoba





# ABOUT TRAVEL MANITOBA

## Vision

Travel Manitoba will lead the marketing of Manitoba and will be recognized as a catalyst for economic development that contributes to the well-being of Manitobans.

## Mission

Travel Manitoba will lead the tourism industry by aligning investment in tourism to grow revenues and create strong connections between visitors and Manitoba's unique experiences.

## Objectives

- Lead Manitoba's tourism industry to ensure it is competitive and sustainable
- Increase visitation to realize \$2 billion by 2020
- Increase yield per visitor by extending length of stay and increasing visitation from longer haul markets
- Increase investment in the tourism sector by partnering with business and government
- Establish a strong brand for Manitoba within Canada and internationally
- Align tourism partners and strengthen relationships with industry and government stakeholders
- Optimize organization spending to deliver increased results in the most cost-effective way
- Influence the development of a provincial tourism strategy to make tourism a \$2 billion industry by 2020, ranking fifth in terms of market share amongst Canadian provinces and territories



# SUSTAINABLE FUNDING FOR MANITOBA'S TOURISM INDUSTRY

Manitoba's tourism industry is growing, and Travel Manitoba is aiming to increase tourism expenditures to rank fifth among Canadian provinces by 2020. Sustainable funding is the key to ensuring Travel Manitoba can be competitive in an expanding global tourism marketplace. The Manitoba Chambers of Commerce, understanding the value of tourism as an economic driver, championed Travel Manitoba's call for increased tourism marketing investment.

After many months of advocating for a sustainable funding model for tourism and thanks to the influential support of the Manitoba Chambers of Commerce, the Manitoba Government adopted *Plan 96/4 – A Sustainable Tourism Investment* developed by Travel Manitoba. This investment model positions Manitoba as a leader in tourism innovation.

*Plan 96/4* is a performance-based model that:

- Dedicates 4% of provincial tourism tax revenues to fund Travel Manitoba
- Allocates 96% of provincial tourism tax revenues to government
- Has the potential to increase tourism revenues
  - > Bringing new money to the province and its tourism businesses
  - > Delivering additional tax revenues to the province for other priorities such as healthcare, education, and infrastructure
  - > Increasing Travel Manitoba funding

From the outset, Travel Manitoba indicated that 100% incremental investment would be directed back into marketing.

- Expanding marketing campaigns in
  - > Canada – adding Toronto, Ottawa, Montreal
  - > United States – taking advantage of favourable currency by adding Upper Midwest (Minneapolis, Chicago, and Denver), California, New York
  - > Overseas – increasing investment in China, United Kingdom, Germany, France and adding Australia
- Providing marketing support for Indigenous and Francophone cultural experiences
- Producing new marketing assets
- Upgrading Visitor Information Centres outside of Winnipeg
- Assisting the Regional Tourism Associations through cooperative marketing programs.

# TOURISM *in* MANITOBA



**\$1.603 BILLION**  
in visitor spending

**11.027 MILLION**  
visitors

**\$589.4 MILLION**  
in **export revenue** from 1.4 million  
out-of-province visitors

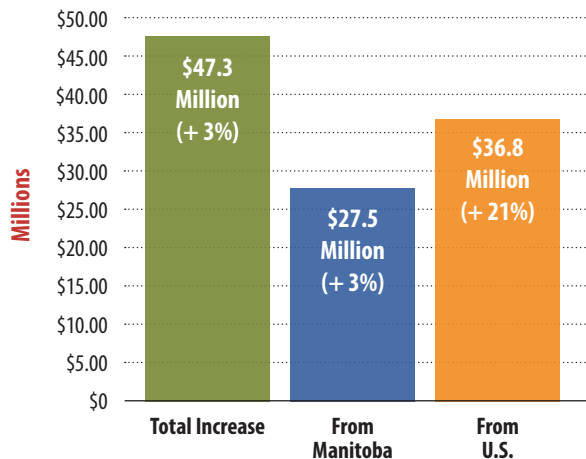
**\$576.2 MILLION**  
in **tax revenues**

**23,700**  
direct and indirect jobs

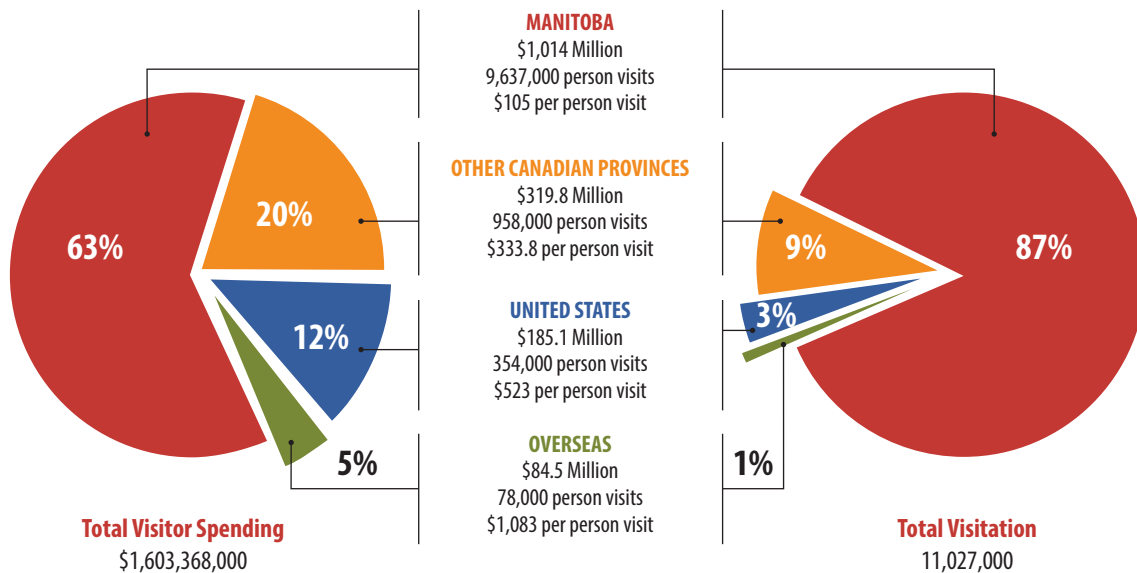
**5,801**  
tourism and hospitality  
businesses

# INDUSTRY PERFORMANCE

## Tourism expenditure increases in 2013 > 2014:



- Total tourism revenues increased by 3% due to increased spending from Manitoba (up 3%) and U.S. markets (up 21%).
- Overall visits from other Canadian markets declined in 2014 (-5%), accompanied by a drop in overall expenditures (-12%). Expenditures from Ontario visitors decreased (-3%) as well as from Saskatchewan (-9%), however, visits from Quebec increased by 10% and expenditures surged by 38%.
- Visits from the long-haul U.S. market grew by 7.6% and expenditures increased by 30.1%. Per-person spending among this group increased by 24.4%.



Source: Statistics Canada – Travel Survey of Residents of Canada (TSRC) and International Travel Survey (ITS), Research Resolutions – 2014 Detailed Tabulations.











# GROWING THE BRAND



Travel Manitoba's awe-inspiring, award-winning brand, developed through extensive research and consultation, has proven to be a powerful representation of what makes Manitoba a unique destination. Travel Manitoba continues to monitor the impact of its brand on select target audiences through market research, with the most recent assessment completed in November, 2015.

The results from survey respondents from Manitoba, Calgary and air travellers build on those from previous assessments: the impact and influence of the brand is positive, but exposing audiences to our messages remains a challenge. Results indicate that Manitoba is commonly seen as a place to visit family or friends or as a short-haul weekend destination, but seldom as a primary holiday destination. There is an opportunity to expand on our messages around the types of travel experiences Manitoba has to offer, building on the 38% of survey respondents in Manitoba and Calgary who said they had read, seen or heard content about Manitoba tourism or travel opportunities within the past six months.

As in past assessments, roughly half of respondents said that the *Manitoba, Canada's Heart...Beats* campaign improved their perceptions of Manitoba as a tourism destination. Those most likely to report improved perceptions included younger adults and those with children in the home. Six in ten air travellers continue to say their opinion of this province has improved after seeing the *Manitoba, Canada's Heart...Beats* advertisements.

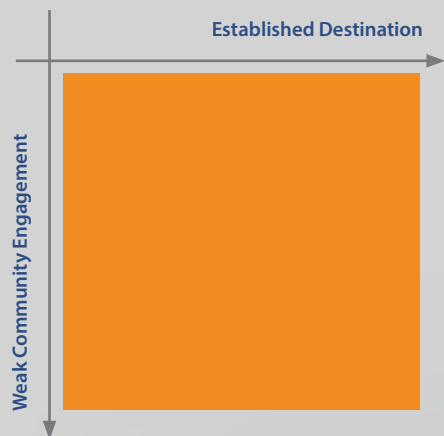
The strength of Manitoba's brand was further reinforced by a destination assessment completed by InterVISTAS, a consulting firm that developed DestinationNEXT.

The results of the assessment were determined by an online survey completed by members of Manitoba's tourism industry.

## DestinationNEXT:

a global tourism study  
on the trends impacting  
destinations and  
destination marketing  
organizations

In the DestinationNEXT model, Manitoba ranked as a "Mountaineer."



*These destinations realize some benefits of tourism but not their potential due to lack of community engagement.*

### Key Strategic Challenges

- Engaging the community before the destination experience to visitors is comprised along with the brand
- Maintaining and improving tourism infrastructure and service levels
- Raising the profile and appreciation of the tourism industry





# VISITOR SERVICES

On October 15, 2016 Travel Manitoba's new Visitor Information Centre was officially opened. The press conference was attended by former Premier Greg Selinger, former Minister of Tourism, Culture, Heritage, Sport and Consumer Protection Ron Lemieux, along with media and over 100 members of Manitoba's tourism industry.

The redevelopment of the Visitor Information Centre was a partnership between Travel Manitoba, The Forks and the Government of Manitoba. Onsite, Travel Manitoba continues its partnership with Parks Canada, which has year-round staff serving visitors along with Travel Manitoba Travel Counsellors.

The new centre is positioned as a hub of information and engagement, complete with immersive, easy-to-use technology including:

- **Green Screen**

Visitors can place themselves at some of Manitoba's most iconic attractions and destinations and receive their photo by email or SMS

- **Heartwall**

An interactive touch screen allows visitors to browse selected tourism attractions and create and take a custom trip plan as a printout or emailed PDF

- **Wow Wall**

12-foot screen to showcase video from Travel Manitoba and partners

- **Lounge Area**

An area for Travel Counsellors to meet with visitors and display content from an iPad on the wall-mounted TV

- **Exterior Screen**

A 24-hour broadcast screen showcasing Travel Manitoba and partner videos

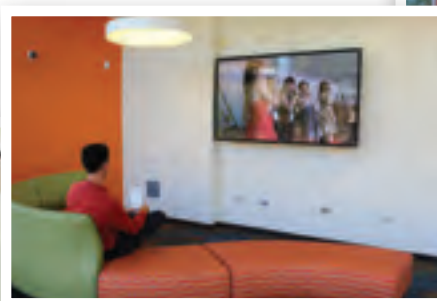


Over a 20-week period from November to March the number of visitors to the Visitor Information Centre at The Forks increased by 10,000 from last year.

To attract visitors and draw in visitors already at The Forks, Travel Manitoba is partnering with local attractions and destinations to offer themed programming, demonstrations and events. These onsite activities will tie into Manitoba's major events, attractions, and seasons and offer a unique way to connect visitors with Manitoba's diverse experiences and attractions.

**2015 – 2016 programming included:**

- Grand Re-Opening Giveaway
- Home for the Holidays Contest
- Easter Egg Scavenger Hunt
- Spring Break Demonstrations



# CAMPAIGN RECOGNITION

Travel Manitoba's efforts to establish an awe-inspiring brand that sets the province apart has been recognized both nationally and internationally. Creative social media initiatives and innovative digital programs have also been acknowledged as leading the field in visitor engagement.

**In 2015/16, Travel Manitoba received the following awards:**

## **Online Revealed/ORC Awards:**

*Recognizing the best in e-marketing and web development in Canada*

WINNER: Best Mobile Application: Master Angler App

WINNER: Best Website – TravelManitoba.com

## **2015 Signature Awards:**

*Recognizing the best in Manitoba advertising*

WINNER: Campaign of the Year – Manitoba, Canada's Heart...Beats

WINNER: Print Single – Polar Bear

WINNER: Print Single – Northern Winter Safari

FINALIST: Print Series – Manitoba, Canada's Heart...Beats

FINALIST: Original Sound Design – Manitoba, Canada's Heart...Beats

WINNER: Broadcast over \$20,000 – Manitoba, Canada's Heart...Beats

WINNER: Broadcast Made in Manitoba – Manitoba, Canada's Heart...Beats

FINALIST: Banner Ad – Manitoba, Canada's Heart...Beats

FINALIST: Experiential – Manitoba, Canada's Heart...Beats;  
Station Domination

## **Canadian Tourism Awards:**

*The Tourism Industry Association of Canada's recognition of tourism marketing excellence across Canada*

FINALIST: Marketing Campaign of the Year – Manitoba, Canada's Heart...Beats

## **City Nation Place Awards:**

*Celebrating best practices in place branding and marketing*

FINALIST: Social Media – Roadside Madness

## **Marketing Canada Awards**

### **(Economic Development**

### **Association of Canada):**

*Presented by the Economic Development Association of Canada, recognizing communities across Canada for exceptional marketing*

WINNER: Consumer E-newsletter



## **Adrian Awards:**

*Presented by the Hospitality Sales and Marketing Association International (HSMIAI), honouring travel marketing excellence*

WINNER (Gold): Social Media – Roadside Madness

## **World Media Festival- Tourism:**

*An international celebration of excellence in tourism film, TV, web, webTV and print*

WINNER (Gold): Corporate TV in Customer Orientated  
– Manitoba Anthem video

WINNER (Silver): Social Networking – Roadside Madness





# DIGITAL ENGAGEMENT

The newly designed TravelManitoba.com continues to attract more targeted visitors, demonstrated by a lower bounce rate, increased page views and longer sessions. Our new technology in The Forks Visitor Information Centre also saw steady growth in 2015/16. Forty percent of all traffic on the Heart Wall is web-based via organic searches, while the Green Screen has been incredibly popular, producing over 3,000 visitor images and resulting in 250 new e-newsletter sign-ups. The Manitoba Master Angler program online submissions continue to gain in popularity. Almost 96% of all affidavits were submitted digitally last year.



## TravelManitoba.com

### Sessions:

2015/2016	<b>561,096</b>	<b>33%</b>
2014/2015	<b>420,837</b>	

### Users:

2015/2016	<b>402,726</b>	<b>20%</b>
2014/2015	<b>336,900</b>	

- Banner Ad Impressions – 1,297,771 (2015/2016)
- Banner Ad Clicks – 3,506 (2015/2016)
- Outbound Links – 104,162 (Since Sept. 1, 2015)


## FishHuntManitoba.com



### Sessions:

2015/2016	<b>122,888</b>	<b>57%</b>
2014/2015	<b>78,055</b>	


### Users:

2015/2016	<b>99,649</b>	<b>60%</b>
2014/2015	<b>62,467</b>	

### Outbound to Operators:

2015/2016	<b>23,392</b>	<b>250%</b>
2014/2015	<b>6,692</b>	

### Email Requests to Operators:

2015/2016	<b>490</b>	<b>34%</b>
2014/2015	<b>778</b>	

- Banner Ad Impressions – 154,203 (2015/2016) (-56%\*)
- Banner Ad Clicks – 251 (2015/2016) (-59%)

\*didn't have many ads displayed last year



## EverythingChurchill.com

### Sessions:

2015/2016 **164,381** **49%**  
2014/2015 **139,783** 

### Users:

2015/2016 **132,524** **18%**  
2014/2015 **112,117** 

## Heart Wall (Launched Oct. 29 – Mar. 31)



### Sessions:

2015/2016 **2,987**

### Users:

2015/2016 **2,987**


## Pay Per Click Campaigns



### Impressions:

2015/2016 **4,708,403** **58%\***  
2014/2015 **11,406,308** 

### Clicks:

2015/2016 **19,767** **70%\***  
2014/2015 **66,951** 

\*decrease due to fewer ads running – 2014 had partnership campaigns






## Pageviews:

2015/2016 **620,411** **112%**  
2014/2015 **293,143** 

## Consumer Enews

### Subscribers:

2015/2016 **7,751**   
AVERAGE CLICK RATE **2.4%**  
AVERAGE OPEN RATE **20.3%**



## Social Media Engagement (Based on calendar year)



 **Facebook: 413,062**

 **Twitter: 34,308**

 **Instagram: 398,301**

 **Pinterest: 7,589**

**TOTAL  
ENGAGEMENT 853,260**

 **YouTube**

**VIEWS 54,741**

**MINUTES  
WATCHED 44,174**

Facebook engagement increased by 358% in 2015!

*Engagement: Number of times a person interacted with a post.*

# CONTENT MARKETING CAMPAIGNS

With the significant change in technology and marketing, particularly in tourism, destinations are seeking more effective ways of engaging with consumers. The most successful destinations are no longer focusing on a list of things to see and do, but rather, on publishing compelling stories and experiences that resonate with travellers.

Travel Manitoba is ahead of the curve in this transition, and 2015 was another successful year for Travel Manitoba's social media and content marketing. The social media team keeps on top of what's trending (locally, nationally, worldwide) to find unique ways to market Manitoba. As a result, our audience continues to grow at a fast pace, items are frequently featured in the media (Ace Burpee, CBC's *As it Happens*, *The Metro*, CBC Manitoba), and our audience feels directly engaged.

## ManitobaHot.com

- The blog (manitobahot.com) is the **hub** for all of Travel Manitoba's content marketing. All blog content is then distributed through a variety of channels (email, social media, Google ads, etc.).
- **595,912** Pageviews in 2015. Up **552,644** over last year!
- Content marketing campaigns that resonated, and received media attention, include:
  - **Halloween Costumes**  
Instructions on how to dress like your favourite MB character.

- **ABC's of Churchill**  
How to enjoy a family summer vacation in the north.



- **Crown Royal Drink Recipes**  
Manitoba-themed cocktails







- **Polar Bear Week**

A full week of content designed to align with Polar Bear Week. Published a variety of media pieces (infographic, mash-up videos, interviews, travel tips). Increased “Outside of Canada” readership from over previous period (**122%+ U.S., 181%+ U.K.**).

- **Holiday-themed Content**

Developed a robust lineup of content to align with winter and the holidays. Published a variety of media pieces (holiday songs, cocktail recipes, gift tags, giveaways, places to visit/eat). The blog received **135%** more Pageviews during December (84,428) over November (34,857).



- **Manitoba's Must-See-Ums**

The Must-See-Um content marketing initiative is an interesting way to show off Manitoba's smaller attractions. Rather than writing about why these attractions are must-sees, the content team shows them off by creating visually intriguing content that highlights their particular charms.





# FISHING AND HUNTING

2015/16 marked a definitive shift for the marketing of Manitoba's fishing and hunting experiences, from more traditional advertising vehicles to a greater emphasis on engaging videos distributed through digital marketing.

## Accomplishments in 2015/16 included:

- Creation of engaging content for the fish/hunt website and blog, resulting in an additional 5,000 views per month, and increased third-party links and digital referrals.
- Elevating engagement and interest for Manitoba's fishing and hunting experiences, and for the Master Angler program, via Facebook, creating a loyal social community that spreads positive word of mouth. The Fish/Hunt Facebook page reached 17,000 likes, with a total reach of over 83,000. The page is now the highest traffic source to the website.
- Travel Manitoba's partnership with *Uncut Angling* in the production of the YouTube series *39 Hours* resulted in an opportunity to connect with a huge and highly engaged audience. The series had over 360,000 views, and was in the top 10 site referrals to the website.
- Digital display ads with Scout Media/North American Hunter and Fisher allowed Manitoba to share its fish/hunt content with a large and very targeted loyal audience. This resulted in over 5,000 ad clicks, over 500 new visitors to the website, and was in the top 10 traffic sources to the website.
- Direct marketing on Google (Ad Words/PPC) increased Manitoba's fish/hunt products visibility in searches, resulting in immediate traffic to the website. Over 5,000 ad clicks resulted, and it was another of the top 10 website traffic sources.
- Media relations activities included television episodes with Jason Hamilton Outdoors and *In-Fisherman*, and stories in *Fly Fisherman* magazine and on Sportsman Channel.
- A promotional brochure, featuring fishing content and industry operator advertising, was distributed by direct mail and through *Hooked* magazine to approximately 30,000 in the U.S. and Canada, as well as to 230,000 recipients of Travel Manitoba's Vacation Guide.
- A new promotion, loyalty and recognition program – the Master Hunter program – was developed. The program, which is not based on size or minimum scores, is designed to recognize and reward successful hunts throughout one's lifetime.
- Travel Manitoba began discussion with other jurisdictions across Canada about the creation of a national fishing marketing program, directed at potential U.S. anglers. The goal of the program is to increase awareness of Canada, and of each participating province, as a fishing destination. Planned launch of the program is January, 2017.





@gimlimark



# 2015/16 PARTNERS

Aikens Lake Wilderness Lodge  
 Air Canada  
 Alpine Country Outfitters  
 ALT Hotel Winnipeg  
 Arrowhead RV Park  
 Asessippi Parkland Tourism  
 Assiniboia Downs  
 Assiniboine Park Conservancy  
 Bear Track Outfitters  
 Bed and Breakfast Manitoba  
 Bennett Lake Lodge and Outcamps Ltd.  
 Big Sand Lake Lodge  
 Birdtail Waterfowl Inc.  
 Brandon First  
 Brandon Tourism/Brandon Riverbank Inc.  
 Budd's Gunisao Lake Lodge  
 Burntwood Lake Lodge and Outcamps  
 C4 – Central Canada Comic Con  
 Calm Air International LP  
 Canad Inns  
 Canad Inns Winter Wonderland  
 Canadian Beverage Recycling  
 Container Association  
 Canadian Footwear  
 Canadian Fossil Discovery Centre  
 Canadian Museum for Human Rights  
 CDEM  
 Celebrations Dinner Theatre  
 Chamber of Commerce/Lac du Bonnet & District  
 Children's Museum  
 Chocolatier Constance Popp  
 Churchill Chamber of Commerce  
 Churchill Northern Studies Centre  
 Churchill Wild  
 City of Dauphin/Tourism Dauphin  
 City of Morden  
 City of Selkirk  
 Clarion Hotel & Suites  
 Classic Canadian Tours  
 Clear Lake Country DMO  
 Courtyard by Marriott Winnipeg Airport  
 Days Inn – Steinbach  
 Delta Winnipeg  
 Destination Canada  
 Diageo  
 Discover Minnedosa  
 Eagle Nest Resorts  
 Eastman Tourism  
 Economic Development Council for Manitoba  
 Elkhorn Resort Spa and Conference Centre  
 Emerson Duty-Free Shop  
 Enigma Escapes  
 Fairfield Inn and Suites by Marriott  
 Falcon Trails Resort

Fehr-Way Tours Ltd.  
 Festival du Voyageur  
 Folklorama  
 Forest Hills Cabins/RV Resort  
 FortWhyte Alive  
 Frontiers North Adventures  
 Great White Bear Tours Inc.  
 Harlequin House Bed & Breakfast  
 Heartland International Travel & Tours  
 Hilton Winnipeg Airport Suites  
 Holiday Inn Winnipeg Airport West  
 Holiday Inn Winnipeg South  
 Homewood Suites by Hilton Winnipeg  
 Airport-Polo Park  
 Honeycomb Bed & Breakfast  
 Hudson Bay Helicopters  
 Humphry Inn and Suites  
 Icelandic Festival of Manitoba  
 Inn at The Forks  
 Interlake Tourism Association  
 Jackson's Lodge & Outposts  
 Jacobs Trading Ye Olde Rock Shop  
 Lakeview Hotels & Resorts  
 Lazy Bear Expeditions  
 Lilac Resort, RV, Lodging and Water Park  
 Manitoba Agricultural Museum & Campground  
 Manitoba Association of Campgrounds  
 and Parks  
 Manitoba Baseball Hall of Fame and Museum  
 Manitoba Chamber of Commerce  
 Manitoba Conservation – Wildlife  
 Manitoba Electrical Museum & Education Centre  
 Manitoba Hotel Association  
 Manitoba Liquor & Lotteries  
 Manitoba Lodges and Outfitters Association  
 Manitoba Opera  
 Manitoba Restaurant & Foodservices Association  
 Manitoba Stampede & Exhibition  
 Manitoba Theatre for Young People  
 Manitoba Tourism Education Council  
 McKim Communications  
 Mennonite Heritage Village (Canada) Inc.  
 Moon Gate Bed & Breakfast Wellness Retreat  
 Morden Corn & Apple Festival  
 Mossey River Municipality  
 Motel 6 Headingley  
 Nature 1st (Adventure Walking Tours)  
 Parkland Tourism Association  
 Parks Canada  
 Pembina Threshermen's Museum Inc.  
 Pembina Valley Central Plains  
 Tourism Association  
 Promenade Café and Wine  
 Provincial Exhibition of Manitoba

Quality Inn Winkler  
 Quesnel Lake Caribou Lodge  
 Red River Exhibition  
 Red River North Tourism  
 Riding Mountain National Park of Canada  
 Riverside Lodge  
 Rossburn Municipality  
 Royal Aviation Museum of Western Canada Inc.  
 Royal Canadian Mint  
 Sasa-Ginni-Gak Lodge  
 Scotiabank  
 Shining Falls Lodge  
 Shuttle Bug  
 Signature Museums  
 South Beach Casino & Resort  
 St. Georges Historical Society Inc.  
 The Fairmont Winnipeg  
 The Fish'n Hole  
 The Forks North Portage Partnership  
 The Fort Garry Hotel, Spa & Conference Centre  
 The Johnston Group  
 The Lake House  
 The Lodge at Little Duck  
 The Manitoba Museum  
 The RCA Museum  
 The Tundra Inn  
 Thermëa by Nordik  
 Tonapah Lodge  
 Touché! (Canadian Tire)  
 Tourism North  
 Tourism Westman  
 Tourism Winnipeg  
 Tourisme Riel  
 Town of Carman  
 Town of Souris/CDC – Souris Glenwood  
 Trail End Camp & Outfitters  
 Turtle Mountain Resort Ltd.  
 University of Manitoba  
 VIA Rail Canada  
 Victoria Inn Hotel and Convention Centre  
 Webber's Lodges  
 Wekusko Falls Fishing Lodge  
 Whiteshell Outfitters  
 Winnipeg Airports Authority Inc.  
 Winnipeg Art Gallery  
 Winnipeg Beach Art & Culture Co-op  
 (Wave Artist Tour)  
 Winnipeg Folk Festival  
 Winnipeg Free Press  
 Winnipeg Symphony Orchestra  
 WOW! Hospitality Concepts

# ALIGNING PARTNERS AND UNIFYING THE TOURISM INDUSTRY

Travel Manitoba strives to engage the tourism industry in strategic planning by hosting tourism summits and through face-to-face meetings with individual partners. Tourism Summits have proven successful in getting feedback from various sectors, including fishing and hunting, culture and heritage, and regional/destination marketing organizations. Travel Manitoba provides leadership by educating the industry and recognizing excellence by organizing workshops, conferences and the annual Manitoba Tourism Awards program.

## Partnership Summit/TIAC Town Hall (June 2015)

Travel Manitoba held its first Partnership Summit on June 3, 2015. One hundred and fifty-two people met to provide feedback on our current marketing strategies and generate ideas for future campaigns. The former Minister of Tourism, Culture, Heritage, Sport and Consumer Protection Ron Lemieux brought greetings, highlighting the importance of this sector to the tourism industry. Representatives from the Tourism Industry Association of Canada, Destination Canada and the Canadian Tourism Human Resource Council also provided updates on their programs at the event.

## Tourism Awards (October 2015)

The winners of the 17th annual Manitoba Tourism Awards were recognized at a gala lunch at the Club Regent Event Centre. The Manitoba Tourism Awards recognize outstanding contributions to the provincial tourism industry, including promoting Manitoba as a destination, providing memorable service to visitors and developing the tourism industry. The Honourable Ron Lemieux, former Minister of Tourism, Culture, Heritage, Sport and Consumer Protection along with Travel Manitoba Board Chair Bob Sparrow, presented the awards to the winners of each category.







## Tourism Summit/DestinationNext Report

On January 12, 2016, 200 leaders from Manitoba's tourism industry joined Travel Manitoba, the Manitoba Chambers of Commerce and the Government of Manitoba for a Tourism Summit to lay the groundwork for a provincial tourism growth strategy.

Industry participants were asked to complete an online destination assessment prior to the summit, with those results providing the basis for discussion at the summit. Facilitated by InterVISTAS Consulting, the participants provided their input on a variety of areas impacting tourism, including raising community support, digital marketing, product development, gaps in the workforce, and collaboration amongst organizations supporting tourism.

## Presentations and Workshops

Travel Manitoba's success in securing the adoption of Plan 96/4 gave rise to a series of meetings and presentations focused on educating industry partners on the power of sustainable funding. These included presentations to the Manitoba Hotel Association and the Manitoba Lodges and Outfitters Association. In addition, numerous meetings were held with regional tourism association and attractions to better understand their plans and priorities, and to seek feedback on Travel Manitoba initiatives.

## Industry Summits

In addition to the Partnership Summit in June, 2015 and the Tourism Summit in January, 2016, Travel Manitoba held its fifth annual Fish/Hunt Summit on April 24, 2015. Twenty-one representatives from the fishing and hunting sector along with Travel Manitoba staff met to discuss marketing strategies for this important part of Manitoba's tourism industry.







# RESEARCH AND MARKET INTELLIGENCE

Travel Manitoba continually shares research and market intelligence about the industry's economic health, trends within, and influences on, the industry, and forecasts of future conditions. This research also informs our strategic priorities and marketing initiatives.

## Explorer's Quotient (EQ)

Destination Canada released the EQ Dashboard Program to all PMOs in late September. The Dashboard provides "point and click" tools to work with EQ data, which allows easy access in selecting targets, developing profiles, and aiding newer users in developing effective marketing using Explorer Quotient based segmentation. Travel Manitoba has been training on this set of tools and looks to provide guidance and advice for Manitoba partners planning to work with EQ.

## Campaign Assessment – Online Surveys

Travel Manitoba engaged Probe Research to complete wave four of a campaign assessment/awareness survey series following completion of summer/fall marketing. Online surveys were launched in Calgary, Manitoba (rural and Winnipeg) as well as to Canadian air travellers, matching the audience of the campaign. The research showed that as a brand, *Manitoba, Canada's Heart...Beats* continues to gain recognition among Alberta and Manitoba residents, rising to 24%. And the appeal of the campaign is evident: after seeing the television commercials, almost half of the general population indicated their opinion of Manitoba as a potential destination improved, an opinion echoed by almost 60% of air travellers. In fact, the videos influenced almost a third of the general population to seek out Manitoba vacation information.

## National Surveys

Ongoing issues with national tourism surveys persist, and continue to delay and skew results. Manitoba will remain in discussion with all other PMOs and Destination Canada, seeking solution to these issues.

## Beyond ROI

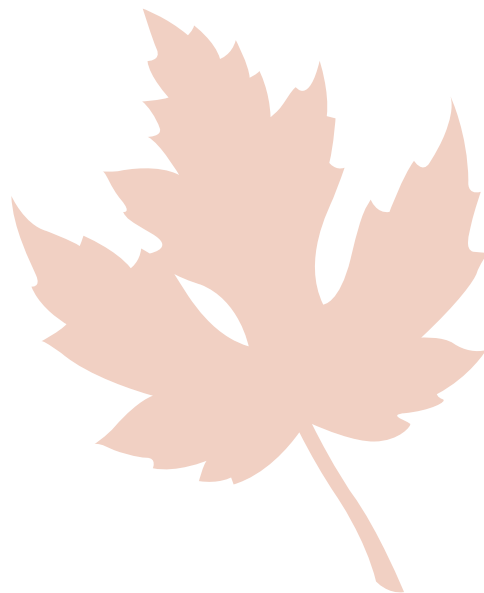
Travel Manitoba will be partnering with Destination Canada and the other provincial marketing organizations on a project to establish a set of measurement standards for determining the effectiveness of provincial and national tourism marketing. The purpose of this project is to:

- Produce a description of how provincial/territorial (PTMOs) and national marketing organizations are currently measuring conversion along the travel consumer path to purchase

- Identify and describe innovative and credible methods to measure marketing impact for various marketing channels, both traditional and emerging
- Develop a deeper understanding of the roles of various levels of DMOs along this path, with particular reference to provincial level organizations and Destination Canada; and
- Establish a consensus among PTMOs and Destination Canada on appropriate measures of benefit at the different stages of the consumer path to purchase where these marketing organizations operate

## Travel Manitoba staff continue to be full participants in national tourism research associations and working groups including:

- Member of Destination Canada's Research Advisory Committee
- Board member of the Canadian chapter of the Travel and Tourism Research Association
- Full partner in the national Provincial and Territorial Partners Working Group, which provides a collective voice in the critical assessment of Statistics Canada's national tourism statistics indicators



# NATIONAL AND INTERNATIONAL MARKETING

Travel Manitoba continued its partnership with Invest in Tourism partner Air Canada throughout 2015/16 with in-flight videos of our commercials and magazine ads in *enRoute* magazine.

## Travel Trade

Travel Manitoba hosted 28 travel trade representatives on familiarization (FAM) tours in 2015. This included 11 clients on packaged FAM trips to Churchill and three trade on a tour with the Winnipeg Tour Connections partners.

Destination Canada coordinated its bi-annual “Megafam” which hosts Canada Specialist Agents from all DC active markets in various provinces of Canada. Travel Manitoba hosted 14 agents from France, U.K., Germany and China on an “Experience the Canadian Cabin Life” trip from September 9–15, 2015 and visited Whiteshell Provincial Park, Winnipeg and Riding Mountain National Park.

Rendezvous Canada was held May 26–29 in Niagara Falls, Ontario and included 458 registered buyers representing 30 countries. Travel Manitoba sponsored a room drop for all buyers, who were provided with made-in-Manitoba items. Eleven Manitoba tourism operators registered for the marketplace with more than 550 pre-scheduled appointments.

Overall, the travel trade team attended nine in-market events in Travel Manitoba target markets, meeting and pitching Manitoba itineraries to more than 380 travel companies around the world.

## Media Relations

Of the 65 North American and international media hosted in Manitoba in 2015, more than 20 media/influencers came between June and September, including the *Globe & Mail*, Toque & Canoe for Birds, Bears, & Belugas; *National Post* for Winnipeg; *Field & Stream* and *Midwest Outdoors* for fishing; travel trade publication *Travel Age West*; *America Journal/Kanada Magazin* (Germany) for First Nations focus; Arte TV (Germany) for Riding Mountain; the Press Association (U.K.) for Summer Arctic and many more. Travel Manitoba also co-hosted with Churchill Wild a group media trip to Nanuk Polar Bear Lodge on a Moms & Cubs excursion with @ThePlanetD, @Travel4Wildlife, Travel Age West, Sky News, *Sydney Herald*, *Brisbane Courier* and two British freelancers.

The fall was equally busy, with 20 media/influencer trips between September and November, including *Westjet* Magazine, Bucket List Productions, *Elle Canada*, Hecktic Travels, *Paris Match* Magazine & L'Officiel Voyage (France), *WAZ Reisemagazin* (Germany) for polar bears; LavenderandLovage, Vancouverscape for Winnipeg; Canada in the Rough, Hunting Life and Jason Mitchell Outdoors for hunting.

The team also co-hosted a group media trip with Tourism Winnipeg: ‘Rockin’ the Renaissance – Winnipeg’s new and newsy experiences’ from September 24–27, 2015 with seven industry partners. Media included *Forbes*, Matador Network, HikeBikeTravel, *The Traveller* Magazine (Korea), Express Travel World (India) and freelancers from Canada and the U.S.

The media relations team attended four media marketplaces throughout the year, including Canada Media Marketplace in New York City, meeting with over 40 media, including *Field & Stream* and *National Geographic Traveler*.





## Media Relations Highlights

### PUBLICITY SUMMARY

 **500** EARNED  
PIECES

INCLUDING **48** TOP TIER  
OUTLETS



LIKE THESE

TRAVEL + LEISURE CHINA  
NATIONAL GEOGRAPHIC TRAVELER  
AFAR  
FLY FISHERMAN  
LONELY PLANET TRAVELLER U.K.  
THE GLOBE & MAIL  
BBC.COM  
360 CANADA  
MATADOR NETWORK  
ARD GERMAN TV  
ZOOMER

**75%**

FEATURE  
ICONIC MANITOBA  
EXPERIENCES



### TOTAL CIRCULATION

2015  **329** MILLION

  **28.5M**

  **25.5M**

  **6.7M**

  **5.5M**

  **1.2M**

  **570K**

OTHER  **470K**

GLOBAL  
(ENGLISH ONLINE)  
**261M**



2014

\*RESULT OF HOSTING  
GOMEDIA MARKETPLACE



2013



2012



2011

## NATIONAL AND INTERNATIONAL MARKETING



### Canada

Building on the audience awareness established with *Canadian Geographic Travel* through a “Best of Manitoba” issue in May, 2105, Travel Manitoba partnered with the magazine again in December 2015 to dominate an issue devoted to the “King of the Arctic” featuring both polar bears and killer whales. This issue was the first time *Canadian Geographic* had ever produced a magazine with three separate covers, all featuring Manitoba polar bears.



#### CAA Going Places

Article: *Call of the North*  
Circulation: 130,312

Travel Manitoba also arranged to have a writer/editor from *Canadian Geographic* experience RAW: Churchill in March, 2016, a new culinary experience that combines fine dining with the viewing of the Northern Lights.

VIA Northern Grey Cup Tour – Travel Manitoba was part of the Grey Cup Festival Committee, a group that was tasked with promoting Manitoba's hosting of the 2015 Grey Cup and in particular, the events leading up to it, throughout the province. Travel Manitoba, together with the Winnipeg Blue Bombers and the *Winnipeg Free Press* worked to create the VIA Northern Grey Cup Tour October 18–26, 2015. This promotion was designed to allow the Cup to be seen by Manitobans in the North and bring excitement to the experience of viewing the polar bears in Churchill.

The *Winnipeg Free Press* ran a contest inviting readers to explain why they would like to win a train trip to Churchill with the Grey Cup. A *Winnipeg Free Press* reporter shared the trip through stories, photos, video and social media posts. The train stopped in The Pas, Flin Flon, Snowlake and Thompson. The group then took the VIA train for three days in Churchill, including one day on a Tundra Buggy® provided by Frontiers North.

In 2015/16, Travel Manitoba entered into a number of partnerships with Destination Canada. One of these, the Millennial Travel Program, seeks to inspire millennial travellers, aged 18–34 to explore Canada. As 2017 marks Canada's 150th, it is an opportunity to influence the perception of Canada among this key travel segment. Launching in April, 2016, personalities from Much Music and Voyage Voyage will create and promote youth-oriented experiences across the country.

### Media Relations

GoMedia and Travel Media Association of Canada conferences continue to prove beneficial in sourcing Canadian and international media for visits. Results of hosting GoMedia Marketplace continue to appear in publications.



### USA

In 2015, Travel Manitoba invested in two pilot projects with Destination Canada in its “Look Up” campaign, one to market Arctic Safaris in California and one to market angling in key target U.S. markets of Minneapolis and Chicago.

Over 3,700 unique leads were directed to Churchill partners in the California campaign. The angling pilot, focused on northern fly-in fishing, fly fishing, drive-to experiences and ice fishing, delivered a total of 8 million impressions, and over 78,000 video views.

Travel Manitoba has partnered with Destination Canada again in its 2016/17 U.S. campaign, “Connecting America,” targeting key cities Chicago, Minneapolis and San Francisco, as well reaching more broadly into smaller centres in North Dakota, Minnesota and Illinois.

Travel Manitoba worked with Destination Canada and Frontiers North to send media from both AFAR and Matador Network to experience RAW: Churchill.

### Travel Trade

Travel Manitoba staff attended the United States Tour Operators Association (USTOA) Annual Conference and the Educational Travel Conference (ETC).

The USTOA conference is the only opportunity to meet with the owners and executives of many of the largest tour operators in the U.S. Travel Manitoba co-sponsored the conference with six other Canadian provinces in partnership with Destination Canada. Ten leads were sent to industry partners from the USTOA conference.

ETC is a conference for alumni and affinity association travel planners and an opportunity to meet with the specialized tour operators and planners who service this market. Travel Manitoba co-sponsored the conference with four other Canadian provinces and in partnership with Destination Canada. Twenty-two leads were sent to partners from ETC.

### Media Relations

Travel Manitoba attended three media marketplaces in the U.S., including the Outdoor Writers Association of America. The marketplace target media in specific genres or markets.



#### National Geographic

Article: *20 Best Trips*  
Circulation: 715,000



### Germany

Travel Manitoba participated in a Destination Canada-led initiative in Germany whereby German digital influencers were hosted in Canada, with video and images posted and promoted on a central “content hub.”

The campaign achieved remarkable results for Manitoba, with total video views (of five videos) of 2.5 million, Facebook impressions of 1.5 million, pageviews of Manitoba content of over 32,000, and 132 click throughs to key accounts.



#### Kanada Magazin

Article: *Hudson Bay Express*  
Circulation: 30,000



Travel Manitoba ran a series of ads in German publications with calls to action to German key accounts. Supporting editorial focused on winter in Winnipeg, road trips through southern Manitoba, and fly-drive to Churchill itineraries.

## Travel Trade

Travel Manitoba was represented by in-market agent Denkzauber at a series of consumer shows throughout Germany, as well as at consumer events held in partnership with key account tour operator partners Dertour, CRD International, DIAMIR Erlebnisreisen, and SK Touristik. Travel Manitoba and Denkzauber attended ITB Berlin in March 2016, the world's largest travel show, and was part of Destination Canada's overall Canada floor footprint.

## Media Relations

Travel Manitoba attended two Destination Canada media events in Hamburg and Munich attended by 60 German media. In addition, news releases covering Winnipeg's listing in National Geographic's 2016 Best Trips, the Churchill Northern Studies Centre, and other news were distributed and shared on Facebook.

## United Kingdom

Travel Manitoba partnered with the Winnipeg Airports Authority to capitalize on the potential of the recently announced once weekly Westjet flight from Winnipeg to Gatwick from May to October 2016. Video segments featuring polar bear viewing and beluga whale watching ran on prominent video screen locations for six weeks in May, 2016 in the Gatwick North Terminal.



**Lonely Planet Traveller**  
Article: Close Encounters of the Furred Kind  
Circulation: 47,130

## Travel Trade

Travel Manitoba attended Canada Shared, a bi-annual event to provide members of the Canadian Signature Experience Collection an opportunity to meet with and learn about the U.K. travel trade market. This year, Canada Shared included media from the U.K. as well as key accounts from Germany and France.

Travel Manitoba participated along with representatives from Oak Hammock Marsh, Assiniboine Park Conservancy and Lazy Bear Lodge.

## Media Relations

Travel Manitoba attended the TravMedia/Destination Canada event, in London, in September 2015. 100 media were in attendance. A pre-conference press release "Renaissance City; Manitoba's capital unveils trio of new world-class experiences" was distributed prior to the event. Resulting publicity included *Travel Weekly U.K.* and the *Bristol Post* (and nine other U.K. newspapers).

Travel Manitoba participated in International Media Marketplace in London, England in March, 2016.

## France

In April 2015, Travel Manitoba produced a product audit on tour operators in the French market showing product growth from six operators in 2012 to 13 operators in 2015. Additionally, five of the original tour operators carrying product have refreshed or updated their programs. Much of the increase in product listings can be attributed to sales mission and FAM tour activities led by Travel Manitoba and industry partners over the past two years.

Travel Manitoba led a sales mission to Paris and Lyon, France April 13–16, 2015, which was well-attended by representatives from the Lazy Bear Lodge, Churchill Wild, Assiniboine Park Conservancy and the CDEM.



**Victoire Magazine**  
Article: Espaces D'Humanité  
Circulation: 151,200

## China

Destination Canada's 2015 Showcase Canada Asia took place October 19–23, 2015 in Shenyang, China where Travel Manitoba facilitated 109 sales appointments with media and travel trade. China's market growth is dramatic and interest in Manitoba continues to increase, particularly in the adventure and wildlife niche.



**Tour de Monde**  
Article: Local Holiday in Manitoba Canada  
Circulation: 50,000

Working with Destination Canada in China and the Chinese company Dragon Trail Interactive, Travel Manitoba developed a promotional video and website for the Chinese market. The partnership includes a social media package, designed to establish our province and brand on Chinese digital and social media platforms, (Sina Weibo) and to use social media and online marketing initiatives to generate interest and awareness. All social media engagement metrics (fans, likes, comments, and mentions of Manitoba in other accounts) have been increasing slowly.





# PURSuing MEETINGS, CONVENTIONS, EVENTS AND INCENTIVE TRAVEL

Travel Manitoba works with destination marketing organizations like Tourism Winnipeg, Brandon First and other industry groups to attract large events to the province. Travel Manitoba supported Brandon First's efforts to develop a Curling Events Acquisition Strategy, and to secure a national baseball championship.

A total of 210 meetings and conventions were held in Winnipeg in 2015, which collectively represent approximately 54,733 delegates and \$57 million in estimated direct expenditures. A total of 132 future national and international conferences have been secured through to 2020, collectively representing approximately 29,340 delegates and \$30.5 million in estimated direct expenditures.\*

In 2015, Winnipeg hosted the CFL Grey Cup and FIFA Women's World Cup, major events that drew visitors from across Canada, the U.S. and beyond. Travel Manitoba was involved in the Grey Cup Festival Marketing Committee, and supported the visitor experience for FIFA spectators.

Looking ahead, Travel Manitoba is actively involved in the planning and marketing for the 2017 Canada Games, and Canada's 150th celebrations.

Incentive travel is a growing market segment, as businesses look to reward staff or clients with the kind of unique experiences that can be found in Manitoba. Travel Manitoba has pursued leads in this area, particularly from the U.S. market, for the past several years. Travel Manitoba hosted two incentive operators in Winnipeg and Churchill in October 2015, one from Germany and one representative from Aimia whose clients include the Aeroplan Loyalty Program.

*\*Data courtesy of Economic Development Winnipeg, Annual Report 2015*



# BOARD OF DIRECTORS



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*Owner*  
Norwood Hotel



**Wadood Ibrahim (Vice Chair)**  
*Chief Executive Officer*  
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**Paul Conchatre**  
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**Normand Gousseau**  
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*Barrister and Solicitor*  
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**Daryl Silver**  
*President*  
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**Nicole Stefaniuk**  
*Controller*  
Winnipeg Airports  
Authority Inc.



**Terry Goertzen (Ex-officio)**  
*Deputy Minister*  
Tourism, Culture and Heritage

# OUR PEOPLE



## Row 1:

Breanne Sowards, Linda Whitfield, Alexis McEwen, Brigitte Sandron, Colin Ferguson, Lilian Tankard, Myra Ramos

## Row 2:

Karla Pratt, Cindy Perrett, Cathy Senecal, Tamara Soroka, A.J. Kelly, Jillian Recksiedler, Lindsay Egan, Dené Sinclair, Eric Admiraal

## Row 3:

Kit Muir, Rick Gaunt, Rebecca McKie, Kirsten Neil, Tricia Woikin, Doug Evans, Diane Bobbitt, Carol Jarvie, Michel LaRivière, Stephanie Kowalchuk, Ryan Schultz





# TRAVEL MANITOBA FINANCIAL STATEMENTS

For the year ended March 31, 2016

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Tel/Tél.: 204 956 7200  
Fax/Télex.: 204 926 7201  
Toll-free/Sans frais: 800 268 3337  
www.bdo.ca

BDO Canada LLP/s.r.l.  
700 - 200 Graham Avenue  
Winnipeg MB R3C 4L5 Canada

## Independent Auditor's Report

### To the Members of TRAVEL MANITOBA

We have audited the accompanying financial statements of TRAVEL MANITOBA, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net assets, remeasurement gains, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

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

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

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

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of TRAVEL MANITOBA as at March 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*BDO Canada LLP*

Chartered Accountants  
Winnipeg, Manitoba  
June 17, 2016

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# Travel Manitoba

## Statement of Financial Position

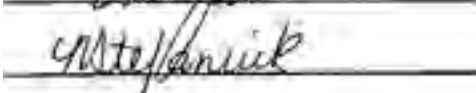
As at March 31	2016	2015
<b>Assets</b>		
<b>Current Assets</b>		
Cash and short-term deposits (Note 2)	\$ 1,322,354	\$ 1,975,338
Due from the Province of Manitoba (Note 3)	1,400,000	-
Trade accounts receivable	214,580	290,793
Prepaid expenses	62,468	98,585
	<b>2,999,402</b>	<b>2,364,716</b>
<b>Due from the Province of Manitoba</b> (Note 3)	<b>78,532</b>	<b>78,532</b>
<b>Capital assets</b> (Note 4)	<b>415,447</b>	<b>86,968</b>
	<b>\$ 3,493,381</b>	<b>\$ 2,530,216</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	\$ 849,911	\$ 1,409,89
Deferred revenue	1,335,105	279,070
	<b>2,185,016</b>	<b>1,688,967</b>
<b>Retirement allowances and other benefits payable</b> (Note 5)	<b>554,737</b>	<b>531,142</b>
	<b>2,739,753</b>	<b>2,220,109</b>
<b>Contingencies and commitments</b> (Note 7)		
<b>Net Assets</b>		
Unrestricted	320,042	135,954
Restricted for purchase of capital assets	-	75,000
Invested in capital assets	415,447	86,968
	<b>735,489</b>	<b>297,922</b>
Accumulated remeasurement gains	18,139	12,185
	<b>753,628</b>	<b>310,107</b>
	<b>\$ 3,493,381</b>	<b>\$ 2,530,216</b>

Approved on behalf of the Board of Directors:

Director



Director



The accompanying notes are an integral part of these financial statements.



## Travel Manitoba Statement of Operations

For the year ended March 31	2016	2015
<b>Revenue</b>		
Province of Manitoba		
Operating	\$ 7,471,000	\$ 7,471,000
Partnership and leveraged marketing	1,073,515	1,142,664
Other initiatives - Federal and provincial funding	327,500	485,000
Other	3,009	17,473
	<b>8,875,024</b>	<b>9,116,137</b>
<b>Expenses</b>		
Marketing and industry relations	6,558,894	7,144,738
Corporate services	991,442	900,045
Visitor services	839,497	1,011,761
Amortization	47,624	11,866
	<b>8,437,457</b>	<b>9,068,410</b>
<b>Excess of revenue over expenses for the year</b>	<b>\$ 437,567</b>	<b>\$ 47,727</b>

## Travel Manitoba Statement of Changes in Net Assets

For the year ended March 31, 2016

	Unrestricted	Restricted for Purchase of Capital Assets	Invested in Capital Assets	2015 Total	2014 Total
<b>Net assets, beginning of year</b>	\$ 135,954	\$ 75,000	\$ 86,968	\$ 297,922	\$ 250,195
<b>Excess (deficiency) of revenue over expenses for the year</b>	521,683	-	(84,116)	437,567	47,727
<b>Interfund Transfer</b>					
Acquisition of capital assets (\$4,610 in 2015)	(337,595)	(75,000)	412,595	-	-
<b>Net assets, end of year</b>	<b>\$ 320,042</b>	<b>\$ -</b>	<b>\$ 415,447</b>	<b>\$ 735,489</b>	<b>\$ 297,922</b>

The accompanying notes are an integral part of these financial statements.

## Statement of Remeasurement Gains

For the year ended March 31	2016	2015
Accumulated remeasurement gains, beginning of year	\$ 12,185	\$ 372
Unrealized gain attributable to foreign exchange	5,954	11,813
Accumulated remeasurement gains, end of year	\$ 18,139	\$ 12,185

## Statement of Cash Flows

For the year ended March 31	2016	2015
<b>Cash Flows from Operating Activities</b>		
Excess of revenue over expenses for the year	\$ 437,567	\$ 47,727
Adjustment for non-cash items		
Amortization	47,624	11,866
Loss on disposal of capital assets	36,492	36,824
Unrealized remeasurement gain	5,954	11,813
	527,637	108,230
Changes in non-cash working capital		
Trade accounts receivable	76,213	(13,187)
Prepaid expenses	36,117	(54,398)
Due from the Province of Manitoba	(1,400,000)	16,115
Accounts payable and accrued liabilities	(559,986)	267,783
Deferred revenue	1,056,035	(54,538)
Retirement allowances and other benefits payable	23,595	46,994
	(240,389)	316,999
<b>Cash Flows from Financing and Investing Activities</b>	-	-
<b>Cash Flows from Capital Activities</b>		
Acquisition of capital assets	(412,595)	(4,610)
<b>Net (decrease) increase in cash and short-term deposits</b>	(652,984)	312,389
<b>Cash and short-term deposits, beginning of year</b>	1,975,338	1,662,949
<b>Cash and short-term deposits, end of year</b>	\$ 1,322,354	\$ 1,975,338

The accompanying notes are an integral part of these financial statements.



# Travel Manitoba

## Notes to Financial Statements

### 1. Nature of the Organization and Summary of Significant Accounting Policies

#### a. Nature of the Organization

Travel Manitoba was created as a Crown Corporation on April 1, 2005 under The Travel Manitoba Act as the culmination of extensive consultation and leadership from both the tourism industry and the provincial government. Travel Manitoba's mission is to grow tourism revenues by harnessing the collective investment in tourism to create strong connections between visitors and Manitoba's unique experiences. Travel Manitoba collaborates closely and in partnership with the tourism industry and governments to attract visitors to Manitoba, sustaining and creating jobs and businesses in the tourism sector in the province.

Travel Manitoba receives core funding from the Province of Manitoba to facilitate operations and to mobilize public and private resources to further foster the growth and professionalism of the tourism industry in Manitoba. Travel Manitoba is economically dependent on the Province of Manitoba because it derives a significant portion of its revenue from the Province of Manitoba.

#### b. Management's Responsibility for the Financial Statements

The financial statements of the Organization are the responsibility of management. They have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations as established by the Public Sector Accounting Board.

#### c. Basis of Accounting

The financial statements have been prepared using Canadian public sector accounting standards for government not-for-profit organizations.

#### d. Cash and Short-term Deposits

Cash and short-term deposits consist of cash and short-term deposits with a duration of less than ninety days from the date of acquisition.

#### e. Contributions Receivable

Contributions receivable are recognized as an asset when the amounts to be received can be reasonably estimated and ultimate collection is reasonably assured.

#### f. Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any unrealized gains and losses reported in the statement of remeasurement gains and losses. All bonds and guaranteed investment certificates have been designated to be in the fair value category, with gains and losses reported in the statement of remeasurement gains and losses. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

#### g. Capital Assets

Capital assets are recorded at cost less accumulated amortization and are amortized over the estimated useful lives of the assets at the following rates:

Computer hardware	30%, declining balance
Computer software	30%, declining balance
Furniture and equipment	5%, declining balance
Leasehold improvements	5%, declining balance
VIC technology	5 years, straight line

## 1. Nature of the Organization and Summary of Significant Accounting Policies (continued)

### h. Retirement Allowances and Post-Employment Benefits

The Organization provides retirement allowance and pension benefits to its employees.

Retirement allowances are provided to certain qualifying employees. The benefits are provided under a final pay plan. The costs of benefits earned by employees are charged to expenses as services are rendered. The costs are actuarially determined using the projected benefit method and reflect management's best estimates of the length of service, salary increases and ages at which employees will retire. Actuarial gains and losses are recognized in income immediately.

Employees of the Organization are provided pension benefits by the Civil Service Superannuation Fund ("the Fund"). Under paragraph 6 of the Civil Service Superannuation Act, the Organization is described as a "matching employer" and its contribution toward the pension benefits is limited to matching the employees' contributions to the Fund.

In addition, an individual has entitlement to enhanced pension benefits. The plan is based on final pay and is indexed. The cost of the benefits earned by the employee is charged to expenses as services are rendered. The cost is actuarially determined using the projected benefit method and reflects management's best estimate of salary increases and the age at which the employee will retire.

Sick leave benefits that accumulate but do not vest, are determined using present value techniques and reflect management's best estimate of future cost trends associated with such benefits and interest rates. Adjustment to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis.

### i. Revenue Recognition

The Organization follows the deferral method of accounting for contributions. Grant revenue is recognized in the period earned. Partnership and marketing revenue are recognized when services are rendered if the amount to be received can be reasonably estimated and collection is reasonably assured.

The Organization recognizes revenue arising from non-monetary transactions in the period when services have been rendered if the amount to be received can be reasonably estimated and collection is reasonably assured.

### j. Restricted Fund for Acquisition of Capital Assets

A fund has been established by the Board of Directors in order to finance the future acquisition of capital items which are not funded by the Province of Manitoba through the provision of operating grants. Charges to the fund will occur at the discretion of the President and Chief Executive Officer. Any future redesignation of the fund balance would be subject to approval by the Board of Directors.

### k. Contributed Materials and Services

Contributed materials and services which are used in the normal course of the Organization's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution if fair value can be reasonably estimated.

### l. Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

## 2. Cash and Short-term Deposits

The Organization invests all surplus cash into short-term deposits with the Province's Treasury Division. These deposits are made up of 30, 60 and 90 day callable term deposits.

A dedicated account has been established to safeguard the Organization's retirement allowance obligation and enhanced pension benefit costs. Interest earned will be retained in the account. The balance at March 31, 2016 is \$113,160 (\$103,835 at March 31, 2015).

The Organization has a credit facility to a maximum of \$500,000 with interest at prime plus 1% (effective rate of 3.70% as at March 31, 2016) which is secured by a general security agreement. As at March 31, 2016, the facility remains unused.

## 3. Due from the Province of Manitoba

Upon inception on April 1, 2005, the Organization recorded accumulated severance pay benefits receivable and payable of \$368,937 transferred from the Province of Manitoba for its employees. This receivable, or portion thereof, for the Organization, will be collected by the Organization as severance benefits are paid to employees on record as at April 1, 2005. The receivable from the Province of Manitoba at March 31, 2016 is \$78,532 (\$78,532 at March 31, 2015).

An additional grant related to the current year funding in the amount of \$1,400,000 were receivable from the Province of Manitoba at March 31, 2016 (\$Nil at March 31, 2015).

## 4. Capital Assets

	2016		2015	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	\$ 36,929	\$ 23,259	\$ 36,838	\$ 22,668
Computer software	33,115	31,209	31,791	30,439
Furniture and equipment	22,020	1,384	23,150	6,278
Leasehold improvements	43,100	13,002	70,724	16,150
VIC technology	387,930	38,793	-	-
	<b>\$ 523,094</b>	<b>\$ 107,647</b>	<b>\$ 162,503</b>	<b>\$ 75,535</b>
Cost less accumulated amortization		<b>\$ 415,447</b>		<b>\$ 86,968</b>

## 5. Retirement Allowances and Other Benefits Payable

### Retirement Allowances

The Organization measures its accrued benefit obligation for each of the retirement allowance and enhanced pension benefits as at March 31 of each year. The most recent actuarial valuation report for the retirement allowance was at April 1, 2016 and the most recent finalized and approved actuarial valuation report for the enhanced pension benefits was at December 31, 2014.

The significant actuarial assumptions adopted in measuring the Organization's retirement allowance obligation and costs are as follows:

	2016	2015
Benefit costs for the year ended March 31		
Discount rate	6.00%	6.00%
Rate of compensation increase	3.75%	3.75%
Employer contributions	\$ 191,608	\$ 198,996



## 5. Retirement Allowances and Other Benefits Payable (continued)

The significant actuarial assumptions adopted in measuring the Organization's enhanced pension benefit and costs are as follows:

	2016	2015
Benefit costs for the year ended March 31		
Discount rate	6.50%	6.50%
Rate of compensation increase	3.75%	3.75%
Employer contributions	\$ 13,053	\$ 12,992
Effect of change in assumptions	\$ -	\$ -
Experience loss/gain adjustment	\$ -	\$ -

### Sick Leave

Sick leave benefits that accumulate but do not vest, are determined using present value techniques and are estimated to be a liability as at March 31, 2016 of \$34,000 (\$36,000 in 2015). The amount is not considered to be significant by management, and as such has not been recorded as a liability in the financial statements of the Organization.

## 6. Financial Instrument Risk

The Organization is exposed to different types of risk in the normal course of operations, including credit risk and market risk. The Organization's objective in risk management is to optimize the risk return trade-off, within set limits, by applying integrated risk management and control strategies, policies and procedures throughout the Organization's activities.

### Credit Risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Organization to credit risk consist principally of trade accounts receivable, due from the Province of Manitoba, and short-term deposits.

The Organization's maximum exposure to credit risk without taking account of any collateral or other credit enhancements is as follows:

	0-30 Days	31-60 Days	Over 60 Days
Trade accounts receivables (net of allowance of \$15,000)	\$ 86,385	\$ 7,894	\$ 120,301
Due from the Province of Manitoba	1,400,000	-	78,532
	\$ 1,486,385	\$ 7,894	\$ 198,833

Trade Accounts Receivables – The Organization is not exposed to significant credit risk as the receivable is spread among a broad client base and payment in full is typically collected when it is due. The Organization establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is based on management's estimates and assumptions regarding current market conditions, customer analysis and historical payment trends. These factors are considered when determining whether past due accounts are allowed for or written off.

Due from the Province of Manitoba – The Organization is not exposed to significant credit risk related to these balances as there are underlying agreements to support their collection.

## 6. Financial Instrument Risk (continued)

### Liquidity Risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they fall due. The Organization has a planning and budgeting process in place to help determine the funds required to support the Organization's normal operating requirements on an ongoing basis. The Organization ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents. To achieve this aim, it seeks to maintain cash balances to meet, at a minimum, expected requirements for a period of at least 90 days. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows) of financial liabilities:

	0-30 Days	31-60 Days	Over 60 Days
Trade accounts payable	\$ 630,220	\$ 219,736	\$ (45)

## 7. Contingencies and Commitments

The Organization has entered into lease agreements for rental of facilities at various locations expiring in June 2035 with total annual payments of \$483,700. In addition, the Organization has entered into lease agreements for computer equipment and a van expiring in June 2020 and April 2017, respectively, for total annual payments of \$14,400 and \$3,200, respectively.

The Organization has access to a loan guarantee with the Province of Manitoba for \$1,500,000. The guarantee will enable Travel Manitoba to establish a line of credit up to this amount for the purpose of providing advances and profit guarantees as part of bid proposals and preparation efforts being undertaken in attracting various events to take place in Manitoba. As at March 31, 2016, this line of credit had not been drawn upon.

## 8. Non-monetary Transactions

During the current year, the Organization entered into contracts with exchanges of non-monetary services for other non-monetary services with little or no monetary consideration involved. These transactions are within normal business activities and were done in order to carry out the mandate of the Organization.

The aggregate amount of all non-monetary transactions in the current year total \$94,604 (\$124,365 in 2015).

The Organization has not incurred any gains or losses in the current year with respect to these non-monetary transactions.





**Travel Manitoba**  
21 Forks Market Road  
Winnipeg, Manitoba R3C 4T7  
1-800-665-0040  
[www.travelmanitoba.com](http://www.travelmanitoba.com)

