

Manitoba

CANADA'S HEART  BEATS

2014/2015 Annual Report

Bringing MANITOBA'S
BRAND *to* LIFE

Travel
Manitoba
 .com



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Message from the Board Chair

Over the past year, Travel Manitoba has been changing perceptions of Manitoba as a travel destination with our new brand, *"Manitoba, Canada's Heart...Beats."*

This powerful brand, developed through extensive research and consultation, has captured the essence of what makes Manitoba unique, not only as a tourism destination, but as a great place to be for any reason – whether to visit, live, invest or do business. The campaign has generated impressive results. According to a recent Probe Research survey the brand has raised awareness of Manitoba as a tourism destination by 20% in Calgary, one of Travel Manitoba's key domestic markets. It has also improved the opinion of air travellers of Manitoba as a potential travel destination by almost 60% and influenced 76% of air travellers intending to vacation in Manitoba.

As Manitoba's competitors are investing aggressively in international markets, now is the time to capitalize on the momentum of the *Manitoba, Canada's Heart... Beats* brand. We are pleased that many important influencers such as the rural tourism associations, destination marketing organizations, like Tourism Winnipeg, and government departments have aligned with our brand. In fact, we understand the brand is even being used to recruit doctors to our province.

Tourism is sometimes referred to as a "first date" for investors. A 2014 report from Deloitte showed that an increase in travel between countries can be linked to subsequent increases in export volumes to the visitors' countries of origins. Manitoba Trade sees this important link between tourism and trade and their team is using our TV commercials and videos to introduce potential investors to this great province.

The budgets of other provincial marketing organizations across Canada are all higher than Travel Manitoba's. We are working with our partners to develop a sustainable investment framework that will ensure we have the resources to build Manitoba's position as a global leader.

Sustainable investment in Travel Manitoba will undoubtedly contribute to significant growth, leading to a broad range of economic, social and environmental benefits for our visitors, residents and communities. In fact, studies have shown that there are other benefits in promoting a destination's overall image with the same audience.

North Dakota is an example. The state's *"Legendary"* campaign has been a successful branding statement connecting the state to potential travellers in an emotional and authentic manner. The most recent ROI research shows that North Dakota's U.S. campaign generated over \$100 in visitor spending for every dollar spent on advertising.

Their research also found that the same viewers were more positive to North Dakota as:

- A place to live: **Up 41%.**
- A place to start a career: **Up 100%.**
- A place to start a business: **Up 75%.**
- A place to attend college: **Up 87%.**
- A place to purchase a second home: **Up 113%.**
- A place to retire: **Up 75%.**

Researchers asked these same questions in assessing the impact of advertising campaigns for a number of other states, including North Carolina, Michigan, Minnesota, Ohio, and Wisconsin. In all cases, effective tourism advertising achieved the same results, improving perceptions of the state.

While tourism marketing has been shown to generate significant economic impact by driving visitation, these results demonstrate the potential long-term benefits for broader economic development.

Tourism creates jobs, generates tax revenues, and stimulates trade relationships. Combined with Manitoba's incredible tourism experiences, new attractions and renowned hospitality, Manitoba is turning heads, as the rest of the country, and the world, sees that this is where Canada's heart beats.

Bob Sparrow
Chair of the Board of Directors,
Travel Manitoba



Message from the President and CEO

Following the launch of our new tourism brand, ***"Manitoba... Canada's Heart Beats"*** in 2013/14, this past year was really the year that it came to life, establishing itself as an authentic identifier of all that is Manitoban, and drawing together industry, business, government and residents.

We were thrilled that the campaign was a finalist for Marketing Campaign of the Year on the national stage at the Canadian Tourism Awards. And this spring it earned gold in international circles, in the Advertising Campaign category of the WorldMediaFestival | TOURISM. Just as important was the recognition received here at home, as the campaign was nominated in nine categories for the Signature Awards, the celebration of the best in Manitoba advertising, and took home the top prize in three categories including ***Campaign of the Year***.

As the brand came to life, the number of potential visitors who have become engaged with our activities and interested in our tourism offerings continues to grow. Our level of social media engagement – the number of times a person interacts with a post or tweet – reached over 400,000. Facebook engagement increased by 358% and views to our YouTube channel reached over 450,000.

All of which speaks to the fact that potential visitors are interested in what we have to share, and pride among our residents is growing.

Our ***#ExploreMB*** campaign harnessed the pride of Manitobans and built on the momentum of the ***Manitoba, Canada's Heart... Beats*** brand. Hundreds of stunning images were received from the Instagram community to paint an authentic picture of Manitoba to potential travellers.

The amazing photographs were turned into a popular photobook. This social media initiative, which saw over 8,000 tagged photos and resulted in 3,000 new Instagram followers and 8,000 new Facebook fans, was a unique way to celebrate our brand ambassadors.

Our team is constantly looking for new and fun ways to engage with our online audiences, keeping Manitoba top of mind and surprising viewers with its beauty and authentic appeal.

We also launched ***"Manitoba, Canada's Heart... Beats"*** on the international stage, targeting our key markets of the United States, Germany and the United Kingdom. At Rendez-vous Canada, international tourism industry representatives experienced the momentum of Manitoba's tourism industry. The marketplace brought together over 1,600 Canadian tourism sellers and international buyers from 28 markets – breaking attendance

records for the annual event. Manitoba had 10 tourism operators take part in the one-on-one appointments, including some first time attendees.

A major showcase for Manitoba was held last summer, when we partnered with the Canadian Tourism Commission, (now called Destination Canada), to host GoMedia Marketplace. The 280 delegates from Canada, the United Kingdom, Germany, France, Australia, Japan, India, Brazil, South Korea and China were certainly wowed, as we showcased the province's key tourism assets, resulting in future publicity and media coverage.

The Manitoba tourism industry has shown its support of our efforts: We had record levels of partnership last year, with partnership sales increasing 24% over the previous year. And through our ***Invest in Tourism*** campaign, twelve non-traditional partners contributed \$900,000 to extend the reach and frequency of the campaign. Several of these corporations do not have direct ties to tourism, signalling a growth in the understanding of tourism's impact on the economic and social fabric of our province.

As we head into the home stretch of construction of our new Visitor Information Centre at The Forks, we're extremely excited at the opportunities offered by the exciting technology that will be located throughout the building. This state-of-the-art Visitor Information Centre will give travellers a hands-on sampling of the immersive experiences our province has to offer. The renovated centre will be more welcoming for visitors, will allow us to provide improved customer service, and will bring Manitoba's unique experiences to life.

The accomplishments of the past year are representative not only of the strength of our new brand to inspire potential travellers, but also, of the efforts and dedication of our staff and the guidance from our Board of Directors. As we look ahead to hosting major events like Grey Cup 2015, the Canada Games in 2017, and Canada's 150th celebrations, we look forward to seeing the influence of our brand as it continues to grow at home, across Canada and around the world.

Colin Ferguson
President & CEO, Travel Manitoba

About Travel Manitoba

Travel Manitoba is a Crown corporation whose role is to provide leadership by collaborating with tourism businesses, communities, destination marketing organizations and governments to realize the full potential for tourism in Manitoba.

VISION: Travel Manitoba leads the marketing and development of Manitoba's tourism industry.

MISSION: Grow tourism revenues by harnessing the collective investment in tourism to create strong connections between visitors and Manitoba's unique experiences.

OBJECTIVES:

- Lead the provincial tourism initiative
- Increase visitation to realize \$1.7 billion by 2017
- 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
- Influence the development of a provincial tourism strategy that provides a framework to make tourism a \$2 billion industry by 2020, ranking fifth in terms of market share amongst Canadian provinces and territories



Our Strategic Priorities

- Lead with marketing excellence
- Align tourism partners and strengthen relationships with business and government
- Collaborate to build a competitive provincial tourism strategy

TOURISM *in* MANITOBA

\$1.52 BILLION

in visitor spending

10.6 MILLION

visitors

\$596 MILLION

in export revenue with 1.5 million
out-of-province visitors

5,457

tourism & hospitality
businesses

24,500

direct and indirect
jobs

\$552 MILLION

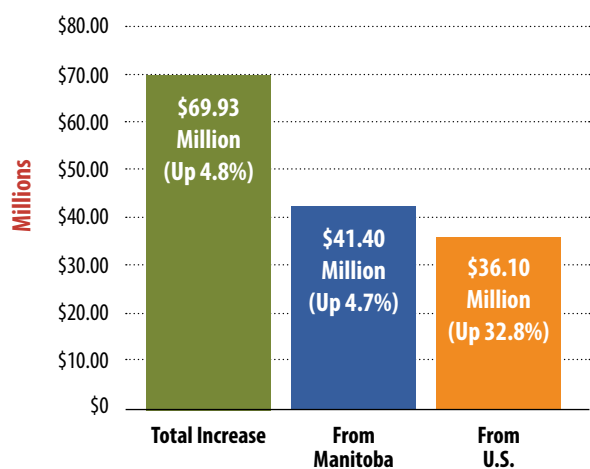
in tax revenues
for government

Source: 2012 Travel Survey of Residents of Canada

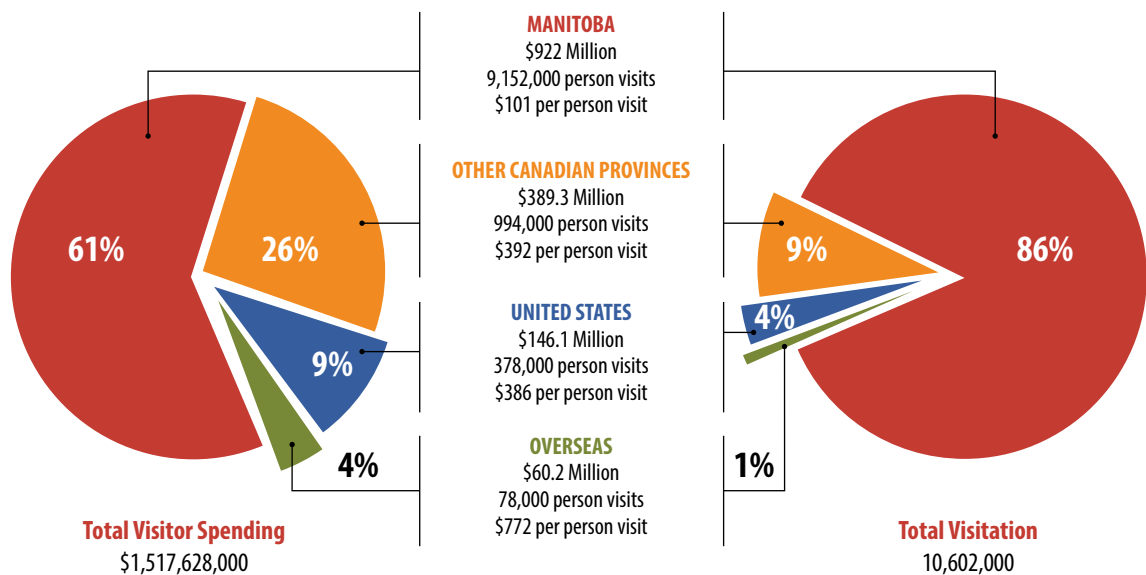
Industry Performance

The most recent statistics available through Statistics Canada’s Travel Survey of Residents of Canada and the International Travel Survey are for 2012. In that year, Manitoba saw growth in tourism revenues. Although the total number of visits was down, the level of spending per person increased.

Tourism expenditure increases in 2012:



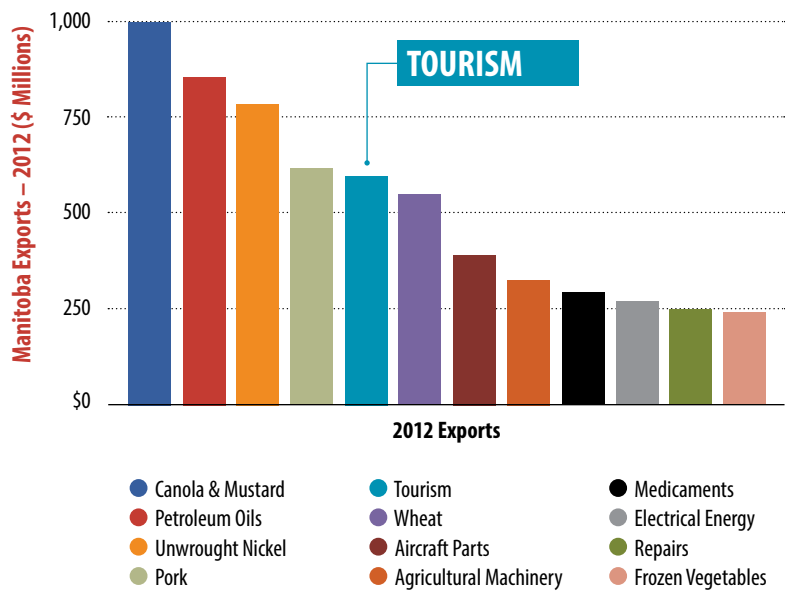
- Total tourism revenues increased by 4.8% due to increased spending from Manitoba (up 4.7%) and U.S. markets (up 32.8%).
- Overall, visits from other Canadian markets declined but per-person spending increased by 16.3%. Expenditures decreased from Ontario (-11%) and Saskatchewan (-5.9%). However, visits from Alberta increased by 6.5% and expenditures surged by 33%.
- Visits from the long-haul U.S. market grew by 5.8% and expenditures increased by 73.8%. Per-person spending among this group increased by 64.2%.



Source: Statistics Canada – Travel Survey of Residents of Canada (TSRC) and International Travel Survey (ITS), Research Resolutions – 2012 Detailed Tabulations.

Tourism’s value to Manitoba

Although Manitobans account for most tourism spending, tourism is also one of our top five sources of export revenue. Only agriculture and mining bring more dollars into this province.





A New Brand Comes to Life

Travel Manitoba's new brand officially kicked off April 14, 2014, with local television, online advertising, in-flight advertising on Air Canada, a multi-page insert in Air Canada's *enRoute* magazine and Westjet's *Up!* magazine, and in May, print ads in the *Globe and Mail* and an LRT "station-domination" campaign in Calgary.

Production of a new television commercial for the Canadian Museum for Human Rights (CMHR) was completed in December 2014, and added into the spring 2015 television and Air Canada rotations.

In 2014/15, Travel Manitoba entered into a partnership with *Canadian Geographic* magazine for the development of what would become a cornerstone of the 2015/16 marketing campaign: The May 2015 Travel issue devoted entirely to Manitoba, focused on Manitoba's most unique and iconic experiences. *Canadian Geographic* provided a team of the highest calibre writers and photographers to showcase Manitoba's most iconic experiences.



Manitoba

CANADA'S HEART  BEATS



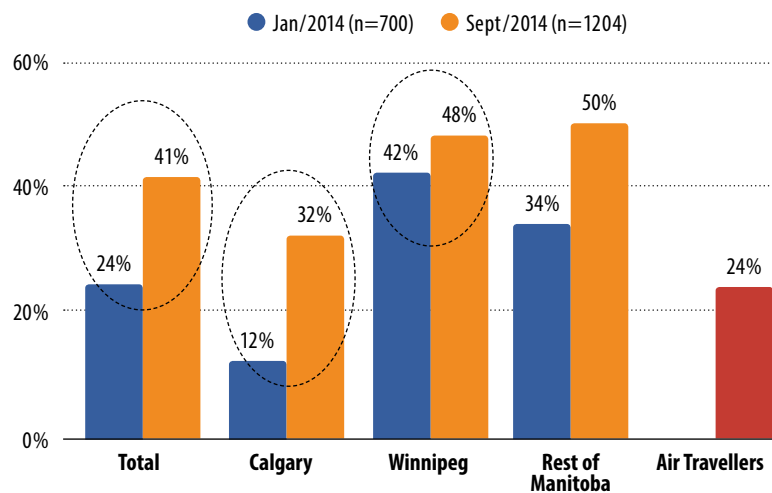
Campaign Effectiveness

Prior to the launch of the new brand, Probe Research conducted quantitative research to measure awareness of Manitoba as a travel destination. A second wave of the survey focused only on areas where Travel Manitoba advertised, specifically among 1,200 adults residing in Calgary and Manitoba (600 in each market), as well as among 600 Canadian air travellers. The survey findings show that the campaign has generated impressive results.

Question:

"Have you read, seen or heard anything about Manitoba tourism or travel in the past six months?"

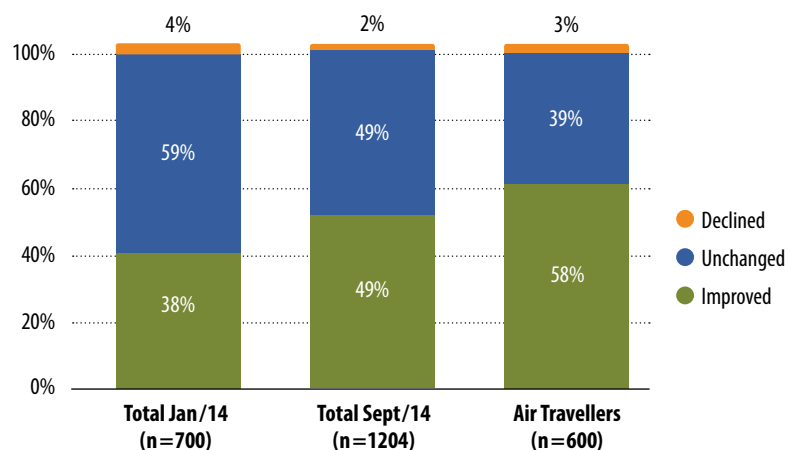
The campaign raised the awareness of Manitoba tourism from our initial benchmark study in January by 6% in Winnipeg, 16% in the rest of Manitoba and by 20% in Calgary.



Question:

"After viewing the video, has your opinion of Manitoba as a potential travel destination improved, declined or is it unchanged?"

The campaign videos improved the target market's opinion of Manitoba as a potential travel destination by 11% and almost 60% of air travellers noted that their opinion of Manitoba as a travel destination improved after seeing our campaign videos.

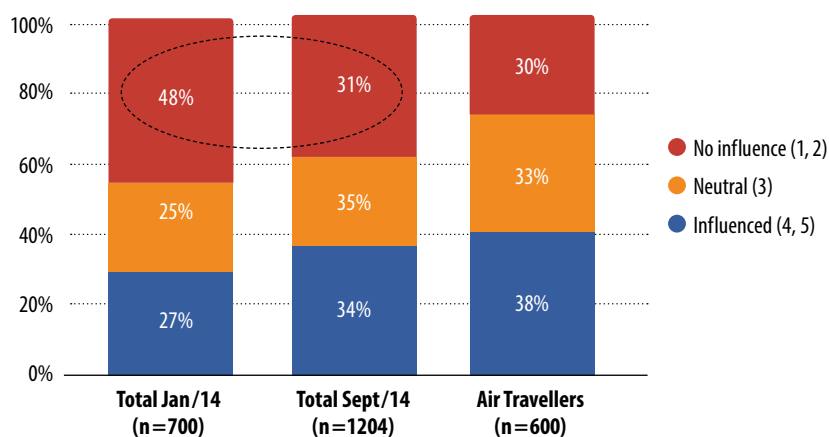




Question:

"To what extent does this video encourage you to seek out more information about Manitoba travel or vacation opportunities?"

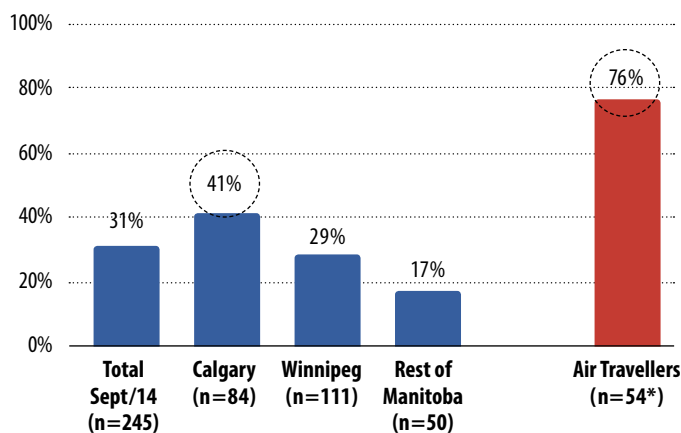
34% of respondents from our target markets were influenced enough to seek out more information about Manitoba travel/vacation opportunities – a rise of 7% from the January benchmark. 38% of air travellers felt the same influence.



Question:

"Did seeing the 'Manitoba, Canada's Heart... Beats' advertising campaign play a role in your decision to spend vacation time at Manitoba destinations?"

In Calgary, one of the campaign's primary markets, 41% of Calgarian survey respondents said the campaign influenced their decision to vacation in Manitoba, and 76% of surveyed air travellers felt the same way.



Campaign Recognition: *Marketing Awards*

Travel Manitoba's marketing campaign was selected as a finalist for the 2014 (TIAC) Tourism Industry Association of Canada Awards, the first time Travel Manitoba has been chosen for this distinction.

In March, Travel Manitoba won two gold medals and one silver at the WorldMediaFestival | TOURISM, a global competition recognizing excellence in modern media based in Hamburg, Germany. Travel Manitoba's **Manitoba, Canada's Heart...Beats** campaign won gold in the Advertising Campaign category. The pieces entered included Travel Manitoba's television commercials, in-flight advertising, and print ads.

The second gold came for Travel Manitoba's 2013–2014 Annual Report in the Corporate Print category. The Dish: Manitoba Nuggets to Chew On, a "menu" of Manitoba story ideas, was awarded a silver in the Media Kit category.

158 entries from 22 countries from around the world were submitted to the WorldMediaFestival | TOURISM 2015.

Later that month, Travel Manitoba took top prize in two categories at the Canadian eTourism Awards.

Travelmanitoba.com won Best Website and its Master Angler app won Best Mobile Application. Travel Manitoba completely overhauled its website after launching its brand. The goal was to create a more visual and engaging online experience, to create awareness of the new brand, and to present web content in a way that is easy to navigate. The new site has seen a rise in page views and traffic, and most notably, mobile traffic to the site has increased by 60%.

The Master Angler app is an extension of Travel Manitoba's Master Angler Awards program. The app was created to make it easier and faster for anglers to submit their catches. The app is available for free on iOS, (Android is under development for launch in 2015) and has been downloaded 1,600 times since launching in May 2014.

The campaign was nominated in nine categories for the Signature Awards, the celebration of the best in Manitoba advertising, and took home the top prize in three categories including **Campaign of the Year**.



Digital Engagement

Travel Manitoba continued to strengthen its digital presence and level of engagement with visitors in 2014/15.



TravelManitoba.com

Sessions:

2014/2015 **420,837** 30%
2013/2014 329,319

Users:

2014/2015 **336,900** 30%
2013/2014 259,209

- Banner Ads Impressions – 2,941,340 (2014/2015)
- Banner Ads Clicks – 2,203 (2014/2015)
- Outbound Links – 30,791 (Since Sept. 1, 2014)

Full year stats April 1, 2014 – March 31, 2015
Outbound tracking wasn't implemented until September 1, 2014



FishHuntManitoba.com

Sessions:

2014/2015 **78,055** 22%
2013/2014 64,242

Users:

2014/2015 **62,467** 22%
2013/2014 51,109

Outbound to Operators:

2014/2015 **78,055** 22%
2013/2014 64,242

Email Requests to Operators:

2014/2015 **778** 196%
2013/2014 263

Digital Engagement:



FishHuntManitoba.com

Banner Ads Impressions:

2014/2015 **352,598** **20%**
2013/2014 **294,732** **↑**

Banner Ads Clicks:

2014/2015 **617** CTR 0.33% **36%**
2013/2014 **962** CTR 0.17% **↓**



EverythingChurchill.com

Sessions:

2014/2015 **139,783** **49%**
2013/2014 **93,574** **↑**

Users:

2014/2015 **112,117** **47%**
2013/2014 **76,051** **↑**



Pay Per Click Campaigns

Impressions:

2014/2015 **11,406,308** **4%**
2013/2014 **11,940,036** **↓**


Clicks:

2014/2015 **66,951** **21%**
2013/2014 **85,004** **↓**



Manitoba Hot

Pageviews:

2014/2015 **293,143** **311%**
2013/2014 **71,369** 

Consumer E-newsletters:

TOTAL SUBSCRIBERS **7,626**
AVERAGE CLICK RATE **1.4%**
AVERAGE OPEN RATE **19%**



Social Media Engagement (2014 Benchmark)

 **Facebook: 239,785**

 **Twitter: 14,523**

 **Instagram: 83,561**

 **Pinterest: 3,227**

**TOTAL
ENGAGEMENT 341,096**

 **YouTube**

VIEWS 459,036

**MINUTES
WATCHED 248,560**

Facebook engagement increased by 358% in 2014!

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

Content Marketing Campaigns

Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content. Its purpose is to attract and retain customers by consistently creating and curating relevant and valuable content with the intention of changing or enhancing consumer behaviour. It is the art of communicating without selling.

Regardless of the type of marketing tactic, quality content is part of all forms of marketing, including social media. Last year, Travel Manitoba placed increased emphasis on engaging social media users with quality content and promotions.

#ExploreMB

The ExploreMB campaign asked Instagram users to tag their Manitoba photos with *#exploremb*. The photos were then displayed on an interactive map (microsite). The campaign was created to develop a community of local “Manitoba ambassadors” who help show off our beautiful province.

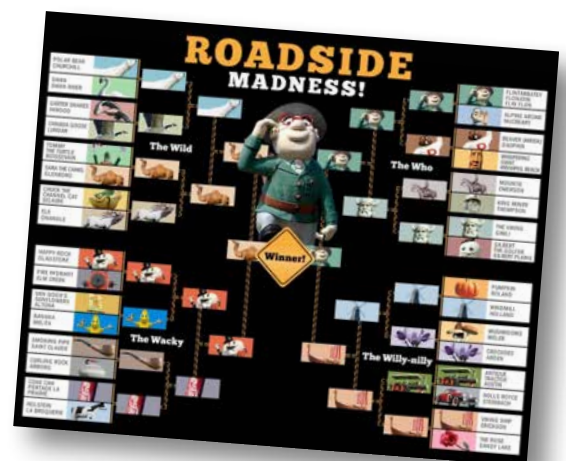
At the end of the campaign, the best photos were compiled into a special edition “*Canada’s Heart... Beats*” photo book. Every photographer featured in the book received a free copy.



Roadside Madness

What happens when a prospector takes on a camel? More than 180,000 people are reached by a social media campaign. Over the course of nine days, we pitted 32 of our province’s favourite roadside attractions against each other in a series of head-to-head battles to find out who has the fairest statue in the land.

In all, the campaign garnered over 180,000 pageviews and over 75,000 votes which saw Flin Flon’s Flintabbatey Flonatin take the crown over Glenboro’s Sara the Camel. In addition to the social media reach (102,994 on Facebook and 62,900 impressions on Twitter), the campaign was featured in the media across the province. Most notably on *CTV News*, *The Ace Burpee Show*, CBC Radio’s *Up to Speed*, the *Winnipeg Sun* and the *Metro*.



Channel: Blog (*manitobahot.com*), Facebook, Twitter

Launched: March 19 to 27, 2015

Duration: 9 days

Results: Blog: 183,600 Pageviews, 71,050 Unique Pageviews, 75,757 Votes

FB: 102,994 Reach, 9,552 Engaged, 9% Engagement Rate

TW: 62,900 Impressions, 971 Engagements, 3.6% Engagement Rate

Valentine's Day Cards

Manitoba-themed Valentine's Day cards were shared with partners and followers on social media. People were encouraged to keep "spreading the love." The one-day campaign was a hit and generated high levels of positive engagement on our social channels.

Channel: Facebook, Twitter, Pinterest
Launched: February 14, 2014
Duration: 1 day
Results: FB: 5,000+ Reach, 180+ Likes & Shares
 TW: 18 Tweets, 14,000+ Impressions, 80+ RTs & Favs



It's a Folk off!

The Folk Festival provided two 5-Day Passes and Travel Manitoba ran a photo contest called "It's a Folk off!" to win them. Followers on Facebook and Twitter were asked to share photos of their fun festival pictures, garnering a fun sense of community.

Channel: Facebook, Twitter
Launched: June 10, 2014
Duration: 14 days
Results: 50+ photo submissions.
 FB: 1,300+ Comments & Likes
 TW: 3 Tweets, 6,000+ Impressions,
 40+ RTs & Favs



GoMedia Selfie Contest & Event Marketing

GoMedia participants were asked to embrace their selfie spirit as they experienced Manitoba.

Channel: Instagram, Twitter
Launched: August 13 to 23, 2014
Duration: 10 days
Results: 4,000+ tweets over entire conference
 750+ Instagram posts (compared to 450 last year)
 150+ selfies taken





Fishing and Hunting



Manitoba is a world-class destination for sport fishing and hunting, activities that are deeply rooted in our heritage and that we're excited to share with visitors. The fishing and hunting sector is a vital contributor to Manitoba's overall tourism revenues, offering visitors experiences that range from luxurious all-inclusive northern fly-in lodges, to family friendly resorts on the comfortable edge of the wilderness. The Manitoba Master Angler Awards program recognizes anglers' abilities, and the province's catch and release policy, along with single barbless hooks, means Manitoba is one of the best places to catch massive lake trout, walleye, northern pike and many other species.

Travel Manitoba focuses its marketing efforts for this sector on those geographic areas with the strongest potential for new and return visitors: Chicago, Minneapolis, Fargo and Grand Forks, along with Saskatchewan and Ontario. Broader based marketing tactics, such as social media and digital initiatives, reach further beyond these markets.

The 2014/15 Fish/Hunt campaign included:

- Production of two new :30 second hunting commercials, one featuring waterfowl hunting and the second for big game, with airing on Sportsman's Channel and Pursuit Channel hunting programs.
- A digital campaign with Outdoor Canada
- A digital campaign with CBS in the Chicago, Milwaukee and Minneapolis markets that included sponsorship of a Chicago White Sox Throwback Tailgate event, and targeted advertising during the September to December hockey season.
- A digital campaign with the Minneapolis *Star-Tribune*
- A media relations and advertising partnership with *Fly Fisherman* magazine
- A print and digital campaign with *Hooked* magazine
- Production of the 2015 Fishing and Hunting Guide with distribution in Chicago, Minneapolis, Fargo and Grand Forks.
- A Spring Bear rebate program and a Fishing and Hunting Youth rebate program
- Attendance and luncheon speaker/sponsorship at the Outdoor Writers Association of America conference to raise Manitoba's profile and build the database of US Fish/Hunt travel writers.
- Media Relations group trips included a Brook Trout trip at Elk Island Lodge, a Hudson Bay trip to Kaska Goose camp, and a local Fish Tales Media Day in the fall.

In an effort to increase its social media engagement with anglers and hunters, Travel Manitoba launched a dedicated Fish/Hunt Facebook page. It gained immediate followers, growing to 8,200 likes from July 2014 to April 2015, with over 72,000 post reach and a 4,250 engagement (likes, shares and comments).

A mobile app for the Master Angler program was launched in April 2014, and won a Canadian E-Tourism award for best mobile app.

A re-designed Fishing and Hunting website resulted in increased traffic, with over 71,000 pageviews in 2014, a 24% increase over 2013. 14,000 visitors were sent to partner websites.

Revenue Generation

The appeal of Travel Manitoba's brand and the 2014/15 campaign was evident in stronger industry participation: Industry partnership sales increased 24% over the previous year.

Travel Manitoba's "Invest in Tourism" program, which asks corporate partners to support our marketing efforts over three years with a \$25,000 per year investment was extremely successful, with the following companies committing to the program:



2015 partnership opportunities were unveiled at Travel Manitoba's annual conference on September 26, 2014.

2014/15 Partners

Air Canada
 Alumacraft Boat Co.
 Arrow Lake Outfitters
 Arrowhead RV Park
 Art Gallery of Southwestern Manitoba
 Asessippi Parkland Tourism
 Asessippi Ski Area and Resort
 Aspen Ridge Resort
 Assiniboia Downs
 Assiniboine Park Conservancy
 Atikaki Wallace Lake Lodge & Outposts
 Backroad Mapbooks
 Bed and Breakfast Manitoba
 Bennett Lake Lodge and Outcamps Ltd.
 BF Workplace
 Brandon First
 Brandon Tourism/Brandon Riverbank Inc.
 Budd's Gunisao Lake Lodge
 Cabela's Head Office
 Calm Air International LP
 Canad Inns
 Canada's Royal Winnipeg Ballet
 Canadian Footwear/New Balance Calgary
 Canadian Fossil Discovery Centre
 Canadian Museum for Human Rights
 Canalta Hotel Selkirk
 Celebrations Dinner Theatre
 Central Plains Pembina Valley Tourism Network
 CFMOTO Canada
 Chamber of Commerce/Wasagaming
 Children's Museum
 Churchill Chamber of Commerce
 Churchill Nature Tours
 Churchill Northern Studies Centre
 Churchill Wild
 City of Dauphin / Tourism Dauphin
 City of Morden
 City of Selkirk Special Events & Marketing
 City of Winkler
 Clarion Hotel & Suites
 Courtyard by Marriott Winnipeg Airport
 Days Inn – Steinbach
 Delta Winnipeg
 Destination Canada
 Discover Minnedosa
 Dogskin Lake Lodge & Outposts
 Eagle Nest Lodge
 Eastern Manitoba Tourism Association
 Eastman Tourism
 Economic Development Council for Manitoba
 Bilingual Municipalities (CDEM)
 Elk Island Lodge
 Elkhorn Resort Spa and Conference Centre
 Emerson Duty-Free Shop
 Enigma Escapes
 Exclusive Bus Lines
 Fairfield Inn and Suites by Marriott
 Falcon Trails Resort
 FB Hospitality Group Inc.
 Festival du Voyageur

FIFA.com
 Folklorama
 FortWhyte Alive
 Frontiers North Adventures
 Gangler's North Seal River Lodge /Canadian
 Sub-Arctic Hunting
 Gates Taxidermy Inc.
 Great White Bear Tours Inc.
 Grouse River Outfitters Ltd.
 Harlequin House Bed & Breakfast
 Hartke Lodge on Waterhen River
 Heartland International Travel & Tours
 Hilton Winnipeg Airport Suites
 Holiday Inn Winnipeg Airport West
 Holiday Inn Winnipeg South
 Hollinrake Communications (Stanley Black & Decker)
 Homewood Suites by Hilton Winnipeg Airport – Polo Park
 Hudson Bay Helicopters
 Humphry Inn and Suites
 IDC Communications
 Inn at The Forks
 Interlake Tourism Association
 Jackson's Lodge & Outposts
 James Richardson & Sons, Limited
 Jim's Vintage Garages
 Kaskattama Safari Adventures Ltd.
 Kum-Bac-Kabins
 Lakeview Hotels & Resorts
 Lazy Bear Lodge
 Lilac Resort, RV, Lodging and Water Park
 Lynn Lake Fly-in Outpost Camps
 Manito Ahbee
 Manitoba Association of Campgrounds and Parks
 Manitoba Chamber of Commerce
 Manitoba Conservation – Fisheries Branch
 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 Tourism Education Council
 Manitoba Water Stewardship
 McKim Communications Group
 Mennonite Heritage Village (Canada) Inc
 Moon Gate Bed & Breakfast Wellness Retreat
 Motel 6 Headingley
 Musee St. Joseph Museum
 New Iceland Heritage Museum Inc.
 North Haven Resort
 Northern Spirit Lodge
 O Tours Inc. Receptive Services
 Oak Hammock Marsh Interpretive Centre
 One Advertising (Rep for Nikon)
 Parkland Tourism Association
 Parks Canada
 Pembina Valley Central Plains Tourism Association
 Prairie Dog Central Railway

Provincial Archives of Manitoba
 Provincial Exhibition of Manitoba
 Quality Inn Winkler
 Red River Exhibition
 Red River North Tourism
 Riding Mountain National Park of Canada
 Rivers Edge Resort
 Royal Aviation Museum of Western Canada Inc.
 Royal Canadian Mint
 Sasa-Ginni-Gak Lodge
 Scotiabank
 Signature Museums
 Silsby Lake Lodge 2011 Inc.
 Simon Nabess Wayside Park
 South Beach Casino & Resort
 Spirit Way Inc.
 Super 8 Winnipeg
 The Fairmont Winnipeg
 The Fish'n Hole
 The Forks North Portage Partnership
 The Fort Garry Hotel, Spa & Conference Centre
 The Great Canadian Travel Company Ltd.
 The Johnston Group
 The Lake House
 The Manitoba Museum
 The Marlborough Hotel
 The Original Pancake House
 The RCA Museum
 The Tundra Inn
 The Viscount Gort Hotel Banquet and
 Conference Centre
 Thermëa by Nordik
 Touché! (Canadian Tire)
 Tourism North
 Tourism Westman
 Tourism Winnipeg
 Tourisme Riel
 Town of Carman
 Ukrainian Cultural & Educational Centre
 University College of the North
 Urban Angling Partnership
 VIA Rail Canada
 Victoria Inn Hotel and Convention Centre
 Webber's Lodges
 Wholesale Sports Outdoor Outfitters
 Winnipeg Airports Authority Inc.
 Winnipeg Art Gallery
 Winnipeg Beach Art & Culture Co-op
 (Wave Artist Tour)
 Winnipeg Chamber of Commerce
 Winnipeg Folk Festival
 Winnipeg Free Press
 Winnipeg Jets/True North Sports &
 Entertainment/MTS Centre/MTS Iceplex
 Winnipeg Symphony Orchestra
 WOW! Hospitality Concepts

Aligning Tourism Partners and Strengthening Relationships with Business and Government

Travel Manitoba has put tremendous effort into aligning our tourism partners, in order to capitalize on both the success of the new brand, and on the potential of new openings and assets.

We continue to do presentations and workshops throughout the province to communicate Travel Manitoba's programs and to understand the needs of the industry. Industry Summits remain one of our key feedback and planning mechanisms with the industry.

We have also been sharing the value of tourism message with Manitoba's business community, and they have heard. And we have developed tools to assist industry in raising awareness of, and support for, the importance of tourism in Manitoba.

Manitoba Tourism Conference and Awards – September 25 and 26, 2014

- 173 industry members attended Travel Manitoba's 2014 Tourism Conference, an annual forum for the tourism industry to learn the latest trends, share new ideas and explore ways to collaborate with partners. The 2014 conference focused on generating ideas to maximize tourism opportunities related to Canada's 150th celebrations in 2017, how technology has the power to change customer communications, and how to manage one's digital reputation.

Travel Manitoba's Annual General Meeting and partnership opportunities were also part of the conference. The Travel Manitoba annual awards luncheon on September 26th attracted 205 people and closed the annual conference.



Tourism Town Hall & Tourism Rally

- About 150 industry members attended Travel Manitoba's first Tourism Rally on June 19, held to inform and inspire the tourism industry and broader business community. Together with our partners, the Tourism Industry Association of Canada (TIAC), the Canadian Tourism Commission (CTC), the Manitoba Chambers of Commerce, and Tourism Winnipeg, the goal was to motivate Manitoba's tourism industry to capitalize on the potential that the opening of the Canadian Museum for Human Rights (CMHR) and Assiniboine Park Conservancy's (APC) new exhibit, Journey to Churchill will have on the industry.

The day included presentations from TIAC and the CTC in their cross Canada "Town Hall" series, a luncheon keynote presentation on "Real-Time Marketing" by David Meerman Scott, a presentation by the CMHR and APC on their latest news and developments, and a session to illicit bold ideas on leveraging the province's momentum, moderated by Manitoba Chambers of Commerce CEO, Chuck Davidson. As part of Tourism Week activities, Travel Manitoba President and CEO Colin Ferguson participated in a panel discussion with TIAC President and CEO David Goldstein.



Presentations and Workshops

Travel Manitoba's 2014–2017 Business Plan outlined steps the organization would take to elevate the profile of the tourism industry and increase awareness of tourism as an economic driver at the local, regional, provincial and federal level. These included educating and collaborating with the Business Council of Manitoba, the Manitoba and Winnipeg chambers of commerce and destination marketing organizations.

To this end, Travel Manitoba participated in the Manitoba Chambers of Commerce panel discussion on the power of tourism and presented at regional functions of the Altona Chamber of Commerce, the Portage la Prairie Chamber of Commerce, and at the Business Council of Manitoba fall meeting. Travel Manitoba also continues to work with the provincial interdepartmental working group of Deputy Ministers, meets regularly with the Minister of Tourism, and meets annually with the Premier to seek provincial engagement on key priorities.

Advocacy efforts with the Business Council were successful in having tourism recommendations included in the Council's "Submission to Finance Minister Dewar in Preparation for the 2015–2016 Budget."

To further its advocacy aims, Travel Manitoba developed tools to assist industry in raising awareness of, and support for, the importance of tourism in Manitoba. Advocacy "toolkits" were developed for each regional tourism association, providing them with regional information on the number of visitors to their region, the dollars spent, and the tax revenue generated by those visitors. This information can then be used to advocate at a local and regional level for tourism's recognition as an important economic engine.

Travel Manitoba worked closely with tourism operators and the town of Churchill to rally opposition to the federal government's proposed changes to the Marine Mammal Regulations under the Fisheries Act. The proposed changes, including defining swimming as a disturbance and limiting the distance of a vessel to a beluga whale to 50 metres, would have seriously impacted Churchill's

tourism operators. Churchill's tourism offerings are an integral part of Manitoba's \$1.52 billion tourism industry. Tourism in Manitoba's northern region, which includes Churchill, accounts for \$102 million in visitor spending, \$21 million in tax revenues, and 86 direct tourism jobs. Boating is the second most popular activity for visitors to the region – and that includes boating in Hudson's Bay and the Churchill River Estuary, key summer habitats for beluga whales. After a coordinated lobbying effort, the federal government announced in June 2015 that they would not be proceeding with the proposed changes.

Travel Manitoba partnered with Earth Rhythms to deliver three EQ workshops in Parkland, the Interlake and to the Association of Manitoba Museums aimed at encouraging industry to focus their marketing on Manitoba's target EQ customers and to align with Travel Manitoba's brand.

Industry Summits

Travel Manitoba's industry summits continue to be an important forum for sharing information and seeking input on past activities and future plans.

The fourth annual Fish and Hunt Industry Summit, with 18 hunting and fishing outfitters and lodge operators, was held on April 10, 2014, facilitated by Probe Research. As in past years, this meeting covered a number of topics, including the ongoing challenges confronting the fish/hunt sector in Manitoba and the role of Travel Manitoba in promoting this industry sector.

In May, Travel Manitoba hosted a summit for industry members active in international markets. Objectives of the session were to present the results and receive feedback on Travel Manitoba's international marketing initiatives, to improve the collective understanding of who Manitoba's existing international customers are, and to seek input into planning the 2015 marketing campaign.





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.

- National Tourism Industry Participation

Travel Manitoba continues to be full participants in national tourism research associations and working groups:

- > Member of the Canadian Tourism Commission (CTC) 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

- Travel Manitoba partnered nationally on the CTC's "Global Tourism Watch" – a cyclical program of standardized quantitative surveys in nine countries. This program provides the CTC, its provincial and territorial partners and the Canadian tourism industry with the basis for enhancing Canada's marketing strategies and for fine-tuning marketing and product development initiatives. The survey is conducted in seven markets: Canada, the US, the UK, Germany, Australia, China and South Korea.

- Travel Manitoba transitioned to a self-managed database for industry with the rollout of a Partner Extranet and new CMS system – Simpleview – in 2014. Industry operators can now input information into our Simpleview database, allowing businesses to have full control over the information, image, and contact details of their online listing. When partners upload information, Travel Manitoba uses it to populate the website and for campaign activities such as e-newsletter content, social media, and print advertising. The content included in the business profile also drives the search function on travelmanitoba.com.

The Extranet also allows partners to view their partnership history with Travel Manitoba including:

- > In-Kind and Expense dollars
- > FAM and Media trips hosted
- > Partnerships purchased
- > Web stats related to their listing on travelmanitoba.com



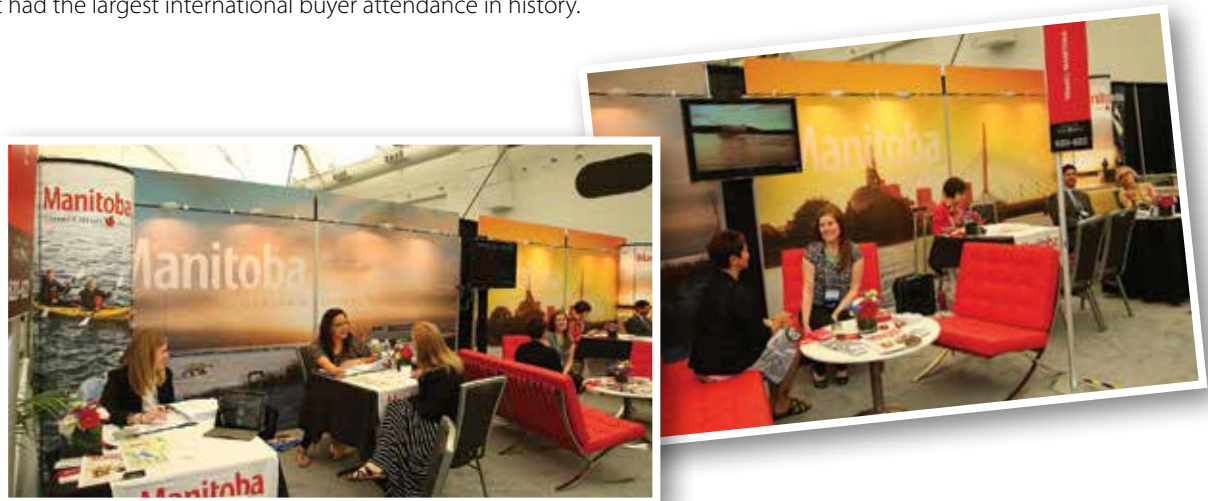
National and International Marketing

Rendez-vous Canada

Rendez-vous Canada is Canada's premier international tourism marketplace lead by the Canadian Tourism Commission (CTC), and matches appointments between international buyers with Canadian sellers of tourism products.

The event, held annually in a different Canadian city, reunites some 1,500 international tourism industry leaders gathered for a series of speed-dating-style appointments. International buyers seek the best-matched Canadian tourism sellers.

Travel Manitoba and 11 industry suppliers attended Rendez-vous Canada in Vancouver from May 27 to 30th. The event had the largest international buyer attendance in history.



Media Relations Highlights

Travel Manitoba hosts 100+ select media and influencers annually through its long-running Media Tour Program, heavily supported by industry and the CTC. Highlights follow:

- In 2014/15 Manitoba earned excellent and diverse editorial in 52 top target outlets including *National Geographic Traveler US*, *National Geographic Traveller UK*, *The New York Times*, *The Times*, *Daily Mail*, *The Guardian*, *Lonely Planet*, *Conde Naste Traveller*, *BBC.com*, *USA Today*, *Time*, *Travel + Leisure*, *Food Network Canada*, *North American Fisherman*, *Maclean's Magazine*, *The Detroit News* and many more.
- Reaching a potential audience of close to 600 million people, more than 450 features on Manitoba travel experiences resulted in an advertising equivalency value of almost \$13 million.
- Through Travel Manitoba's Media Tour Program, we hosted 99 media for editorial research, including 19 from the U.K. and Germany. Most were individual media trips but three group trips included a waterfowl hunting trip, a fishing trip and a winter Winnipeg trip.

Canada

- Toronto Sales Mission: Travel Manitoba, Tourism Winnipeg and six partners participated in a successful sales mission to Canada's biggest city September 30 to October 2. In addition to appointments with travel companies, the Team Manitoba delegation also provided training to Jonview staff. The mission also included a media event.
- Signed co-operative marketing agreements with three major Canadian receptive tour operators: Discover Holidays, Jonview and JAC Travel. Each of these agreements resulted in additional product being carried and are an important part of the overall international travel trade marketing strategy.
- Travel Manitoba partnered with the "Ultimate To Do List Canada," a marketing opportunity which produces brochures for tour operators to circulate to VIP clients. The production company has an exclusive partnership with Jonview as well as 15 tour operators worldwide to publish a catalogue of the most internationally appealing experiences in Canada.
- Anderson Vacations reported year over year growth, with an economic impact to Manitoba of over \$500,000.
- Media Relations staff attended the Travel Media Association of Canada marketplace in May and met with many Canadian media during GoMedia Marketplace in Winnipeg.



National Post

Article: Badges of Summer: Go Fish

Circulation: 426,833

Equivalent Ad Value: \$4,501.59



USA

- Travel Manitoba hosted a very successful media, travel trade and incentive operator's event in conjunction with the Winnipeg Symphony Orchestra performance at Carnegie Hall on May 8, 2014. Operators representing 28 companies from New York and surrounding areas attended.
- Winnipeg Tour Connections Group Leader FAM in June resulted in a group of 160 students confirmed for 2015 plus a group of 40 students in 2016.
- Travel Manitoba supported the Winnipeg Tour Connections sales mission to the USA (Minnesota, Iowa and Wisconsin) in September 2014.
- Travel Manitoba participated in a U.S. Trade Working Group, comprised of provincial representatives who partner together to create a national Canada brand at travel trade marketplaces. The CTC approached a group of provincial representatives to prepare a multi-year funding proposal for activities to the travel trade over the next three years.
- Partnered with Tauck tours and USTOA to host media from AFAR and TripFilms in November 2014.
- A joint marketing agreement was signed with RoadScholar to add summer programming in 2015.
- The media relations team attended three media events in the U.S.: Canada Media Marketplace in San Francisco in April; the Society of American Travel Writers in September, and the Travel Bloggers Exchange in September to share news, create awareness and establish dozens of leads for future media visits to Manitoba.
- Travel Manitoba partnered with the CTC and other Canadian provinces for Canada-branded sponsorship events at the USTOA marketplace in December 2014. The partnership with the CTC is the first investment the CTC has done in the USA travel trade marketplace in a number of years and will lay the groundwork for future partnership opportunities.
- Partnered with industry to host FAM guests from Orbridge, AAA Sojourns and Tauck.



Mercedes-Benz Magazine

Article: *Unfrozen in time*

Circulation: 94,460

Equivalent Ad Value: \$82,041.82

New York Times

Article: *In Winnipeg, a skating rink doubles as a sculpture park*

Circulation: 7,044,833

Equivalent Ad Value: \$994,824.00



Germany

- Travel Manitoba engaged a new market representation agency in Germany, Denk!zauber, to develop integrated annual marketing strategies for travel trade and media relations.
- Signed co-operative marketing agreements with SK Touristik (Canada Days), CRD International (training sessions), Canusa (magazine app), Diamir, and Knecht Reisen (Canada Days).
- Partnered with industry to host FAM guests from Dertour and Ikarus.
- Trained 65 Canada Specialist Agents and tour operators at CTC training events in November, resulting in two companies adding Manitoba product
- Initiated new e-newsletter to the German-speaking travel trade, resulting in open rates of 61% and click thru rates of 23% (far above average)
- Media Relations staff attended CTC Media Events in Munich and Hamburg that included editorial briefings, October 25–29, 2014 and secured leads for more than a dozen German media.

Kanada Magazin

Article: *Weiße Riesen*

Circulation: 25,000

Equivalent Ad Value: \$24,500.00



France

- As a result of a familiarization tour in 2013, Manitoba programs are now being marketed through Vacances Transat.
- Updated product audit in March 2015 shows 13 tour operators in France now carry Manitoba product, seven are new to Manitoba in the past two years and five of the original tour operators have refreshed or changed product as a result of Travel Manitoba and industry work.
- Planned sales mission for April 2015 to visit tour operators in Paris and Lyon.

UK

- Travel Manitoba engaged FirstPR for travel trade representative services.
- Established co-operative marketing agreements with **Travelbag** (Ultimate Canada campaign with CTC), **Black Tomato** (online magazine), **Canadian Sky** (direct mail), **Wexas** (custom brochure), and **Trailfinders** (*Times* supplement with CTC).
- Partnered with CTC for a UK Roadshow August 12–14 and representation at Worldwide Travel/Kuoni event September 2 in Bath. Participated in CTC training events in May and September. Facilitated training for 36 Prestige travel agents. Manitoba was represented by FirstPR at all events.
- Media relations staff attended a Travel Manitoba media event in London in March 2015 including the **National Press Association**, **Wild Travel**, **Sunday Telegraph** and others.
- Partnered with industry to host FAM guests from Titan and Travelsphere.

China

- Attended tourism marketplace at Showcase Canada-Asia, which pairs Canadian tourism sellers with Asian tourism buyers for four days of pre-scheduled one-on-one appointments.
- Held in Shenyang, China, 95 appointments were held with 120 buyers from mainland China, Taiwan, Hong Kong, South Korea, Thailand, Malaysia, Singapore, Philippines and Indonesia.
- Travel Manitoba hosted a luncheon during the marketplace, where then Lieutenant Governor the Honourable Philip Lee and Canada's Ambassador to China Guy Saint-Jacques addressed attendees.

Travel + Leisure China

Article: *Churchill Polar Bears*

Circulation: 570,000

Equivalent Ad Value: \$33,302.00



GoMedia Marketplace: August 17 to 20, 2014

Travel Manitoba and the CTC hosted 280 delegates including 110 travel media, from Canada, the United Kingdom, Germany, France, Australia, Japan, India, Brazil, South Korea and China; 150 Canadian tourism communications partners, and 20 CTC staff. Travel Manitoba's objective was to expose attending media to the province's key tourism assets and convey the story potential of those assets, thereby resulting in future publicity and media coverage. Media participated in theme-based day tours on Aboriginal activities, culinary draws, paddling, catfishing, history, French culture and more. Media were exposed to partner stories on ice cream, cinnamon buns, birch syrup, Manito Ahbee, Oak Hammock Marsh, Roseau River experiences, the Mint gold bar and more.

Twenty-five media were hosted on pre- and post- Manitoba trips to Riding Mountain National Park, Churchill, Seal River and a shared trip with Nunavut.

From hosting GoMedia Marketplace thus far, 80 positive published features on Winnipeg and/or Manitoba were captured in print and online outlets around the world between August and March 2015. Articles continue to come in.

More than 600 million potential travellers reached

Outlets included *AAA Journeys*, *The Guardian*, *travelweekly.co.uk*, *International Traveller Mag (Australia)*, *Travel Salada (Japan)*, *Tour de Monde Magazine (South Korea)* and many other blogs, online and print outlets.

In Manitoba during GoMedia, *Global*, *CTV Morning*, *Winnipeg Free Press*, *CJOB*, *La Liberté*, *CBC Radio French*, *CBC Radio* and others reported positively on the event.

GoMedia was a tremendous success with delegates:



"The architecture tour of Winnipeg was a singular event of the highest order, including humour, history and nutrition."

"I think it was one of the best CTC media marketplaces I've ever attended – both in the U.S. and Canada. Great job!"

"Stellar event – came away with a lot of networking, an assignment and much fun exploring the area."

"Creative, different, fun and enlightening. Who knew?"

Carrefour

GoMedia Canada 2014

Marketplace | Winnipeg, MB | August 17-21 août



Travel Manitoba would like to thank its major partners including the Canadian Museum for Human Rights, Assiniboine Park Conservancy, Tourism Winnipeg, Winnipeg Airport Authority, RBC Convention Centre, Calm Air and the Delta Hotel.

Pursuing Meetings, Conventions and Incentive Travel

Working with Partners

Travel Manitoba works with destination marketing organizations like Tourism Winnipeg, Brandon First and other industry groups to attract large events to the province. As a result of these efforts, Brandon hosted the Rogers Hometown Hockey Outdoor Festival, the Safeway Provincial Men's Curling Championship and the Manitoba Barrel Racing Association Finals, among other events and conferences in 2014/15, drawing significant numbers of participants and increasing hotel occupancy.

A total of 227 meetings and conventions were held in Winnipeg in 2014, (a 15% increase over 2013), which equated to approximately 58,737 delegates and over \$60 million in estimated direct expenditures.

Throughout 2014, 154 national and international conferences were secured through 2019, totalling approximately 35,694 delegates and \$36.5 million in estimated direct expenditures.

Travel Manitoba is a partner in Team Winnipeg, a conglomerate of 53 tourism industry stakeholders whose primary purpose is to ensure that meetings and conventions held in Winnipeg are supported to guarantee success. Team Winnipeg led 11 initiatives in 2014.

Incentive Travel

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.

Last year, Travel Manitoba attended the Canadian Tourism Commission Incentive Canada Show in St. John's Newfoundland and supported the attendance of Tourism Winnipeg. Together, they held 27 appointments at the marketplace that resulted in four strong leads. Of the 27 appointments, 11 were interested in hosting meetings while the remainder of the buyers were interested in incentive trips. Some of these prospects will be added to the Team Winnipeg Third Party Meeting Planner FAM invitation list for 2015.

Travel Manitoba and Tourism Winnipeg also attended the IMEX America meetings and Incentive show in Las Vegas in October. We participated in 28 appointments during the marketplace that resulted in six strong leads. One of the leads has already resulted in a planned trip to Churchill for 15 couples in October 2015.

Looking Forward

Looking ahead, Travel Manitoba is involved in the planning and preparations for hosting such exciting events as the 2015 Grey Cup and Festival, the 2017 Canada Games, and Canada's 150th celebrations, more opportunities to showcase our tourism experiences to visitors from across the country and around the world.





Visitor Services

- **Head office and The Forks amalgamation**

Travel Manitoba began the construction of its new Visitor Information Centre (VIC) and head office re-location, temporarily moving the Centre's services to The Forks Market during construction.

- **Russell Visitor Information Centre**

The Province of Manitoba transferred the Russell VIC building to the Town of Russell. Travel Manitoba operated the VIC until the end of August 2014, at which time the Town of Russell took over its operation on a year-round basis.

- **The Visitor Service Network program**

In 2014/15, visitor information services were provided via Travel Manitoba's partners in the Visitor Service Network program, which included: Heritage North, Red River North, The Pas Visitor Centre, The Brandon River Bank Discovery Centre, New Icelandic Heritage Museum and Visitor Centre and Grand Marais Central Station.

New Travel Manitoba VIC and head office: 21 Forks Market Road, Winnipeg, MB



Board of Directors



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Owner
Inn at the Forks Ltd. &
Norwood Hotel Co. Ltd.



Wadood Ibrahim

Chief Executive Officer
Protegra



Paul Conchatre

Owner and Operator
Birdtail Fly Fishing Group



Terry Goertzen

Ex-officio
Deputy Minister
Manitoba Tourism, Culture, Heritage,
Sport and Consumer Protection



Normand Gousseau

Chief Executive Officer
Entreprises Riel



Merv Gunter

Chairman
Frontiers North Adventures



Riva Harrison

Vice President
Marketing and Communications
CentrePort Canada Inc.



Eric Irwin

Barrister and Solicitor
Irwin Law Offices



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Chairman, Board of Directors
Northern Manitoba Trappers' Festival



Mary Jane Loustel

Ex-officio
National Aboriginal Program Executive
IBM Canada



Jim Ludlow

President & Chief Executive Officer
True North Sports & Entertainment Limited



Dan Lussier

Chief Financial Officer
Canad Inns



Lois Macdonald

Manager
Riverbank Development & Tourism Services



Peggy May

Chief Executive Officer
Southport – Airport and Commercial Properties



Michele McKenzie

Principal
McKenzie Strategies



Daryl Silver

President
Continental Travel Group



Nicole Stefaniuk

Director, Finance
Winnipeg Airports Authority Inc.

Our People

Travel Manitoba's people are vital links in the provincial tourism industry, consistently demonstrating their dedication to enhancing tourism in Manitoba through program development and administration. Our people are committed to fiscal responsibility, accountability and generating solid results.



ROW 3: Julia Adams, Tamara Soroka, Stephanie Kowalchuk, Dené Sinclair, Yan Cong, Ryan Schultz, Eric Admiraal, Breanne Sowards

ROW 2: Rick Gaunt, Carol Jarvie, Tricia Woikin, A.J. Kelly, Kirsten Neil, Cathy Senecal, Diane Bobbit

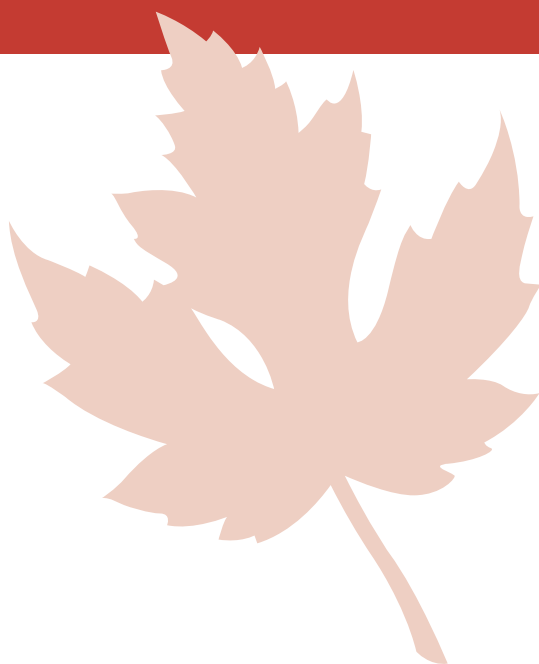
ROW 1: Rebecca McKie, Lilian Tankard, Brigitte Sandron, Alexis McEwen, Colin Ferguson, Linda Whitfield, Doug Evans, Leigh Ens

Missing: Karla Pratt, Lindsay Egan, Cindy Perrett, Jillian Recksiedler, Lori Klan, Michel LaRivière



Travel Manitoba Financial Statements

For the year ended March 31, 2015



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BDO Canada LLP/s.r.l.
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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, 2015 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, 2015 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 16, 2015

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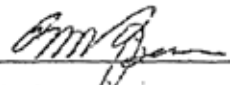
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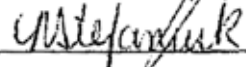
Travel Manitoba

Statement of Financial Position

As at March 31	2015	2014
Assets		
Current Assets		
Cash and short-term deposits (Note 2)	\$ 1,975,338	\$ 1,662,949
Trade accounts receivable	290,793	277,606
Prepaid expenses	98,585	44,187
	2,364,716	1,984,742
Due from the Province of Manitoba (Note 3)	78,532	94,647
Capital assets (Note 4)	86,968	131,048
	\$ 2,530,216	\$ 2,210,437
Liabilities and Net Assets		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 1,409,897	\$ 1,142,114
Deferred revenue	279,070	333,608
	1,688,967	1,475,722
Retirement allowances and other benefits payable (Note 5)	531,142	484,148
	2,220,109	1,959,870
Contingencies and commitments (Note 7)		
Net Assets		
Unrestricted	135,954	44,147
Restricted for purchase of capital assets	75,000	75,000
Invested in capital assets	86,968	131,048
	297,922	250,195
Accumulated remeasurement gains	12,185	372
	310,107	250,567
	\$ 2,530,216	\$ 2,210,437

Approved on behalf of the Board of Directors:

Director 

Director 

Travel Manitoba

Statement of Operations

For the year ended March 31	2015	2014
Revenue		
Province of Manitoba		
Operating	\$ 7,471,000	\$ 7,471,000
Other initiatives - Federal and provincial funding	485,000	300,000
Partnership and leveraged marketing	1,142,664	561,292
Other	17,473	49,476
	9,116,137	8,381,768
Expenses		
Marketing and industry relations	7,144,738	6,877,000
Visitor services	1,011,761	996,954
Corporate services	900,045	882,770
Amortization	11,866	12,365
	9,068,410	8,769,089
Excess (deficiency) of revenue over expenses for the year	\$ 47,727	\$ (387,321)

Statement of Changes in Net Assets

For the year ended March 31, 2015

	Unrestricted	Restricted for Purchase of Capital Assets	Invested in Capital Assets	2015 Total	2014 Total
Net assets, beginning of year	\$ 44,147	\$ 75,000	\$ 131,048	\$ 250,195	\$ 637,516
Excess (deficiency) of revenue over expenses for the year	96,417	-	(48,690)	47,727	(387,321)
Interfund Transfers					
Acquisition of capital assets (\$6,921 in 2014)	(4,610)	-	4,610	-	-
Net assets, end of year	\$ 135,954	\$ 75,000	\$ 86,968	\$ 297,922	\$ 250,195

Statement of Remeasurement Gains

For the year ended March 31

	2015	2014
Accumulated remeasurement gains, beginning of year	\$ 372	\$ 1,206
Unrealized gain (loss) attributable to foreign exchange	11,813	(834)
Accumulated remeasurement gains, end of year	\$ 12,185	\$ 372

Travel Manitoba

Statement of Cash Flows

For the year ended March 31	2015	2014
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenses for the year	\$ 47,727	\$ (387,321)
Adjustment for non-cash items		
Amortization	11,866	12,365
Loss on disposal of capital assets	36,824	-
Unrealized remeasurement (loss) gain	11,813	(834)
	108,230	(375,790)
Changes in non-cash working capital		
Trade accounts receivable	(13,187)	447,388
Prepaid expenses	(54,398)	(26,597)
Accounts payable and accrued liabilities	267,783	197,702
Deferred revenue	(54,538)	185,827
Due from Province of Manitoba	16,115	3,346
Retirement allowances and other benefits payable	46,994	47,216
	316,999	479,092
Cash Flows from Financing and Investing Activities	-	-
Cash Flows from Capital Activities		
Acquisition of capital assets	(4,610)	(6,921)
Net increase in cash and short-term deposits	312,389	472,171
Cash and short-term deposits, beginning of year	1,662,949	1,190,778
Cash and short-term deposits, end of year	\$ 1,975,338	\$ 1,662,949

For the year ended March 31, 2015

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 on a declining balance basis over the estimated useful lives of the assets at the following rates:

Computer hardware	30%
Computer software	30%
Furniture and equipment	5%
Leasehold improvements	5%

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 \$100,000 for the Organization's retirement allowance obligation and enhanced pension benefit costs. Interest earned will be retained in the account.

The Organization has a credit facility to a maximum of \$500,000 with interest at prime plus 1% (effective rate of 3.85% as at March 31, 2015) which is secured by a general security agreement. As at March 31, 2015, 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.

During the year, the Organization reduced the receivable from the government in the amount of \$16,115 related to employees no longer employed by the Organization. The receivable from the Province of Manitoba as at March 31, 2015 is \$78,532 (\$94,647 in 2014).

4. Capital Assets

	2015		2014	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	\$ 36,838	\$ 22,668	\$ 44,551	\$ 30,058
Computer software	31,791	30,439	33,854	29,860
Furniture and equipment	23,150	6,278	23,150	5,390
Leasehold improvements	70,724	16,150	123,493	28,692
	\$ 162,503	\$ 75,535	\$ 225,048	\$ 94,000
Cost less accumulated amortization		\$ 86,968		\$ 131,048

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, 2015 and the most recent finalized and approved actuarial valuation report for the enhanced pension benefits was at December 31, 2013.

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

	2015	2014
Benefit costs for the year ended March 31		
Discount rate	6.00%	6.50%
Rate of compensation increase	3.75%	3.75%
Employer contributions	\$ 198,996	\$ 161,827

For the year ended March 31, 2015

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

	2015	2014
Benefit costs for the year ended March 31		
Discount rate	6.50%	6.50%
Rate of compensation increase	3.75%	3.75%
Employer contributions	\$ 12,992	\$ 12,820
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, 2015 of \$36,000 (\$30,200 in 2014). The amount is not considered to be significant by management, and as such has not been recorded as a liability in the financial statement 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)	\$ 140,459	\$ 53,095	\$ 97,240
Government receivables	-	-	78,532
	\$ 140,459	\$ 53,095	\$ 175,772

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.

Government Receivables - The Organization is not exposed to significant credit risk as non-trade receivables are substantially all from provincial and federal governments.

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	\$ 1,287,152	\$ 113,719	\$ 9,025

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 \$490,200. In addition, the Organization has entered into lease agreements for computer equipment and a van expiring in June 2019 and April 2017, respectively, for total annual payments of \$15,100 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, 2015, 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 \$124,365 (\$35,900 in 2014).

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



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