

## Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by May 31 of each year**.

**All** designated recipients are required to fill in the sections below.

**Only** those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

A description/instructions pertaining to each performance metric is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

**Designated Recipient:** Cowichan Valley Regional District

**Designated Accommodation Area:** Cowichan Valley Regional District

**Report Completed:** May-23-2023

**Reporting period:** January 1 - December 31, 2022

\*or for first year of term, indicate accordingly

1. Effective tourism marketing, programs and projects	
MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.	
Mandatory Metric	Designated Recipient Response
MRDT Revenue	\$ 687,110.91
MRDT activities, tactics, investment efforts and outcomes (as per your One-Year Tactical Plan)	<p><b>Vision:</b> Tourism in the Cowichan Valley region is a significant contributor to the region's economic and social well-being, with the region being recognized as a premier destination for leisure get-a-ways and vacations.</p> <p><b>Mission:</b> Contribute to increasing the economic and social benefits of a thriving tourism industry through focused, industry driven and professionally managed marketing and promotion of the region into the nearby markets; and supporting the efforts of regional, provincial and national destination marketing.</p> <p><b>Marketing</b></p> <p><u>Collateral</u></p> <p>To support trip-planning and destination visitor services, Tourism Cowichan produced the 2022 Cowichan Visitor Guide. 30,000 printed guides were widely distributed on Vancouver Island, throughout 16 BC Visitor Centres, on BC Ferries, and to over 50 local accommodation providers and</p>

businesses. The guide focused on promoting Cowichan as a region as well as its main attractions and individual communities, provided maps, mindful travel messaging, updated content pieces, and a stakeholder business directory. Tourism Cowichan produced a series of destination postcards that were distributed throughout the community to tourism stakeholders as well as visitor centres, encouraging visitors to share their Cowichan travel experiences with family and friends. The postcards also included a QR code driving visitors to the “Things to Do” landing page. This allowed the postcards to function as a low touchpoint visitor servicing tool that non-tourism related stakeholders, such as gas stations and local stores, were able to distribute when receiving tourism-related questions.

#### Website

Tourism Cowichan invested in building out new landing pages to promote campaigns that position the Cowichan Region as providing refined, diverse and remarkable experiences. It was also an invitation to seasoned Cowichan travelers to dive into lesser-known activities that they may have not heard of or visited before. Beyond food and wine, the Curious Cowichan campaign emphasized the diversity of experiences available to be explored in the Cowichan Region. These campaign-specific landing pages included information on history, outdoor adventure, marine activities, arts and culture, farms and farmers markets, unique stays, and sip & savour.

To complement the new Cowichan brand identity, a redesigned website is currently being developed for [www.tourismcowichan.com](http://www.tourismcowichan.com). The new website will upgrade and enhance the user experience and increase the likelihood of conversion (click through to stakeholder websites). This work is expected to be completed in Summer 2023.

#### Website Analytics:

- Users: 162,527
- Page Views: 305,182
- Geographic Area (in order): Vancouver, Toronto, Victoria, Nanaimo, Surrey, Montreal, North Cowichan, Calgary
- Traffic Sources (in order): Organic Search, Paid Search, Display, Direct, Social, Referral, Email

#### Print Advertising

While marketing efforts are continuously shifting towards digital and online channels, traditional print media outlets have proven effective to reach the older target demographic as well as highly engaged interest groups. To increase Cowichan brand awareness as a destination and drive visitation from regional markets, Tourism Cowichan strategically worked with several publishers on editorial features as well as purchased ad space in printed

	<p>visitor resources, magazines and guide books.</p> <p>Print publications included:</p> <ul style="list-style-type: none"> <li>• Destination Greater Victoria Visitor Guide - 275,000 distribution</li> <li>• Cowichan Grown Farm Map - 10,000 distribution</li> <li>• Landmark Media Cowichan Map - 45,000 distribution</li> <li>• BC's Guide to Arts &amp; Culture - 75,000 distribution</li> <li>• Boulevard Magazine - 30,000 distribution</li> </ul> <p>Print ads focused on inspirational imagery and often included a QR code that provided tracking capabilities and allowed for a more engaging ad. Data collected from these ads will help to inform future ad placements.</p> <p><u>Broadcast Advertising</u></p> <p>To drive overnight visitation and increase brand awareness, Tourism Cowichan worked with Bell Media and CTV to launch seasonal ad buys. The spring ad buy ran in February and March encouraging spring visitation from short haul markets and Lower Mainland. Tourism Cowichan partnered with BC Food &amp; Wine Radio to showcase Cowichan's culinary sectors and craft beverage sector on the Grape Escape Show. The fall ad buy focused on the "Curious Cowichan" campaign and included on-location weather segments that highlighted the main communities and key events, contesting, as well as 30-second commercials to showcase fall activities in Cowichan.</p> <p><u>Digital &amp; Social Media Advertising</u></p> <p><b>Email Marketing</b></p> <p>Tourism Cowichan ran several contests and campaigns to increase consumer email subscribers. This was successful in further curating an engaged audience and assisting in moving consumers further down the path of purchase, driving them to the consumer website and stakeholder listings. Content was focused on relevant seasonal information and specific event information. New subscribers were served an automated drip campaign with seasonal information, travel information and accommodation options. 736 drip emails were sent with an open rate of 67% and a click-through rate of 11%. The consumer newsletter has a total of 7,099 subscribers.</p> <p>In addition to curating our own subscriber lists, Tourism Cowichan purchased newsletter inclusion ads with Vancouver is Awesome to promote Cowichan fall activities and increase brand awareness. Looking ahead, the newly curated subscriber database will allow for direct communication with an engaged audience, allowing for an impactful channel to communicate mindful travel tips, the new brand, and</p>
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	<p>stakeholder features.</p> <p><b>Paid Search</b></p> <p>Search engine marketing has been a fairly new tactic for Tourism Cowichan which continues to be an effective way of attracting website users. Ads consistently produce a high click-through rate, driving users to relevant pages on the site. Search terms are optimized to capture consumers at each stage of the purchasing decisions targeting key search terms and driving to relevant landing pages and the consumer website. Continued efforts were made to update the website content to adhere to industry SEO standards and increase metrics. Tourism Cowichan is in the process of completely rebuilding its consumer website, which will improve the landing page user experience and user flow on the site.</p> <p>Paid Search:</p> <ul style="list-style-type: none"> <li>• Clicks: 25,874</li> <li>• Impressions: 190,761</li> <li>• Click-Through Rate: 13.56%</li> <li>• Cost Per Click: \$0.37</li> </ul> <p><b>Digital Display</b></p> <p>A digital display campaign was run for Curious Cowichan in the fall focused on targeting shorter-haul markets. This has been a great supplementary tactic for campaigns running simultaneously on social media to hit prospective visitors across channels.</p> <p>During October to November, Tourism Cowichan partnered with the Vancouver-based outlet Vancouver Is Awesome and Victoria-based outlet Times Colonist on digital display ad campaigns providing additional reach and engagement. The sponsored content campaign with Vancouver Is Awesome performed well, generating a total of 1,441 reads. The average scroll rate was 83.17%, indicating readers stayed engaged with the content. The 93.75% engaged read rate further supported this metric. The sponsored content campaign with Times Colonist also performed well, generating a total of 654 reads with an average scroll rate of 76.33%.</p> <p>Paid Display:</p> <ul style="list-style-type: none"> <li>• Clicks: 56,504</li> <li>• Impressions: 15,715,923</li> <li>• Clickthrough Rate: 0.36%</li> <li>• Cost Per Click: \$0.18</li> </ul> <p><b>Organic Social Media</b></p> <p>Tourism Cowichan social media channels showcase a combination of user-</p>
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generated content alongside curated assets highlighting the destination. It is ensured that social media content takes into account broad stakeholder representation, as well as seasonal and geographic dispersion. Facebook and Instagram provide opportunities for two-way communication with consumers by providing visitor servicing, as well as creating strong destination ambassadors.

#### Facebook

- 20,447 total followers
- Engagement rate of 1.63%
- Total reach of 10,581

#### Instagram:

- 11,033 total followers
- Engagement rate of 2.84%
- Total reach of 1,075,505

#### **Paid Social Media**

Tourism Cowichan focused on a variety of paid social media campaigns which were optimized to target identified audience groups in BC and AB with varying interests. Ad creative and copy varied based on target group to increase engagement and click-through rates. While Facebook and Instagram were the main channels used, Tourism Cowichan piloted Pinterest as a platform for winter ads that featured holiday drink recipe cards featuring local distilleries. This pilot Pinterest campaign provided valuable insights and key learnings in using this channel. Paid social media campaigns supported the Curious Cowichan campaign spring and fall campaigns driving traffic to our website and stakeholder listings. In addition to campaign specific ads, Tourism Cowichan also deployed year-round awareness ads to place Cowichan top of mind.

#### Paid Social:

- Reach: 968,331
- Impressions: 5,028,409
- Click-Through Rate: 0.84%
- Cost Per Click: \$0.54

#### Travel Media and Travel Trade Relations

Tourism Cowichan participated in Destination BC opportunities to host travel writers, content creators, and travel trade activities, including supporting a Destination BC Fall Media Trip in October which had participation from 8 Cowichan stakeholders.

#### Travel Media Examples:

	<p>Kenmore Air, Mikaela Judd - <a href="#">Can't Miss Cowichan Valley Wineries</a> Edible Vancouver Island, Carolyn Heller - <a href="#">Light Up Your Christmas</a></p> <p><b><u>Asset Development</u></b></p> <p><b>Video</b></p> <p>Tourism Cowichan continued to curate a comprehensive b-roll asset bank adding new b-roll to fill in content gaps. Priority was put on capturing seasonal spring and fall content to contribute to shoulder season campaigns. New and existing b-roll was used to create short form videos for organic and paid amplification on Facebook and Instagram, as well as broadcast commercials. All Tourism Cowichan b-roll assets were catalogued and added to the BC Content Hub, making these assets easily available to local stakeholders for promotional content.</p> <p>Examples: <a href="#">Cowichan Bay Video</a> <a href="#">Shawnigan Lake Video</a></p> <p><b>Photography</b></p> <p>New image acquisition filled gaps in the Cowichan image bank and contributed Destination BC brand aligned images to the BC Content Hub. The focus was on spring and summer images that supported immediate advertising and content needs. A holiday image acquisition project was also completed in November to capture signature images showcasing the holiday and winter season in the Cowichan region. Images were focused on holiday light displays, shopping, dining, parks, and waterfalls.</p> <p>A total of 1,273 images were acquired in 2022.</p> <p><b>Written Content</b></p> <p>Numerous blogs were created and added to the Tourism Cowichan website. Topics included: Favourite Hikes in the Cowichan Valley; Explore Shawnigan Lake; Exploring Cowichan Bay; Cowichan Craft Beer &amp; Food Festival; Cowichan Events You Don't Want To Miss in 2022; Nature, Culture and Indulgence: Three Days of Cycling In The Cowichan Valley; Fall Into Harvest Season in Cowichan; Sip the Spirit of the Season; Make Your Holidays Merry &amp; Bright in Cowichan; Where to Find Holiday Menus in Cowichan; and a Cowichan Gift Guide Series.</p> <p>Total Blogs Created: 13</p> <p><b>Cowichan Rebrand</b></p> <p>A large focus of 2022 was creating a new brand identity for the Cowichan region that will allow us to differentiate Cowichan from other destinations</p>
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on Vancouver Island and BC and establish a stronger value proposition. The brand creation included extensive research, stakeholder engagement sessions and feedback to capture the resident and stakeholder perceptions of Cowichan to create an authentic brand that represents and unifies the diverse communities, geographic areas and sectors.

The new brand embodies the warmth and generous spirit that can be found everywhere in Cowichan. The people love sharing their region with newcomers (and regulars) and they do that by sharing their lives, their stories, and their homes, not to mention the stuff they make and grow. In Cowichan, warmth isn't only measured with a thermometer. It's our friendly welcome. A heartfelt smile, a wave, a 'how are you doing?' asked and actually meant. Our warmth is authentic. It comes from deep within because it's who we are. And we share it, generously. The brand embodies the warmth, authenticity, originality, and unexpectedness of our beautiful region and highlights the heartfelt, founded and quirky stories, places and experiences.

The brand identity work was finished in March 2023 and will be fully rolled out in 2023-24 which will see a new consumer website, completely redesigned vacation guide as well as new digital designs and ad campaigns.

#### Consortium Investments

Tourism Cowichan continued consortium marketing partnerships with Ride Island, Ahoy BC, BC Ale Trail, BC Bird Trail, and Golf Vancouver Island to attract specific motivators to the Cowichan Region, and ensure a presence for Cowichan in marketing efforts. We also worked with BC Bird Trail on new image and video acquisition for Transfer Beach, Somenos, and the Cowichan Bay Estuary.

#### **Destination & Product Experience Management**

##### Research

##### **First Impressions Research**

First Impressions Research was completed in Cowichan between July and August. This community assessment tool, which includes a field visit and stakeholder interviews, offered rural communities' practical feedback for tourism planning and development. Areas of assessment included residential areas, services and facilities, public spaces, commercial spaces, community attitudes, accessibility, and tourism assets. Community Reports were completed for the four communities of Duncan, Ladysmith, Chemainus, and Lake Cowichan. In addition, a Regional Report was completed for the Cowichan Region to provide the assessment findings, as well as tourism development recommendations that build upon community



strengths and help to address challenges. Research spending was not reflected in the 2022 budget as invoicing was completed in early 2023.

### **Resident and Visitor Sentiment Intercept Research**

Tourism Cowichan partnered with the Vancouver Island University World Leisure Centre of Excellence to collect Resident and Visitor Sentiment Intercept Research from July 2022 to March 2023. The visitor study focused on conducting a face-to-face intercept visitor experience survey for the Cowichan region. Data collection was done through SurveyMonkey and occurred at several special events and attractions (e.g., farmers' markets, sporting events, community festivals, wineries/cideries) using an online survey platform and tablets. In addition, data collection for both the resident and visitor studies included paid social media ads, posters and business cards with a QR code, and collection boxes. The total sample size for the first round of the Visitor Survey was 216 participants.

### Industry Development & Training

Throughout the month of October, Tourism Cowichan partnered with the Duncan Chamber of Commerce and Cowichan Regional Visitor Centre to host Tourism Tuesdays for stakeholder engagement. Additionally, Cowichan prizes (activities, restaurants, retail) were provided to increase brand awareness and encourage engagement at various event and festival booths.

### Product Experience and Enhancement

Tourism Cowichan started the creation of an Events & Festivals Fund to support the development of incremental tourism and event products and increase awareness of Cowichan as a preferred multi-night destination. Funding support was provided to the 2022 Cowichan Valley Wine Festival and the 2022 Cowichan Oyster Festival. This is not reflected in the 2022 budget as invoicing was completed early 2023. An application-based program has been implemented for 2023.

### COVID Response

The COVID Response funds were not necessary due to evolving pandemic response through the Provincial Health Officer and Ministry of Health.

### Visitor Services

#### Visitor Services Operating Expenses

\$50,000 in allocated funding was split between the four visitor centres in Cowichan to provide support for marketing activities and operations. The four visitor centres include the Cowichan Regional Visitor Centre, Lake Cowichan Visitor Centre, Ladysmith Visitor Centre, and Chemainus Visitor Centre. Funding was distributed to the Cowichan Regional Visitor Centre



	(\$15,000) with the other three centres receiving their funds in 2023.
<b>Key Learnings</b>	<p>A key success in 2022 was developing a new Cowichan brand identity. The previous branding of the Cowichan region did not meaningfully differentiate the area from other regions on Vancouver Island or BC and lacked regional unity. With extensive research, engagement and stakeholder sessions, a new brand was created that aims to unify the diverse region and its communities and will provide Tourism Cowichan Society the tools and effective positioning to market Cowichan to BC travellers that align with our destination. Additionally, from the visitor sentiment research conducted in Cowichan, it was found that 25.9% of visitors believed Nanaimo was part of the Cowichan Region. In addition, there was a strong lack of awareness (7.4%) that Yellow Point was part of the region. Given the vast size of the Cowichan Region and the diversity of communities and tourism products, the development of a consistent and inclusive brand identity is highly important.</p> <p>Consortium partnerships continue to prove beneficial to target specific markets and motivators for golf, mountain biking, craft beer, birdwatching, and recreational boating. Furthermore, continued alignment with Destination BC's corporate and marketing strategies is a key factor for success. Consistent messaging to travellers, especially during the pandemic, was vital. Tourism Cowichan will continue to ensure marketing tactics are in alignment with Destination BC's 2023-2025 Corporate Strategy and 2023-2025 Marketing Strategy, as well as to promote industry development opportunities and Destination BC resources to local stakeholders.</p> <p>Looking forward, Tourism Cowichan has identified a priority to ensure sustainability and destination stewardship are at the core of planning, our Destination Marketing Plan, and destination development initiatives. Responsible marketing is key to influencing respectful visitor behaviour and mindful travel, as well as ensuring a high quality of life is maintained for local residents and communities.</p> <p>We were able to see continued success for the Curious Cowichan marketing campaign which focused on themes of local travel and highlighted the spring and fall harvest season to encourage seasonal dispersion. This campaign encouraged travellers to explore the diversity of experiences available in the Cowichan Region and targeted short-haul travellers.</p> <p>Social media engagement and followers continue to increase; Instagram followers were up 13% compared to the previous fiscal. The change in algorithm and the continuous shift towards video and reel content has impacted Tourism Cowichan's focus on content creation and amplification.</p>

	<p>Daily feed posts, in addition to reposting of several reels and story posts, have proven successful in increasing social media followers and more engaged stakeholder content. Looking ahead, it will be crucial to work with local stakeholders to increase digital readiness and literacy to produce more brand aligned user-generated content and a stronger and more diverse group of local content creators.</p> <p>Moving forward, the paid social media strategy will include a wider range of channels including increased Pinterest ads as well as YouTube ads that will use the newly acquired video assets. Another unexpected outcome of the paid social ads is that more authentic content consistently performed better than more professional, curated campaigns. The Curious Cowichan featured image-only ads with simple copy encouraging prospective travellers to Get Curious about Cowichan.</p> <p>The fall sponsored content campaign with Vancouver Is Awesome performed very well. Tourism Cowichan can build on engagement with more sponsored content campaigns in Vancouver is Awesome and other Lower Mainland publications. Specifically with topics that include useful and timely information for readers will help reach a broader audience and increase brand awareness.</p> <p>Tourism Cowichan was able to increase and strengthen our image bank by organizing various photoshoots throughout the year. We will continue to invest in photo and video acquisition for 2023 to fill content gaps. As we continue to build virtual assets, there is a need for a broader representation of diverse backgrounds and abilities. A diversity, equity and inclusion assessment would be valuable.</p> <p>Our industry continues to face challenges in workforce housing and staff shortages. Targeting campaigns in the off-peak season months (Spring, Summer, Winter) helps to increase seasonal dispersion and reduce pressures on businesses during the peak season.</p> <p>The Visitor and Resident Sentiment research will provide valuable insights for planning and help us to better understand how visitors and residents perceive tourism in Cowichan. The visitor survey found that 36% of participants were from Vancouver Island/Gulf Islands and 31% were from the rest of BC. Forty-three percent of those surveyed indicated that festivals and events, and camping opportunities were important attributes in their decision to visit. Outdoor activities were some of the most participated in activities. These results align with the importance of parks and outdoors spaces to visitors' decision to visit Cowichan. Beaches (53.7%), hiking (38.9%) and camping (32.9%) were the three most popular</p>
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	<p>outdoor activities. Cowichan had a net promoter score of 54.</p> <p>The Tourism Tuesday sessions that took place during the month of October were a successful initiative to increase stakeholder engagement, hear feedback from tourism business owners and operators, and strengthen partnerships with the regional visitor centres. There was also an increase in registered stakeholders and the number of businesses that signed up for free website listings. The Tourism Tuesday initiative will continue for 2023, as well as more in-person industry training opportunities for Cowichan stakeholders (e.g., SuperHost and Destination Ambassador Training).</p>
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## 2. Effective local-level stakeholder support and inter-community collaboration

Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.

Mandatory Metric	Designated Recipient Response
<b>Extent of Local-level Stakeholder Engagement</b>	<p>5 stakeholder newsletters were sent out to 889 subscribers. Over 100 in-person 1-on-1 stakeholder meetings were completed throughout 2022 to provide information on the supports and resources available through Tourism Cowichan and updates on the Destination Marketing Plan.</p> <p>Throughout the month of October 2022, Tourism Cowichan partnered with the Duncan Chamber of Commerce and Cowichan Regional Visitor Centre to host Tourism Tuesdays. This provided further opportunity for stakeholder engagement to receive feedback and educate stakeholders on the Destination Marketing Plan, recent Cowichan research data, industry training opportunities such as the Tourism Resiliency Program, and programs available to stakeholders through Tourism Cowichan's relationship with 4VI and Destination British Columbia.</p> <p>Tourism Cowichan partnered with the Cowichan Valley Regional District to conduct Business Walks in the communities of Shawnigan Lake, Cowichan Bay, and Cobble Hill. The Business Walk interviews consisted of 4 open-ended questions to better understand the current state of businesses, challenges, and opportunities.</p> <p>Destination BC, 4VI, and Tourism Cowichan facilitated action planning sessions in the spring of 2022 to engage stakeholders and First Nations in reviewing the South Central Island Destination Development Plan, with the final outcome of creating an updated Destination Development Action Plan for the Cowichan Region. This process included 4 stakeholder meetings to provide an opportunity for participant input and feedback on regional development priorities. Overall, 20 stakeholders participated in the action planning.</p> <p>Other engagement sessions included:</p> <ul style="list-style-type: none"> <li>• City of Duncan Tourism Advisory Committee meetings</li> <li>• Lake Cowichan Tourism Roundtables</li> <li>• Regional Cycling Roundtable</li> </ul>
<b>Stakeholder Satisfaction</b>	N/A
<b>Community Collaboration</b>	N/A

### 3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:

Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.

Mandatory Metric	Designated Recipient Response
Provincial Alignment	<p>Throughout 2022, much of the alignment with Destination BC was driven by the requirements set out through the Provincial Health Officer due to the lasting impacts of the COVID-19 pandemic and subsequent limitations on out-of-market promotion.</p> <p>However, Cowichan continued its work to align with Destination BC through ongoing attendance at annual conferences, planning sessions, webinars, and learning opportunities to understand and best align with the corporate and marketing strategies in play.</p> <p>Out-of-region marketing was also aligned with the key destination drivers of Metro Vancouver, BC, Alberta, and Washington State.</p> <p>Cowichan also participated in opportunities to host travel writers and content creators through travel media relations and tour operators and providers through travel trade activities. In addition, Cowichan worked closely to support requests for content development, image acquisition for the BC Content Hub, and always-on channels through HelloBC.com.</p> <p>Lastly, Tourism Cowichan referred businesses whenever possible to the Tourism Resiliency Program offered by BC's Regional Destination Management Organizations. This program provided stakeholders 1-on-1 advisory services and expert meetings for COVID recovery and ongoing resiliency.</p> <p>Other provincial and regional alignment activities include:</p> <ul style="list-style-type: none"> <li>• Attendance at 4VI Annual General Meeting</li> <li>• Attendance at BC Tourism &amp; Hospitality Conference</li> <li>• Destination BC consortiums participation: BC Ale Trail, Ride Island, Ahoy BC, Golf VI, and BC Bird Trail</li> <li>• Destination BC industry e-newsletter subscription</li> <li>• 4VI industry e-newsletter subscription</li> <li>• Promotion of Tourism Digital Academy and other Destination BC industry development opportunities to stakeholders</li> </ul>

<b>Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities</b>	<i>N/A</i>
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#### 4. Fiscal prudence and accountability

All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.

Mandatory Metric	Designated Recipient Response
<b>Effective Financial Management</b>	<p>A completed Financial Report is attached (Appendix 2.1) showing that all spending aligns with the Five-Year Strategic Business Plan and the One-Year Tactical Plan.</p> <p>The goals from the Five-Year Strategic Business Plan are:</p> <p><b>Goal 1:</b> To increase visitation and expenditures of leisure travellers to the Cowichan Region.</p> <p><b>Goal 2:</b> To be financially sustainable.</p> <p><b>Goal 3:</b> To increase the effectiveness of Tourism Cowichan as a professional destination marketing organization.</p> <p><b>Goal 4:</b> To increase the relevance of the Tourism Cowichan Society in the eyes of the tourism businesses, local and provincial governments and the residents within the region.</p>
<b>Streamlined Administrative Costs</b>	See Financial Report Appendix 2.1.
<b>Leveraging of Other Marketing Funds</b>	MRDT Funding was leveraged with Destination BC Open Pool Co-op Marketing Program funding. Tourism Cowichan was the recipient of Destination BC Open Pool dollars for 2022-2023.

By signing this form, you certify the accuracy and completeness of the information provided above.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Tracy Bowen, CPA, CGA, BComm	Deputy Chief Financial Officer
Date	Designated Recipient's Authorized Signing Authority Signature
May 30, 2023	