



CARIBOO
CHILCOTIN
COAST
Tourism Association

2022-2023
ANNUAL
SERVICE
REPORT

Photo credit - Jesaja Class

Cariboo Chilcotin Coast Tourism Association &
Cariboo Chilcotin Coast Tourism Marketing Association



Photo credit - Tyler Cave

STATEMENT OF ACCOUNTABILITY

On behalf of our respective Boards of Directors, our CEO, and our team, I am pleased to present our 2022 – 2023 Annual Service Report. We have incorporated the Cariboo Chilcotin Coast Tourism Association (CCCTA) and the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) FY2022 – 2023 Annual Service Reports for the twelve months which ended March 31, 2023.

The Boards are responsible for the content of this report and the methods of reporting. The Boards are also responsible for the internal controls that ensure that information contained herein are consistent with the mandate and goals of the organization. In turn, are measured and reported accurately and completely in a timely manner.

The content of this report was prepared under the Board's direction to reflect the CCCTA's and CCCTMA's performance for the twelve months ending March 31, 2023, against the goals and targets identified for this fiscal year.

All significant decisions and changes to CCCTA's and CCCTMA's strategies, measures, targets, or data reliability and clearly identified risks have been considered in the preparation of these Annual Service Reports. Estimates and interpreted information represent the best judgement of management at the time that this report was developed.

Respectfully,

Andre Kuerbis
Chair,
CCCTA & CCCTMA – Board of Directors



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Photo credit - Jonny Bierman

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PART 1: CCCTA



Photo credit - Jasaja Class



MESSAGE FROM THE CHAIR

Dear CCCT Tourism Stakeholders & Partners,

Welcome to our Annual General Meetings & Tourism Summit! On behalf of your elected Board of Directors, I am pleased to present the 2022/23 Annual Service Report for Cariboo Chilcotin Coast Tourism. This report covers the organization's fiscal period from April 1, 2022 to March 31, 2023.

It was great to gather at our first in-person event since Covid on the 60th Anniversary of our Association last fall in 100 Mile House. Despite each of us still feeling the after impacts of Covid restrictions there was optimism about the future and our continued work together.

As part of organizational growth, transition, and rejuvenation, we have seen very distinct changes to both our organizational structure and the members of our CCCT team. This was brought about by several factors, one of which was the organization's aim to both reorient and serve our operators and connect with our partners better at the local level. We sincerely appreciate your support and understanding during this period of transition. The Board would like to express their thanks to our CEO, Amy Thacker for her leadership and to Frank Creasey for assisting in this process.

Cariboo Chilcotin Coast Tourism continues to be one of the leading organizations and a significant contributor to the improvements in tourism Emergency Management. As a result of better information, direct and applied experience at the leadership and front-line levels, we continue to set the standards for advancement in our region.

In our tactical delivery role and as we provide leadership regionally, CCCT continues to build respectful networks and trusted relationships regionally, with other Destination Management/Marketing Organizations (DMOs), local and Indigenous governments, and provincial partners with and on behalf of our operators. We strive to collaboratively work with a number of different entities in facilitating better understanding of needs and goals with our Indigenous operators, partners, nations and communities for the betterment of our local and regional level experiences.

Our Board's appreciation goes out to our operators throughout our truly awe inspiring and diverse region for their resiliency, and creativity in providing first-class visitor experiences.

Here is to all of our team members, tourism family, and friends who strive to always advance our visitor economy. On behalf of the Board – we wish to extend our heart felt thanks to our CEO and leader – Amy Thacker.

Please join me in sincere thanks to each of my Board colleagues for their time, effort and energy in ensuring that we are stewarding and advancing our organization's Vision, Mission, Pledges and annual goals for Cariboo Chilcotin Coast Tourism.

In Sustainable Tourism Advancement,

Chair, Board of Directors
Andre Kuerbis



Photo credit - Tyler Cave



MESSAGE FROM THE CEO

Welcome to the 2023 Cariboo Chilcotin Coast Tourism Association's annual service report.

"Resilience isn't a single skill. It's a variety of skills and coping mechanisms. To bounce back from bumps in the road as well as failures, you should focus on emphasizing the positive." Jean Chatzky

Thank you to our volunteer Board of Directors for the hours they freely give, for their passion and dedication to the region and their wisdom and knowledge that guides this organization. Without them we would not be able to accomplish the work we do on your behalf – please thank them for their service.

Thank you to the staff and behind the scenes team for the effort they bring daily working for you and the tourism industry across the region. Thank you to those who stepped up to support the organization during my medical absence and return this spring. And thank you to each of you, for all that you do in your business, community, and the tourism industry – we are proud to serve you.

2022-23 brought a return of open borders for travel and tourism in Canada, supporting continued recovery in the Cariboo Chilcotin Coast region. Businesses continue to face challenges with a lack of available labour, limited housing, increased business costs and a slow return of international markets with limited air access and higher expenses to travel.

Some highlights of the past year include:

- Growing on our Sustainability commitment:
 - Creation of a Sustainable Tourism committee
 - Completion of GreenStep sustainability audit
- Continued support for Targeted Regional Tourism Development Initiatives (TRTDI) program, in partnership with the Ministry of Tourism, Arts, Culture & Sport, completing:
 - Bridge Lake Ice Caves Recreation Trail upgrades in partnership with BC Rec Sites & Trails
 - Jesmond Signature Multi-Use Trail is a new construction to provide infrastructure for year-round guided outdoor Indigenous experiences
- Prioritized Indigenous support through Indigenous Tourism BC ITS program transition
- Continued partnership with the other regions under the BC Regional Tourism Leadership Society (BCRTS)
- Strengthened Accessibility partnership with Spinal Cord Injury BC, launching two new programs: a business audit tool and 360 video updates
- Prepared for future Emergency events with new business planning project

I remain honoured to work in such a resilient region and for the amazing business owners, teams and volunteers that embody the Cariboo Chilcotin Coast.

Amy Thacker
Chief Executive Officer

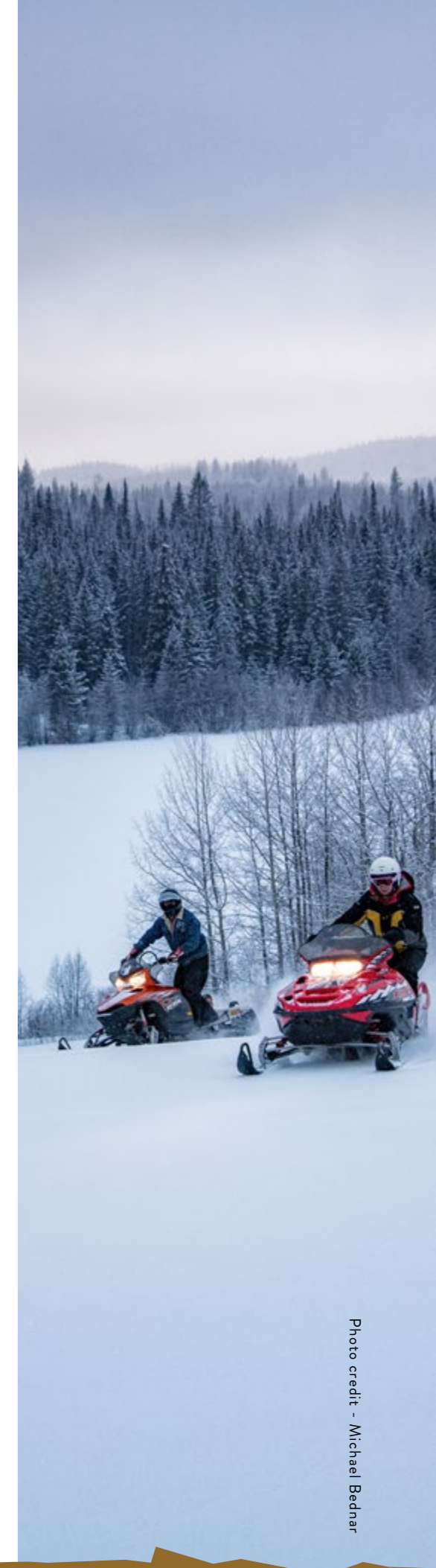


Photo credit - Michael Bednar

BACKGROUND

Cariboo Chilcotin Coast Tourism Association (CCCTA) has undergone several iterations over the past 61 years (since 1962) to ensure that we are responding to both the market and the needs of our regional operators, from advancing the visitor economy to supporting our tourism industry's local businesses and partners. This report presents an overview of our activities during our Financial Year 2022 ~ 2023, which ended on March 31, 2023.

CCCTA continues to be committed to our delivery partnership with Destination BC, where we undertake a significant role in the destination management, development, promotion, and advancement of our progressive and exceptional regional tourism industry. We collaborate with regional operators and local partners via programs and initiatives, while providing industry leadership, sharing market knowledge and supporting Destination BC.

In our destination management and leadership role, we are always seeking resources and programs to be able to leverage in service of your business and have historically worked with partners such as NDIT (Northern Development Initiative Trust), PacifiCan (previously Western Economic Diversification Trust), the Province of British Columbia and Red Cross.

From the province's creative industries, we collaborate with Creative BC, as one of 8 Regional Film Commissions, to attract movies, TV shows, and commercials to our region. The CCCT partnership with Spinal Cord Injury BC supported the assessment of tourism businesses to be featured on the soon to be launched app and to expand the region's list of accessible businesses and accessible itineraries on Hello BC's consumer site. In 2022 Cariboo Chilcotin Coast became the second North American destination to be recognized as a "Biosphere Certified Destination".

CCCTA is involved in several discussion platforms across a range of topics from Tourism Emergency Management, Destination Development, Marketing, Accessibility, Sustainability and more based on their local connectivity, experience and knowledge bringing learnings, best practices, and programming concepts for the benefit of local tourism industry and partners. As ambassadors for the Cariboo Chilcotin Coast region, and rural British Columbia, we strive to astutely represent our regional tourism operators with government organizations at the Provincial and Federal levels directly or as key members of the Tourism Industry Association of BC (TIABC) and Tourism Industry Association of Canada (TIAC).

Our organizational leadership is always seeking to progressively advance our impact and value, to this end CCCTA is a founding member of the BCRTS (British Columbia Regional Tourism Leadership Society). BCRTS is a collaborative and facilitative partnership between the five Regional Destination Management Organizations in BC that identifies and advances initiatives and programs for the benefit of the tourism industry.

Cariboo Chilcotin Coast Tourism Association plays an integral role in destination management and development to be able to drive direct tourism revenues. Indirectly, we work to ensure that the value from the efforts related to the tourism industry, as represented by the economic impacts, jobs, quality of life of residents at the community levels in which each of us live in extends well beyond the visitor economy.



Photo credit - Jonny Bierman

ORGANIZATION OVERVIEW

As a Regional Destination Management Organization (RDMO) we provide a professional, collaborative approach, with local knowledge, expertise and resources that shapes economic, socio-cultural and environmental conditions of the Cariboo Chilcotin Coast as a tourism destination. Destination Management is the stewardship of all elements that make up a destination including destination development, destination marketing, good governance, partnership and innovation.

In this role is our key partnership with Destination BC, for which we are responsible for delivering provincial programs to the Cariboo Chilcotin Coast region including destination development, industry training, travel trade, travel media, social media & content and destination stewardship within the Team BC model.

Cariboo Chilcotin Coast Tourism also actively undertakes activities, such as operating the Regional Film Commission in collaboration with Creative BC to attract the local and regional economic impacts derived from British Columbia's significant film industry. We are always striving to seek out new opportunities which benefit our local economies such as sport tourism, meetings and conferences, programs, initiatives, and projects which progressively advance the tourism industry while collaboratively working with our partners, such as local and regional governments.

Photo credit - Thomas Drasdauskis

OUR VISION

We invite and welcome visitors, who embrace, celebrate and respect our vibrant destination, our heritage, people and cultures; and We advance innovative, sustainable visitor economy solutions, that increase business intelligence and performance so that our residents, local businesses, communities and region thrive.

OUR MISSION

To conscientiously steward our region's tourism assets
To support responsible growth of the sector,
Ensuring a sustainable equilibrium between
Our socio-cultural, economic and natural environment
While being inclusive of all Cariboo Chilcotin Coast citizens.

CCC INDUSTRY PLEDGE

Your CCC team adds value to the tourism sector by:
Supporting local businesses,
Leading responsible growth & capacity improvement initiatives,
Stewarding our tourism assets responsibly, and
Advocating on the sector's behalf to government.

CCC PARTNER PLEDGE

Our CCC team adds value to Government by providing:
Real-time industry information,
Timely effective responses to opportunity,
Pro-active guidance and counsel on potential challenges, and
Advancing insights on behalf of the visitor economy within our region.



Photo credit - Tyler Cave

As the Regional Destination Management Organization for the Cariboo Chilcotin Coast, one of 6 tourism regions in the Province of British Columbia, we undertake the following core business services on behalf of and with our tourism operators and regional partners.

CORE REGIONAL BUSINESS RESPONSIBILITIES

Destination Development: as guided by our visitor markets, destination development strategies and our operators, the destination development team focuses on implementing strategic and tactical plans to ensure that we are progressively advancing our businesses, Indigenous Nations, and Communities alongside Indigenous Tourism BC (ITBC), by supporting and growing tourism products and visitor experiences that drive regional economic impact and improve return-on-investment for both government and private sector investments.

Sustainability: we manage regional sustainability programs including our commitment of continuous improvement under the Biosphere Certification. The team works with operators and partners to identify and advance regional sustainability projects and initiatives, supporting programs such as the provincial Tourism Sustainability Network and the newly announced BC Tourism Climate Resiliency Initiative.

Accessibility: to support on-going partnerships, research, and identify gaps in access and inclusion in our regional tourism products and visitor experiences while recommending innovative and improvement-oriented programs. We strive to incorporate principles of universal design across new projects, events, development initiatives, attractions, and marketing materials and support provincial inclusion and accessibility priorities, along with our commitment to CCCT's Biosphere Destination Certification goals.

Industry Development: the Industry Development team provides programs and resources to support tourism businesses and community learning in marketing, content, safety, and operations, including the promotion of Destination BC's learning library.

Media Relations: our Travel Media team works directly with journalists, writers, broadcasters, and media companies to ensure that we are connecting with the right target audiences for our region, bringing exposure, lending credibility to the area and our operators to advance market awareness of the Cariboo Chilcotin Coast family of brands.

Travel Trade Relations: CCCT's Travel Trade team showcases the region to domestic and international tour operators, travel agents, and key international partners while coordinating many national and international programs to activate opportunities to advance our region with individual and group travellers across wholesale and retail markets.

Regional Film Commission Office: the CCCT Film team works in collaboration with Creative BC, as a member of the Regional Film Commissions Association of BC, location scouts, and production companies to promote the growth and economic impact of the film and creative industries across our region.

Emergency Management: our Emergency Management team works with tourism operators to develop and enhance emergency and business preparedness planning. During events and impactful seasons, the team also works to coordinate response, communications and recovery efforts between local authorities, response agencies, and our tourism operators.

Education & Representation: through our Advocacy Committee and all our team members, we are committed to representing our region the best we can on a broad spectrum of tourism-related topics.



Photo credit - John Welburn

HIGHLIGHTS 2022-2023

For the financial year 2022/23, the following are some highlights of what the Cariboo Chilcotin Coast Tourism Association team delivered across our region.

ACCESSIBILITY: In collaboration with our partners at Spinal Cord Injury BC we undertook a project to both assess and add to our inventory of inclusive and accessible businesses and expand our visitor experiences. Our team connected with local tourism operators, and our partners at Spinal Cord Injury BC undertook assessments, resulting in 50 audits completed across accommodations, activities, food & beverage, and experiences. We continue to advance this program with the recent hire of our Accessibility Manager to deliver on our accessibility goals per our core business areas.

DESTINATION DEVELOPMENT: CCCTA created and launched a new Destination Development Committee and received support to continue the TRTDI (Targeted Regional Tourism Development Initiatives) projects in close partnership with the Ministry of Tourism, Arts, Culture & Sport. We have collaboratively worked with local partners to advance 6 initiatives spanning 9 separate

projects as of this AGM and Summit, we have successfully completed 2 across the region with 7 more in various stages of advancement.

TRAVEL TRADE: Associated with our attendance at Rendez-Vous Canada, a travel trade focused show which attracts international tour operators from around the world and the Cariboo Chilcotin Coast's key markets, CCC hosted a post show VIP familiarization tour for tour operators titled "The Unknown Adventures in the Cariboo Chilcotin Coast and Northern BC" May 28 to June 3, 2022.

EMERGENCY MANAGEMENT: Emergency Management is a key activity for our office throughout the year with most major events taking place in the spring and summer. Through these learning opportunities CCCTA continues to advance leadership-oriented solutions for the region and develop best practices on which to be an important contributor to the provincial framework related to improving the tourism Emergency Management ecosystem. At the local and regional level, we always strive to learn from one season

to the next and seek to improve what we do to benefit our operators, partners, and visitors to the region.

SUSTAINABILITY: Cariboo Chilcotin Coast Tourism Association continues to advance commitments as a Biosphere Certified Destination by the globally recognized Responsible Tourism Institute across our region and with our operators.



Photo credit - Jonny Bierman

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Cariboo Chilcotin Coast Tourism Association have been prepared by management in accordance with the Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO).

The following financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with ASNPO.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO), 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. Those charged with governance are responsible for overseeing the Association's financial reporting process.

The financial statements for the year ended March 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on July 27, 2022. As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO) have been applied on a basis consistent with that of the preceding year.

Vohora LLP (Chartered Professional Accountants) has performed an independent audit of the Cariboo Chilcotin Coast Tourism Association and expressed an unqualified opinion on the financial statements for the Year Ended March 31, 2023.

An unqualified opinion is an independent auditor's judgment that a company's financial records and statements are fairly and appropriately presented, and in accordance with Generally Accepted Accounting Principles (GAAP). An unqualified opinion is the most common type of auditor's report.



Photo credit - John Welburn

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis reviews the financial condition and results of operations of the Cariboo Chilcotin Coast Tourism Association for the fiscal year ended March 31, 2023 and should be read in conjunction with the associations' audited financial statements.

REVENUE

This fiscal we were in year two of our three-year contract with Destination BC. The Canadian Emergency Wage Subsidy program ended, and along with revenue to support the Tourism Resiliency Program with the other four regions in the province. Rising interest rates increased the cost of doing business and interest revenue for the Association through our commercial accounts. We are grateful to our faithful, long-term funders who continue to support our forward-thinking collaborative approach.

EXPENDITURES

The Targeted Regional Tourism Development Initiative was extended for one-year in acknowledgement of the delays created by the pandemic to access supplies and services, just over \$1M was deferred to next fiscal for the projects that were extended. With the end of Covid 19 restrictions spending was increased on Destination Marketing, Destination Development, Travel Trade and Travel Media as

programs were restarted. IT expenses were elevated due impacts from a global hacking event, the Association invested in increased security and tools for remote work.

ECONOMIC OUTLOOK

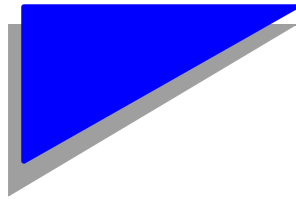
We are in active negotiations with Destination BC to renew our contract, expiring March 31, 2024, with a target of reaching an agreement by November 30, 2023. The current contract allows for a two-year option at the current arrangement if we are unable to reach agreement on a new contract prior to yearend, providing stability of programming. We continue to have success through our strategic partnerships, such as our ongoing work with the BC Regional Tourism Leadership Society on joint applications from PacifiCan, and annual project programs, such as Summer Student grant funding and Destination BC co-op marketing for our regional brands. Efforts to expand revenue sources through such strategic partnerships and product development remain strong and are anticipated to continue to provide additional project-based revenue in the future.



Photo credit - Tyler Cave



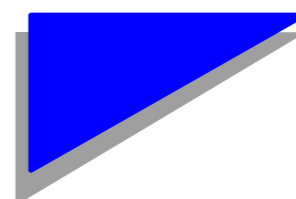
Photo credit - John Welburn



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Vohora LLP
CPAs & Business Advisors

Independent Auditor's Report to the Members of Cariboo Chilcotin Coast Tourism Association (*continued*)

INDEPENDENT AUDITOR'S REPORT

To the Members of Cariboo Chilcotin Coast Tourism Association

Opinion

We have audited the financial statements of Cariboo Chilcotin Coast Tourism Association (the Association), which comprise the statement of financial position as at March 31, 2023, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements for the year ended March 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on July 27, 2022.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, 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.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations have been applied on a basis consistent with that of the preceding year.

PASSIONINTEGRITYEXCELLENCE

Offices located in Vancouver, South Surrey, Mission, Prince Rupert, Terrace and Smithers BC



Vancouver, BC
June 22, 2023

Vohora LLP
Chartered Professional Accountants

CARIBOO CHILCOTIN COAST TOURISM ASSOCIATION

Statement of Financial Position

March 31, 2023


	2023	2022
ASSETS		
CURRENT		
Cash	\$ 2,565,401	\$ 1,648,884
Term deposits (Note 4)	41,446	1,687,170
Accounts receivable	106,142	73,871
Goods and services tax recoverable	31,053	29,364
Prepaid expenses	2,011	2,218
	<u>2,746,053</u>	<u>3,441,507</u>
EQUIPMENT (Note 5)	53,703	76,718
	<u>\$ 2,799,756</u>	<u>\$ 3,518,225</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 160,707	\$ 291,126
Wages payable	29,501	28,272
Deferred income (Note 6)	1,231,567	1,899,142
Due to related parties (Note 7)	-	22,674
Current portion of long term debt (Note 8)	2,794	10,700
	<u>1,424,569</u>	<u>2,251,914</u>
LONG TERM DEBT (Note 8)	-	2,794
	<u>1,424,569</u>	<u>2,254,708</u>
NET ASSETS	<u>1,375,187</u>	<u>1,263,517</u>
	<u>\$ 2,799,756</u>	<u>\$ 3,518,225</u>

DESCRIPTION AND CONTINUANCE OF OPERATION (Note 1)

ECONOMIC DEPENDENCE (Note 9)

LEASE COMMITMENTS (Note 11)

ON BEHALF OF THE BOARD

 _____ Director


Mike Retasket (Jul 25, 2023 21:23 PDT) _____ Director

See notes to financial statements

CARIBOO CHILCOTIN COAST TOURISM ASSOCIATION

Statement of Revenues and Expenditures

Year Ended March 31, 2023

	2023	2022
REVENUE		
Core funding		
Destination BC	\$ 1,142,550	\$ 1,041,450
	<u>1,142,550</u>	<u>1,041,450</u>
Other revenue		
Tourism revenue	842,024	772,572
Other revenue	110,330	38,944
Great Bear Projects	27,075	32,352
Interest income	87,262	17,957
Creative BC	13,509	15,515
Government assistance	4,375	152,683
	<u>1,084,575</u>	<u>1,030,023</u>
	<u>2,227,125</u>	<u>2,071,473</u>
EXPENSES		
Operations (Schedule 1)	375,899	320,778
Destination Development (Schedule 2)	487,464	457,870
Destination Marketing (Schedule 3)	382,503	223,938
Special Projects (Schedule 4)	869,589	892,609
	<u>2,115,455</u>	<u>1,895,195</u>
EXCESS OF REVENUE OVER EXPENSES	<u>\$ 111,670</u>	<u>\$ 176,278</u>

CARIBOO CHILCOTIN COAST TOURISM ASSOCIATION

Operations

(Schedule 1)

Year Ended March 31, 2023

	2023	2022
EXPENSES		
AGM Expenses	\$ 17,316	\$ 2,758
Accounting Fees	102,067	62,745
Amortization	23,015	18,454
Audit and Legal Fees	25,491	12,743
Automotive	4,131	8,627
Bank charges	1,664	1,592
Conferences	4,247	6,413
Director expense	11,314	3,136
Equipment lease/repair	5,092	5,662
Information technology	48,767	20,974
Insurance General	1,843	3,327
Interest on long term debt	468	-
Janitorial	3,420	4,680
Memberships	3,729	2,549
Office and other	22,156	50,601
Rent	50,736	39,264
Salaries and Benefits	31,754	54,376
Telephone and Fax	7,828	7,061
Training & Education	10,861	15,816
	\$ 375,899	\$ 320,778

CARIBOO CHILCOTIN COAST TOURISM ASSOCIATION

Destination Development

(Schedule 2)

Year Ended March 31, 2023

	2023	2022
EXPENSES		
Destination Development program and salaries	\$ 471,812	\$ 389,676
Remarkable Experiences program and salaries	679	26,655
Indigenous Tourism program and salaries	14,973	41,539
	\$ 487,464	\$ 457,870

Destination Marketing

(Schedule 3)

Year Ended March 31, 2023

	2023	2022
EXPENSES		
Consumer Shows	\$ 9,472	\$ 6,204
Content and Social	582	30,172
Familiarization Tours	29,300	7,364
Travel Media programs and salaries	194,989	96,833
Travel Trade programs and salaries	148,160	83,365
	\$ 382,503	\$ 223,938

Special Projects

(Schedule 4)

Year Ended March 31, 2023

	2023	2022
EXPENSES		
Creative BC	\$ 13,509	\$ 15,515
Great Bear Rainforest Project	27,075	33,161
Tourism Emergency Management	54,956	98,493
Tourism Resiliency Program	-	181,374
Targeted Regional Tourism Development	774,049	564,066
	\$ 869,589	\$ 892,609

PART 2: CCCTMA

Photo credit - Nick Trehearne

MESSAGE FROM THE CHAIR

Dear CCCTMA Tourism Stakeholders & Partners,

I am pleased to present our 2022 – 2023 Annual Service Report for the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) on behalf of your elected Board of Directors. Please note, this report covers the organization’s fiscal period from April 1, 2022 to March 31, 2023.

With respect to our marketing endeavours, our primary source of funding for the CCCTMA is the Municipal and Regional District Tax (MRDT). This year marked the 6th year of growth, advancement and investing these funds and the first year that we have been able to fully collaborate, lead and make significant progress as the whole region! Congratulations to all our operators and partners at every level for this success, we look forward to continuing to work together to drive economic impacts for our region’s visitor economy.

As part of organizational growth, transition, and rejuvenation, we have seen very distinct changes to both our organizational structure and the members of our CCCT team. This was brought about by several factors, one of which was the organization’s aim to both reorient and serve our operators and connect with our partners better at the local level. We sincerely appreciate your support and understanding during this period of transition. The Board would like to express thanks to our CEO, Amy Thacker for her leadership and to our marketing delivery partners for supporting our region through this transition.

To provide leadership regionally, Rodrigo Landim, our Director of Marketing, is leveraging multiple platforms while improving our marketing and brand strategies. He is very effectively moving our organization from a tourism promotion entity into a partnership and advancement hub with and for our operators! A key shift and focus is that CCCTMA is further developing our sub-brands’ unique value proposition by creating dedicated content and branded storytelling in partnership with local businesses.

The Board would like to express their appreciation to each of our Marketing Committee members which are as geographically diverse as our stunning region. They serve on behalf of our operators to ensure we both remain connected to, and that marketing programs are guided by, industry as we advance plans and initiatives at all levels.

Here is to all of you for providing world-class experiences to our visitors as team members, our friends and colleagues, our Board thanks you for your perseverance, involvement, and collaborative input! On behalf of our entire Board of Directors – please join us in thanking Amy Thacker as our CEO for her energy, vision and ensuring progressive value across our Cariboo Chilcotin Coast region.

Please join me in sincere thanks to each of my Board colleagues for their time, effort and energy in ensuring that we are stewarding and advancing our organization’s Vision, Mission, Pledges and annual goals for Cariboo Chilcotin Coast Tourism.

In Stakeholder Value Creation,



Chair, Board of Directors
Andre Kuerbis



MESSAGE FROM THE CEO

Welcome to the 2023 Cariboo Chilcotin Coast Tourism Marketing Association's annual service report.

2022-23 brought a return of open borders for travel and tourism in Canada, supporting continued recovery and growing optimism in the Cariboo Chilcotin Coast region. With our marketing team successfully driving digital traffic and business referrals to operators, the team focused on updating brand messaging to "join us" now.

Internally the CCCTMA team went through many changes because of the pandemic and other personal events. I, as CEO, Amy Thacker, returned in December of 2022 after taking time away for cancer surgery in March and our marketing director Sydney Redpath left in June to take personal and medical time. We are pleased to share Sydney is doing well personally and professionally in her new position in Prince George and that we have since welcomed our new Director of Marketing – Rodrigo Landim to the team!

Below are a few highlights from the marketing team in 2022-23:

- Evolved Wide Open Spaces and "Freedom Is" marketing campaigns that encouraged the feeling of safe, outdoor experiences to a new "Join Us" campaign encouraging travel now
- Continued with round two of the Full of Heart marketing campaign to connect visitors to residents of our region
- Expanded support of Gold Rush Trail, Land of Hidden Waters and Great Bear Rainforest marketing campaigns
- Continued supporting operators via the Tourism Resiliency Program, with key communications and messaging
- Sent 43,730 booking referrals to Cariboo Chilcotin Coast businesses

Thank you to our volunteer Board of Directors and Marketing Committee members for the hours they give and their wisdom and knowledge that guides this organization. Without them we would not be able to accomplish the work we do on your behalf – please thank them for their service.

Thank you to the staff and behind the scenes team for the effort they bring daily working for you, the tourism industry across the region. Thank you to those who stepped up to support the organization during my medical absence and return this spring. And thank you to each of you, for all that you do in your business, community, and the tourism industry – we are proud to serve you.



Amy Thacker
CEO



BACKGROUND

The Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) is heading into its sixth year of operations. This report presents an overview of our activities during our Financial Year 2022 - 2023, which ended on March 31, 2023

The CCCTMA is primarily resourced through the provincial Municipal and Regional District Tax (MRDT). This is a 3% consumer tax on all eligible short-term accommodation sales across the Cariboo Chilcotin Coast region. These tax revenues are invested and leveraged to market the tourism destination on a regional, provincial and international level. Strategically we are striving to resonate with our current and future markets through clarifying our tourism experiences at the sub-brand level through content, assets, and intentionally collaborating with our operators to advance in-demand products and experiences.

At the tactical level, our marketing activities include traditional and digital campaigns; programs to build digital connectivity, marketing awareness and capabilities at the individual business levels; marketing program buy-ins; and our annual travel guide and in-demand map pad program. The CCCTMA advances the successes we attain with destination development and our stakeholders to actively release value and drive both revenue and economic impact through our marketing investments programs, initiatives and direct campaigns in key markets for the Cariboo Chilcotin Coast region.



Photo credit - Jesaja Class



Photo credit: Jonny Biermann

ORGANIZATION OVERVIEW

The Cariboo Chilcotin Coast Tourism Marketing Association provides marketing and brand strategies to promote the Cariboo Chilcotin Coast region as a top-of-mind global tourism destination. Moreover, we provide marketing collaboration opportunities and education to support our local stakeholders.

OUR VISION

The CCCTMA will inspire and educate global travellers to see the Cariboo Chilcotin Coast region and its sub-brands; Great Bear Rainforest, Chilcotin, Gold Rush Trail, and Land of Hidden Waters, as four-season iconic destinations, known for breathtaking scenery and memorable experiences.

OUR PURPOSE

- To promote sustainable tourism in the Cariboo, Chilcotin and Central Coast tourism region of British Columbia, considering local economic, social, and environmental impact.
- To maintain and improve high-quality standards in tourism promotion and marketing services for our stakeholders.
- To raise funds through grants, fundraising, donations, fees, and/or loans to further the Association's objectives.
- To monitor and improve the return on investment (ROI) of the organization's marketing budget through the development and execution of municipal regional district tax (MRDT) and destination marketing fee plans and programs.

CORE BUSINESS AREA

BRAND AND MARKETING STRATEGY

CCCTMA seeks to:

- Inspire global travellers to visit the Cariboo Chilcotin Coast region.
 - Promote sustainable tourism across the region.
- Collaborate with our stakeholders and other Tourism Organizations to increase the Cariboo Chilcotin Coast region and its sub-brands' awareness and relevance.



HIGHLIGHTS 2022-2023

Throughout the 2022-2023 fiscal year, we have continued to market the Cariboo Chilcotin Coast region through targeted marketing campaigns to build and increase brand awareness, drive booking conversions, and improve brand sentiment and engagement within our communities.

HIGHLIGHTS OF THE PAST YEAR INCLUDE:

- Campaign impressions reached 30 million viewers.
- Leading to over 700,000 website visits.
- We generated over 43,730 online referrals to tourism businesses.
- Engagement metrics improved on average 8-10%.
- Ran Summer and Winter “Join Us” video campaigns – inspirational video series, showcasing the differences between the experiences of major cities and what is available in the Cariboo Chilcotin Coast.
- Executed high-profile broadcast campaigns with Bell Media, CTV, and Vancouver is Awesome, promoting Spring experiences.
- We partnered with Explore, Canadian Traveller, CanadaWide, and Mountain Life Media promoting print ads and integrated digital campaigns.

We continue to execute a healthy mix of traditional and digital marketing tactics, integration paid social and digital media, sponsored content, print placements, television, and radio, combined with experiential marketing and consumer shows.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Cariboo Chilcotin Coast Tourism Marketing Association have been prepared by management in accordance with the Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO).

The following financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with ASNPO.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO), 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. Those charged with governance are

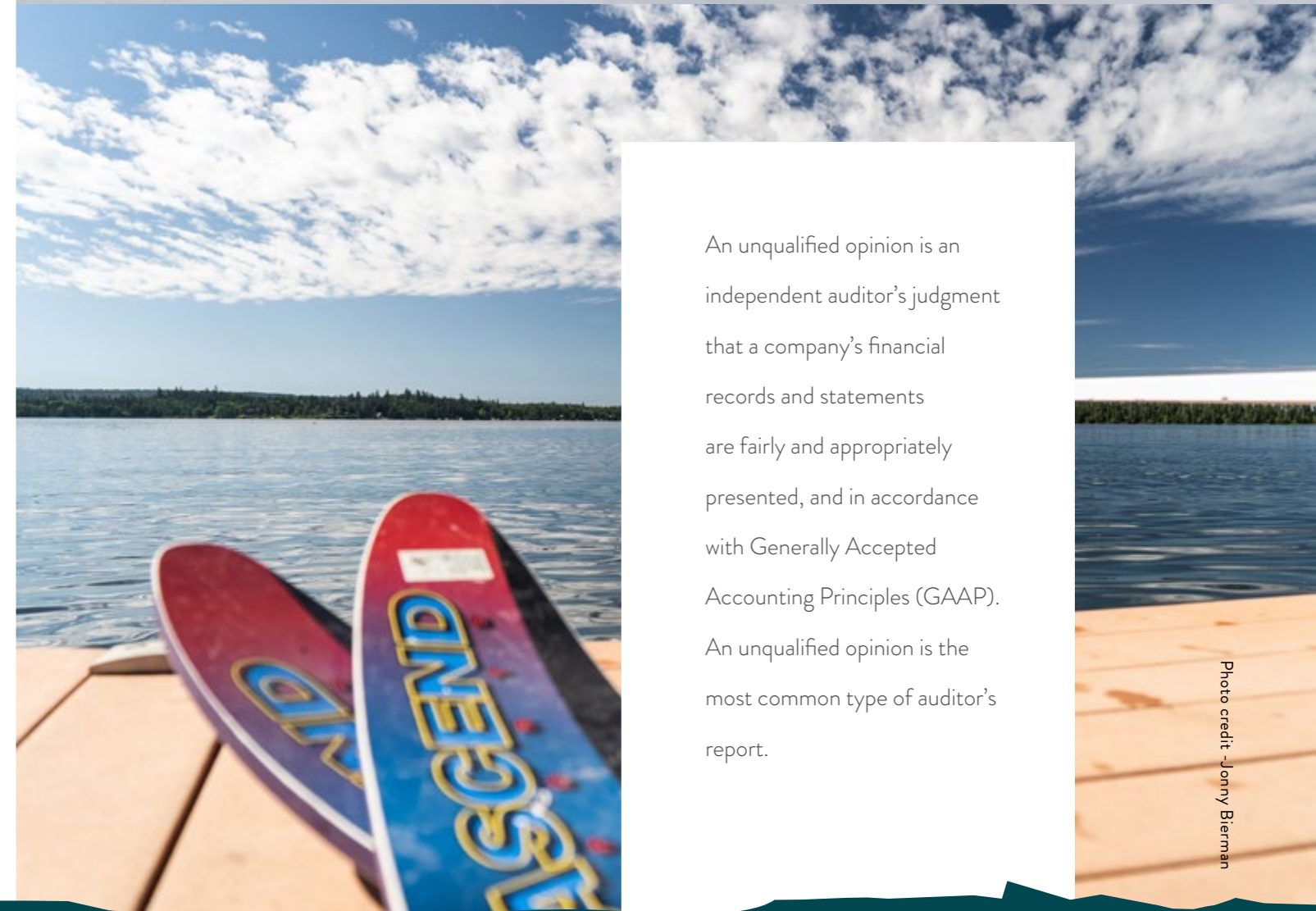
responsible for overseeing the Association's financial reporting process.

The financial statements for the year ended March 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on July 27, 2022. As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO) have been applied on a basis consistent with that of the preceding year.

Vohora LLP (Chartered Professional Accountants) has performed an independent audit of the Cariboo Chilcotin Coast Tourism Marketing Association and expressed an unqualified opinion on the financial statements for the Year Ended March 31, 2023.



Photo credit - Terence Wall



An unqualified opinion is an independent auditor's judgment that a company's financial records and statements are fairly and appropriately presented, and in accordance with Generally Accepted Accounting Principles (GAAP). An unqualified opinion is the most common type of auditor's report.

Photo credit - Jonny Bierman

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis reviews the financial condition and results of operations of the Cariboo Chilcotin Coast Tourism Marketing Association for the fiscal year ended March 31, 2023, and should be read in conjunction with the associations' audited financial statements.

REVENUE

Municipal and District Regional Tax revenues (MRDT) increased to \$974,409 as business began to return with over \$32M in accommodation revenue for the year. Funding from Destination BC Co-operative Marketing Program was reduced by over 62% as Covid supports ended and priorities were shifted to other areas. Rising interest rates increased the revenue generated by the commercial accounts.

EXPENDITURES

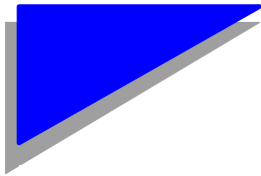
A total of 81% of expenditures were spent in direct marketing initiatives and 19% of expenditures were spent on operations. Operations included a full-time manager, committee expenses and industry communications and engagements. Budgets were reduced to reflect the reduction in revenues.

ECONOMIC OUTLOOK

We anticipate a continuation of the gradual recovery in MRDT revenues until 2025 where revenue projections indicate the industry will reach pre-COVID levels. Confirmation of the CCCTMA MRDT renewal adding the District of Wells and the City of Quesnel to the regional collaborative was completed in May 2023. While international markets remain slow to return, we have seen an increase in regional volume and anticipate a continued strong demand from our key domestic and overseas markets. The marketing team is focused on leveraging new opportunities for responsible growth.



Photo credit - Tyler Cave



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INDEPENDENT AUDITOR'S REPORT

To the Members of Cariboo Chilcotin Coast Tourism Marketing Association

Opinion

We have audited the financial statements of Cariboo Chilcotin Coast Tourism Marketing Association (the Association), which comprise the statement of financial position as at March 31, 2023, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements for the year ended March 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on July 27, 2022.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, 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.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

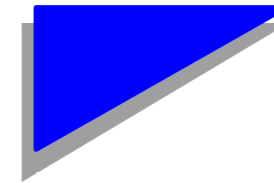
Those charged with governance are responsible for overseeing the Association's financial reporting process.

PASSIONINTEGRITYEXCELLENCE

Offices located in Vancouver, South Surrey, Mission, Prince Rupert, Terrace and Smithers BC



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Vohora LLP
CPAs & Business Advisors

INDEPENDENT AUDITOR'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations have been applied on a basis consistent with that of the preceding year.

Vancouver, BC
June 22, 2023

Vohora LLP
Chartered Professional Accountants

CARIBOO CHILCOTIN COAST TOURISM MARKETING ASSOCIATION


Statement of Financial Position

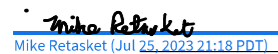
March 31, 2023

	2023	2022
ASSETS		
CURRENT		
Cash	\$ 1,611,295	\$ 1,216,955
Term deposits (Note 4)	-	51,529
Accounts receivable	27,117	204,265
Goods and services tax recoverable	11,036	19,789
Prepaid expenses	1,908	21,297
Due from related parties (Note 6)	-	22,674
	<u>\$ 1,651,356</u>	<u>\$ 1,536,509</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 212,745	\$ 328,009
Wages payable	615	5,318
Deferred income (Note 5)	237,500	194,127
	<u>450,860</u>	<u>527,454</u>
NET ASSETS	<u>1,200,496</u>	<u>1,009,055</u>
	<u>\$ 1,651,356</u>	<u>\$ 1,536,509</u>

DESCRIPTION AND CONTINUANCE OF OPERATION (Note 1)

ON BEHALF OF THE BOARD

 _____ Director

 _____ Director

See notes to financial statements

CARIBOO CHILCOTIN COAST TOURISM MARKETING ASSOCIATION

Statement of Revenues and Expenditures

Year Ended March 31, 2023

	2023	2022
REVENUE		
Municipal Regional District Tax	\$ 974,409	\$ 748,779
Destination BC	112,437	326,492
Gold Rush Trail income (Schedule 2)	115,760	165,060
Interest income	40,020	6,484
Other grants	10,382	127,500
Other revenues	3,800	50,634
Expense reimbursements	-	45,504
	<u>1,256,808</u>	<u>1,470,453</u>
EXPENSES		
Committee costs	2,731	8,885
Interest and bank charges	1,165	2,077
Marketing costs (Schedule 1, 2)	862,009	1,277,268
Memberships	646	415
Office	14,277	3,303
Professional fees	11,500	15,010
Rent	29,000	24,000
Salaries and wages	93,450	75,585
Stakeholder communication	36,175	29,810
Training	3,208	6,628
Travel	11,206	338
	<u>1,065,367</u>	<u>1,443,319</u>
EXCESS OF REVENUE OVER EXPENSES	<u>\$ 191,441</u>	<u>\$ 27,134</u>

CARIBOO CHILCOTIN COAST TOURISM MARKETING ASSOCIATION

Marketing Costs (Schedule 1)
Year Ended March 31, 2023

	2023	2022
EXPENSES		
Collateral Distribution	\$ 19,436	\$ 14,353
Collateral Production	79,429	65,005
Consumer Show Attendance	7,600	-
Digital Asset Management System	5,842	9,584
Email Marketing	12,053	11,752
Marketing Coordination	49,499	101,944
Marketing Research	-	368
Native / Content Sponsorship	15,845	71,458
Online Display Advertising	52,612	74,948
Partner Marketing	89,251	65,000
Paid Social Advertising	99,188	163,930
Photography / Videography	99,548	230,610
Print Advertising	31,006	76,486
Promotional Items	-	3,325
Radio	-	2,704
Search Advertising	49,094	41,019
Social Media	30,641	18,951
Sport Tourism Development	-	2,132
Television	30,006	63,572
Website	76,544	73,786
	<u>\$ 747,594</u>	<u>\$ 1,090,927</u>

CARIBOO CHILCOTIN COAST TOURISM MARKETING ASSOCIATION

Gold Rush Trail (Schedule 2)
Year Ended March 31, 2023

	2023	2022
REVENUES		
GRT - DBC Co-op	\$ 57,760	\$ 121,170
MRDT Co-op Matching	45,500	30,500
GRT - Grant Income	12,500	7,500
GRT - Sales	-	5,890
	<u>115,760</u>	<u>165,060</u>
EXPENSES		
Committee Costs	-	887
Destination Development	-	9,975
Distribution	491	631
Distribution production	600	10,658
Email Marketing	3,840	5,690
Information technology	445	2,401
Marketing Coordination	8,937	10,206
Meetings & Travel	-	81
Native/Content Spon./Online	17,272	37,957
Office Share	7,250	6,000
Online Display Advertising	628	11,356
Photography / Videography	998	12,366
Print Advertising	2,843	2,605
Search Advertising	15,754	11,334
Social Advertising	21,242	33,460
Social Media	24,215	13,011
Website	3,293	6,453
Written Content	6,607	11,270
	<u>114,415</u>	<u>186,341</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ 1,345</u>	<u>\$ (21,281)</u>



Photo credit - Tyler Cave