

TOURISM VANCOUVER
Year Four (2002) 1999-2003 BUSINESS AND MARKET DEVELOPMENT PLAN OVERVIEW
“The Business of Building Business”

Preamble

The tragic events of September 11, 2001 have adversely impacted the travel and tourism industry. The terrorist attacks on New York, Washington DC and Pittsburgh clearly have massive human, political and serious economic implications, not only for the United States but internationally as well. Compounding the effects of September 11th is an already slowing North American economy.

While strategic responses are required to succeed in the face of adversity, the fundamentals of Tourism Vancouver’s business plan remain the same. Our key priorities of meetings and events sales and market development, leisure travel sales and market development, visitor servicing, membership and community embraced tourism continue as the keystones of our foundation. However, in the short term, we need to reconfirm actions and rethink our programs in order to adapt to the current fluid environment of our industry. Our direction will stay the course where it should and it will change where it needs to. We need to build upon our existing business relationships and protect our existing market share while, at the same time creating new partnerships that will add value to our position. More than ever, we need to be closer to our customers. It is a time to be adaptable, and confident in our hospitality products and services.

In the short term, we can expect significant erosion of demand for our tourism products. There are simply not as many people seeking the vacation experience or business related travel. The recovery period is expected to span the course of 2002 and 2003. Business is expected to resume to its nominal level in 2004.

Our industry partners will also be stretched for financial and staff resources to apply against near term, mid term and long term markets. We must be prudent in our planning and expect change. For Tourism Vancouver, we have adopted a 90-day planning horizon given the need to be flexible and nimble in an evolving marketplace. We can not take any aspect of our core markets for granted. We need to plan together, with our customers, partners and stakeholders, to work out the details of the plan 90 days at a time.

Background

Tourism Vancouver is a private business association of approximately 1,050 members representing all facets of tourism and related support businesses in the Greater Vancouver area. In 1988, Vancouver’s tourism and hospitality industry, together with the City, established Tourism Vancouver as the vehicle to ensure that the benefits associated with continued growth were retained. Since then, the employment and economic

contribution of the tourism industry to the City has flourished. Total Vancouver tourism industry jobs have grown significantly since 1988 and gross visitor spending has grown to almost \$3.5 billion in 2000.

For its part, the City has continued its commitment to Tourism Vancouver since 1988 which has helped retain the confidence of the private sector for ongoing investment in Tourism Vancouver programs and signaling Vancouver as a city that supports the tourism industry. This commitment was further solidified in 1997 when City Council endorsed the Tourism Services Agreement, which clarifies the role of Tourism Vancouver in providing visitor services at no cost to the City of Vancouver, and the Statement of Intent which confirms the intent of the City to flow all of the 2% hotel tax to Tourism Vancouver.

Highlights of estimated 2001 results

For the month of September, the total number of overnight visitors to GVRD was down by 13.9% when compared to September 2000. This decline was due to the impact of September 11th terrorist attacks on the U.S. as well as the downturn in the global economy. Compared to September 2000, Canadian visitors to GVRD declined by 13.1%; American visitors by 14.9%; European visitors by 18.6% and visitors from Asia Pacific by 11.9%.

The number of overnight visitors to Greater Vancouver for the nine months ended September 30th was up slightly with an increase of 0.3%. Visitors from the United States increased by 3%, while Canadian visitors decreased by 0.3%. Travel from Europe declined by 6.1% and overnight visitation from Asia Pacific was down 0.4%.

United States to Canada

For the month of September, the United States travel market was impacted by more than any other market. US overnight tourist entries were down significantly by 18.2% on a year over year comparison. Auto travel was down 15.9% while non-auto travel declined by 21.8%.

Despite the impact of September, for the first nine months of 2001, the number of US tourists to Canada were up 3.1% over the same period last year, reaching 13.0 million overnight trips. Overnight travel by auto was up 4.9% over the period, while non-auto entries (mainly air travel) remained unchanged.

Overseas

Overseas travel to Canada declined for the eighth consecutive month; Asia and South America were most affected by September 11th. For September, overseas travel to Canada was down 22.3%. Travel from Europe was down 18.1% overall with all major markets declining: U.K. (-11.2%); France (-22.9%); Germany (-25.0%) and the Netherlands (-14.5%). Asian travel was particularly hit hard, declining by 32.3%. With the exception of

China (13.1%), Indonesia (65.5%) and the Philippines (45.6%), all other markets registered negative growth, where Japan (-50.2%) and Taiwan (-46.3%) registering the most significant declines. Travel from Oceania also fell 12.4%, led by New Zealand (-18.2%), and travel from South America was down 35.3% with both Argentina (-39.7%) and Brazil (-46.4%) declining.

For the first nine months of 2001, travel from overseas was down overall 4.6%, driven primarily by a decline of 32.3% from Asia. Among all the target markets China (+15.7%) was the only market to display growth.

Accommodation

Vancouver's room demand or room-nights sold for the nine months ending September 2001 was the highest in Canada at an increase of 3.7% over last year. Calgary followed at 2.4%. The trend of declining room demand continued for other major Canadian centres such as Montreal (-2.7%), Toronto (-2.7%) and Ottawa (-6.3%). When compared to competitive cities in the US, Vancouver's room demand was substantially higher than San Francisco (-14.7%), Boston (-8%), Seattle (-2.5%) and San Diego (-2.4%).

Year to date occupancy was down when compared to last year for GVRD (67.7%), and downtown Vancouver (68.8%) in light of increased new room inventory over the past few years.

Looking Forward - Highlights of Year Four (2002) 1999-2003 Business and Market Development Plan - "The Business of Building Business"

Key priorities have been augmented to not only focus on meetings and events sales and market development, leisure travel sales and market development, and visitor servicing, but also to commit to membership promotion, and community embraced tourism. Key initiatives in 2002 include a continuing commitment to build tourism business in Greater Vancouver, the convention centre expansion, and participation in the 2010 winter Olympic games bid.

Mission Statement

Tourism Vancouver's focus is on building exceptional customer relationships. Our primary customers are meeting planners, travel influencers, travel media and independent tourists. Our efforts *generate demand* for the destination, thereby creating value for members and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and visitor servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Greater Vancouver.

Tourism Vancouver's mission statement is broad in scope with good reason. We strive to maximize the economic gains from tourism, while at the same time, ensuring that the environmental, social and cultural benefits are realized.

Our planning process is an extremely comprehensive approach that is consultative, dynamic, long-term, performance-driven, accountable, and above all, customer-oriented. The overall direction for the plan comes from the input of many individuals and organizations -- we have an "open-door" philosophy, which ensures that the plan is supported by a broad cross-section of the community.

We are in the business of building business; our focus is to generate demand for the Vancouver experience and deliver business to our members and community. We achieve this objective by creating long-term value for our customers through prudent investing of our stakeholders' resources in results-driven sales and market development programs. Our priorities will be attracting meetings and events customers, ensuring a strong leisure travel market, and provide world class visitor servicing, all in a manner that is sensitive to the needs of the Vancouver community and the needs of our membership.

The details of our priorities and activities are outlined in the attached plan. Although the plan's main focus is on 2002, it also sets the course for the organization for the coming years. Our delivery methods include a wide range of highly effective tactics: targeted print advertising and direct mail; trade missions; promotional events; electronic and print publications and collateral material; and the strategically located Touristinfo Centres. Our positioning remains "Vancouver. Spectacular by Nature" and our key focus continues to be demand generation. Tourism Vancouver's agenda is about delivering business today while providing the leadership for long-term thinking and planning. We have set a determined course with aggressive goals. We believe that success will be achieved through working in partnership with others.

Financial Overview

The tragic events of September 11th and the ensuing heightened uncertainty around the travel and tourism industry will have a significant negative impact on overall tourism and accommodation revenues. Our members and partners will face similar pressures to do more with less.

To make sure we stay within our means and ensure we "balance our books", Tourism Vancouver has implemented a prudent budget management plan. A 90-day planning horizon has been adopted and as an initial phase, expenditures have been scaled back to a level based on approximately 20% less revenues than the year 2000. If and as additional levels of revenues are realized, expenditures will be adjusted accordingly to increase sales and marketing activities.

V. Summary and Decision

A healthy and vibrant tourism industry cannot be taken for granted both now and in the future. It is critical that the City of Vancouver and Tourism Vancouver continue to work in cooperation and partnership to rebuild a healthy and vibrant tourism industry the success of which is shared and depended on by many individuals and businesses in our community.

In submitting this report, Tourism Vancouver is seeking Council's continued commitment to an important tourism partnership through flowing all the proceeds of the voluntary 2% hotel tax to Tourism Vancouver as in keeping with the spirit of the Tourism Services Agreement and the Statement of Intent.

Performance Today, Leadership for Tomorrow

Tourism Vancouver

Year Four (2002)
Business & Market Development Plan 1999-2003

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Approval Process

	Plan	Budget
Executive	Endorse	Endorse
Marketing	Endorse	Review
Finance	Review	Endorse
Briefings	Review	Review
Full Board	Final Endorsement	Final Endorsement

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Input Received

- Industry led Board
- Member (industry) input sessions
- Key tourism industry partners
- Management & staff

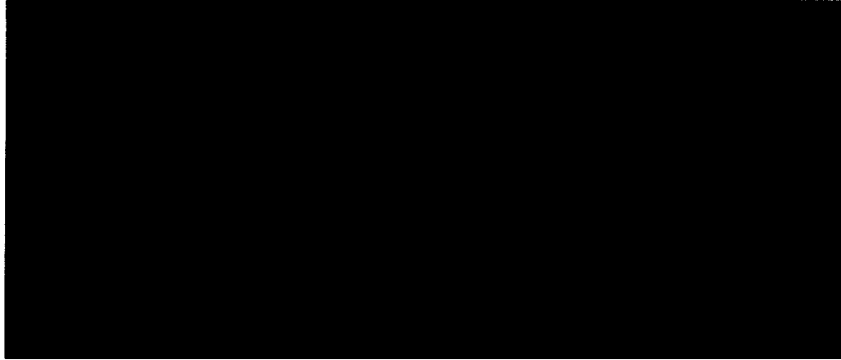
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The CVB Futures Project

- Conducted by Arthur Andersen for IACVB
- Strategies for CVB's to remain relevant in the future
- Presentation by Dr. Roger Cline on July 10
- Background for discussion

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Vision



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Mission



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Performance Today

First half of our Five-Year Plan
(1999-2003)

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The Last 2.5 Years

- Building business
- Focusing on the customer
- Securing funds
- Developing our people
- Being catalyst for change (Winter 2010 Olympics, Convention Centre Expansion)
- Managing through hotel build out

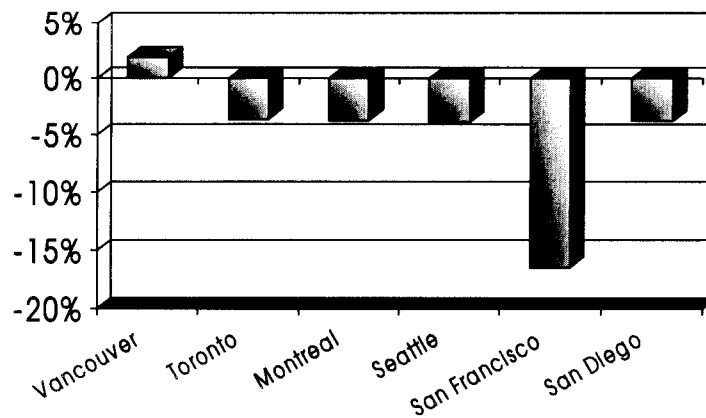
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The Last 2.5 Years

- Increasing relevancy to members
- Developing technology
- Strengthening meetings & events
- Re-thinking leisure travel
- Expanding visitor services

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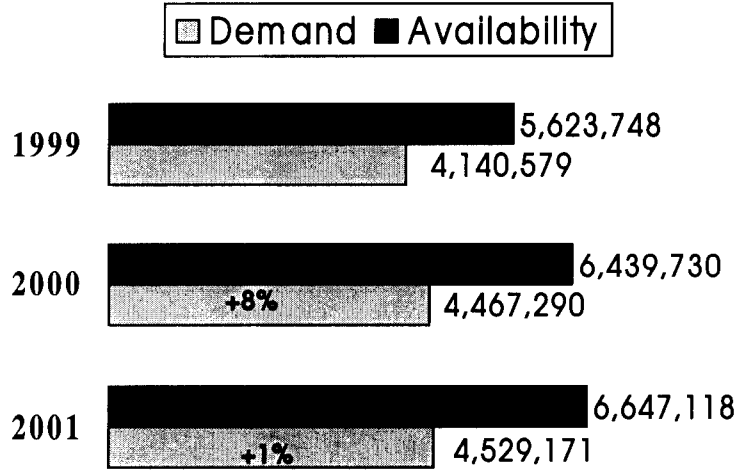
Demand Levels for Other Cities YTD Variance (to end of October 2001)



Source: Smith Travel Research

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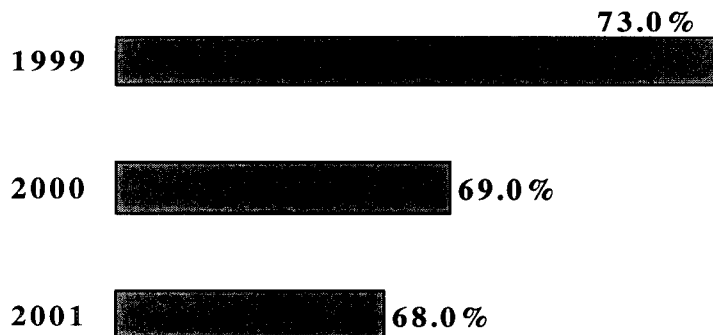
GVRD Room-nights (YTD January-September)



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Source: Tourism Vancouver/Arthur Andersen Volume Management

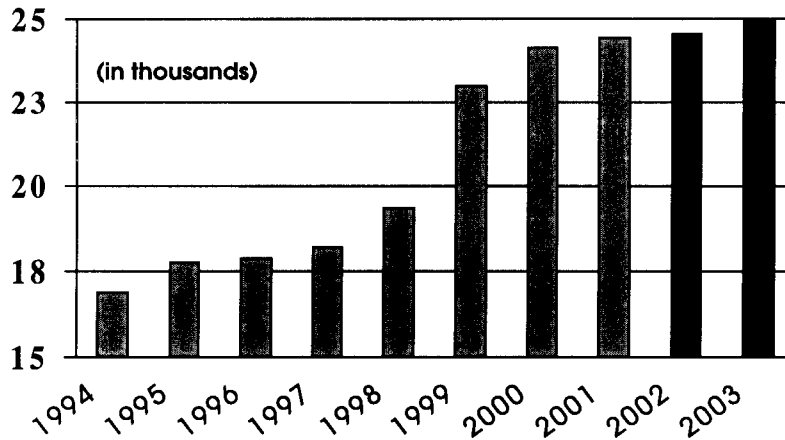
GVRD Hotel Occupancy (YTD January-September)



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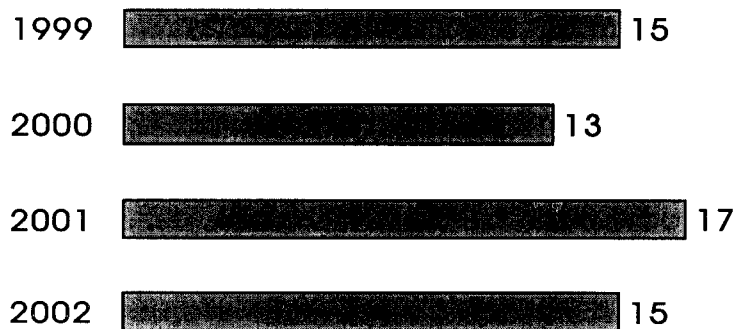
Source: Tourism Vancouver/Arthur Andersen Volume Management

GVRD Hotel Room Inventory (based on data to September 2001)



Source: Tourism Vancouver/Arthur Andersen Volume Management ¹³

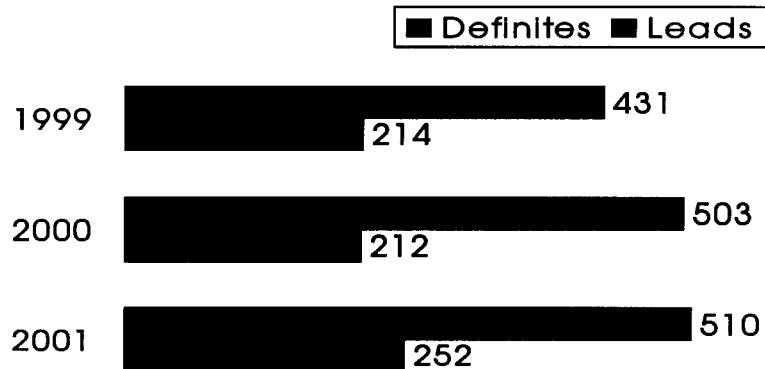
Meetings & Events City-wides (January-December)



Source: Tourism Vancouver Monthly Initiative Updates

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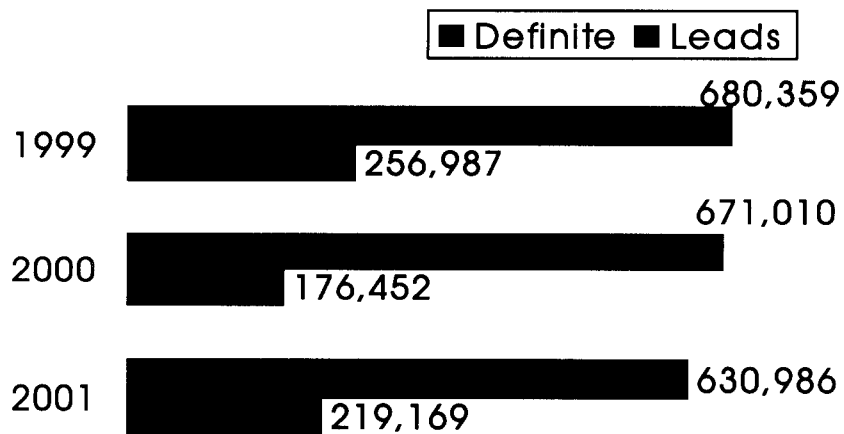
Meetings & Events Business (January-December)



Source: Tourism Vancouver Monthly Initiative Updates

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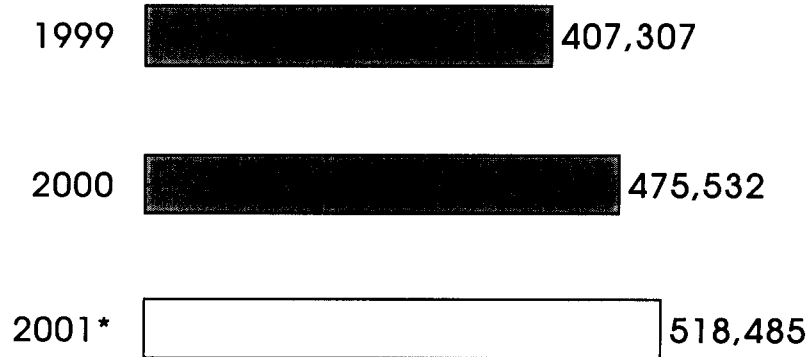
Meetings & Events Room-nights (January-December)



Source: Tourism Vancouver Monthly Initiative Updates

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Leisure Travel Best Customer Room-nights (January-December)

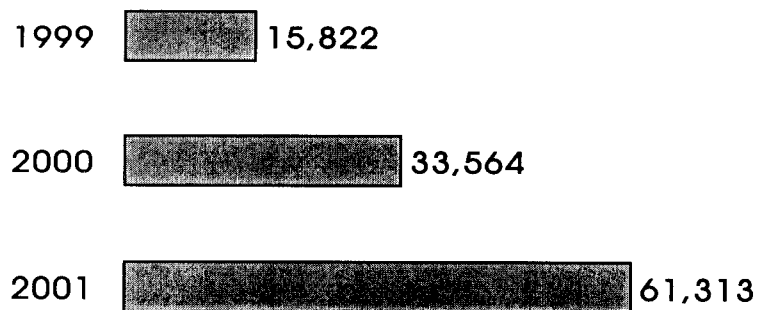


* Forecast

Source: Tourism Vancouver Monthly Initiative Updates

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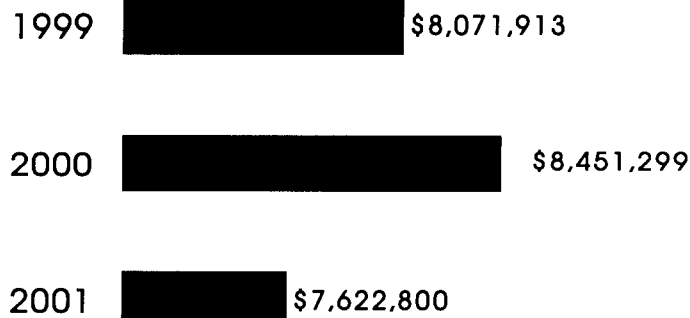
Leisure Travel Consumer Program Room-nights (January-November)



Source: Tourism Vancouver Monthly Initiative Updates

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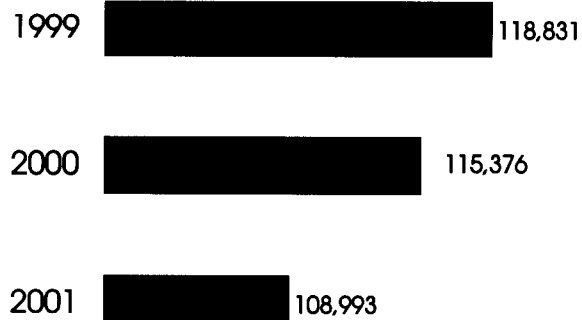
Travel Media Advertising Equivalency (January-November)



Source: Tourism Vancouver Monthly Initiative Updates

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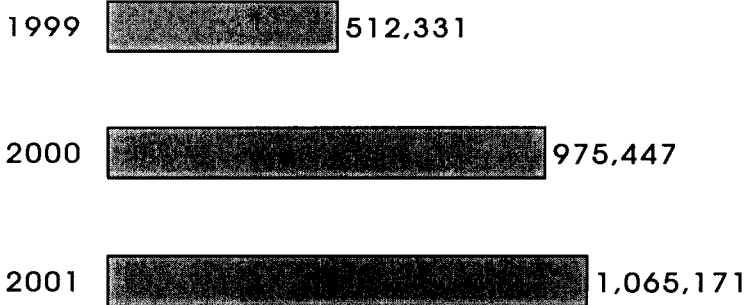
Visitor Information Centre Inquiries (January-November)



Source: Tourism Vancouver Monthly Initiative Updates

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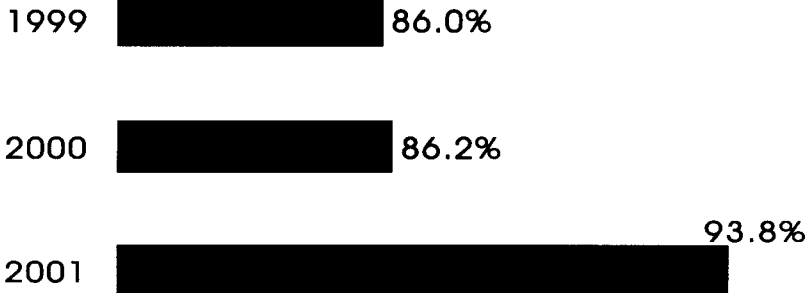
Website Unique Visits (January-November)



Source: Tourism Vancouver Monthly Initiative Updates

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Member Retention (January-November)



Source: Tourism Vancouver Monthly Initiative Updates

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Planning for 2002

Year Four of our Five-Year Plan
(1999-2003)

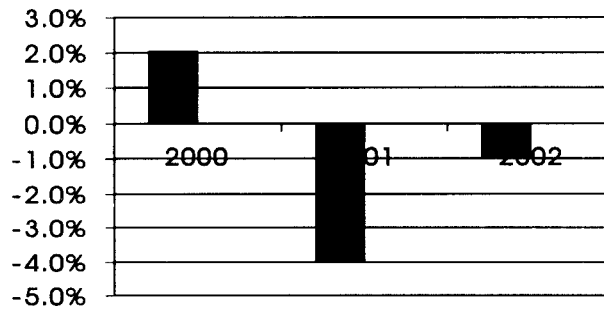
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Next Year's Situation

- Impact of September 11th
- Softening revenues
- Minimal hotel room growth
- Expansion decision (either way) has an impact
- 2010 momentum builds
- City of Vancouver partnership
- Marketplace issues

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Visitor Forecast Year-Over-Year Variance



Source: Tourism Vancouver/Arthur Andersen Visitor Volume projections are as of November 1, 2001 and will fluctuate given high degree of uncertainty around world events

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City-wides in 2002 Number of Room-nights

March (2)	3,800
April (2)	6,400
May (2)	15,025
June (2)	45,800
July (2)	20,305
August (4)	26,000
September (1)	4,000
October (1)	5,375

16 City-wides 126,705

Source: Tourism Vancouver Meetings & Events Tracking
City-wides are conventions with 1000 rooms or more during peak night

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Market Segments

Volume and Revenue Forecast for 2002

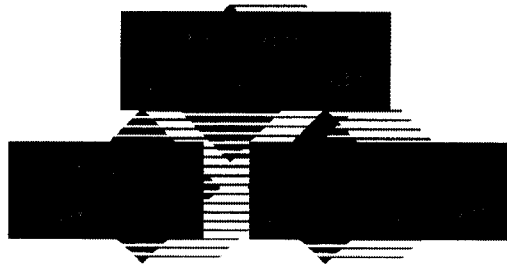
SEGMENT	Volume (000's)	Revenue (\$000's)
Conventions	953	\$95,300
Corporate Meetings	719	\$79,090
Group Tour & Travel	497	\$44,730
Individual Package & Promotion	892	\$102,580
Transient	309	\$49,440
Independent Corporate	1,496	\$172,040
Other	711	\$71,100

Shaded area shows markets where Tourism Vancouver is active.

Source: Tourism Vancouver/Arthur Andersen Volume Management 27

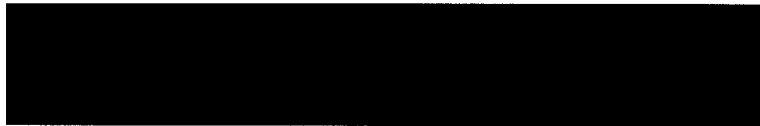
Three Major Building Blocks

Sales & Marketing Priorities



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Meetings & Events



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Objective

- Generate business that has a city-wide impact
- Secure smaller meetings based on value and need periods
- Enhance our value to the customer
- Enhance our value to the delegate
- Maintain lead and definite pace from 2001

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Trends

- Slow down in US effecting both Canada and US
- Third party planners on increase
- Blue/Green meetings gaining in popularity
- Smaller meetings (<300 rooms peak)
- Corporate leads slowing (esp. technology)
- In US, clients using NSO's
- International associations are expanding
- Exhibition numbers on rise

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Customer Profile

- Individuals responsible for deciding on future meeting and convention sites
- Meeting planners, senior association staff and association committees and boards
- Primarily located in key centres
 - » DC, Chicago, New York, Ottawa, Toronto, Brussels, London, Paris

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Key Activities

- Integrated expansion marketing, with VCEC, VHA, Tourism BC, CTC, members
- BestCities.net - business exchange with Boston, Copenhagen, Edinburgh and Melbourne
- Core sales trips to all key markets including Vancouver Convention Commitment in DC
- Sport tourism, including leadership role with 2010
- Site inspections - continue to increase number and quality

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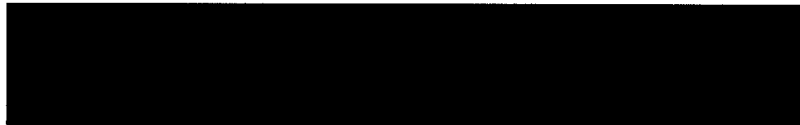


Key Activities

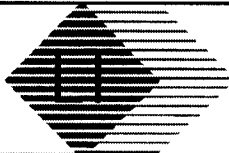
- Initiate Tourism Vancouver-led fam groups from each of our US markets
- Participation at all major trade shows
- Increase number and quality of formal bids, particularly internationally
- Use our Board of Directors commitment to help secure city-wides
- Convention servicing - esp. Shriners in June 2002
- Attendance building - committed to six events

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Leisure Travel



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Objective - Trade

- Build stronger relationships with existing Best Customer travel influencers (primarily tour operators, wholesalers)
- Evolve new relationships in select markets
- Strengthen distribution network of travel influencers that are aware of Vancouver product
- Strengthen share of Vancouver products being offered
- Generate 14:1 ratio of ROI on program-related investments

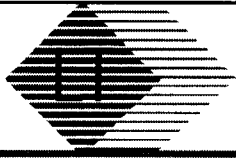
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Objective - Consumer

- Deliver direct-to-consumer campaigns in Seattle, the US west coast and other NA markets
- Enhance servicing through improved reservation platform (more products, on/off-line integration)
- Continue to increase room bookings at a 25% rate

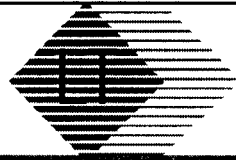
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Trends

- Increased importance of FIT market
- Learning, culture, family - pervasive themes
- Cruise yield down, may impact stays in YVR
- Euro arrives January - depreciating against CDN\$
- European and Asian economies soft
- Increasing interest in YVR for ESL - Asian, Spanish
- Increasing importance of web for research/booking
- Greater regulations on retail travel operations
- Airline changes, eg. Air Canada's low-cost carrier

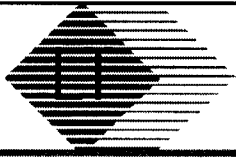
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Customer Profile - Trade

- Tour operators/wholesalers from primary markets of US, UK, Germany, Japan, Taiwan, Mexico, cruise
- Build on success of DERTour
- Secondary - Netherlands, Switzerland, France, Italy, China, Hong Kong, Australia, South Korea
- Niche including gay and lesbian, family travel, soft adventure

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Customer Profile - Consumer

- Affluent seniors, couples, family (children 12+), well educated, sophisticated, experienced travelers
- 80% of US visitors from west coast
- Interest in city stays, environment, adventure, shopping, cuisine and culture
- High service expectation
- Interest in Vancouver both as a destination and as a hub

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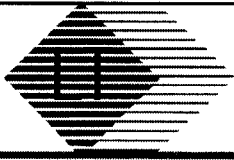


Key Activities - Trade

- Co-op marketing programs with Best Customers



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Key Activities - Trade

- Core - Trade shows, marketplaces, sales missions (eg Japan), unpaid media, fairs/sites
- New activities
 - » Collateral piece for gay and lesbian market
 - » Alaska Air program supporting PBS travel auctions
 - » Radio contest in Japan (eg J-Wave FM)
 - » Joint promotion with Seattle in Japan
 - » Identify bank/card partner for program in Mexico
 - » Cross market Seattle and Vancouver in cultural market

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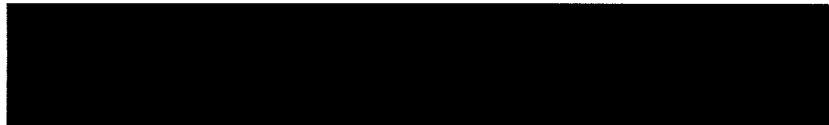


Key Activities - Consumer

- Seattle/west US campaign - key motivators (events, shopping, culture, attractions) in a 4-season theme
- BC Escapes - partner with Tourism BC, Whistler, Victoria, CTC in over 20 markets

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Visitor Servicing



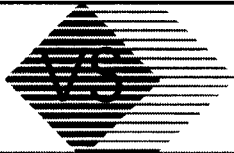
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Objective

- Generate incremental spending from convention delegates, cruise passengers and independent travelers
- Direct the spend to members of Tourism Vancouver
- Capitalize on the power of word-of-mouth by providing superior customer service

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Trends

- Increased ability to pre-book on-line will challenge our ability to book reservations
- Increased tendency to book activities after arriving at the destination
- Trend toward customized travel will impact what member's products will be successful

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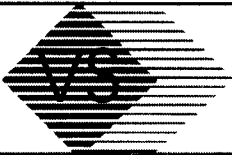


Customer Profile

(At Burrard Street centre only)

- Canada (24%), UK (22%), Australia/New Zealand (14%), US (12%)
- Pleasure (62%), Visiting Friends & Relatives or "VF&R" (14%)
- 53% use hotel/motel
- 14% are residents of Greater Vancouver

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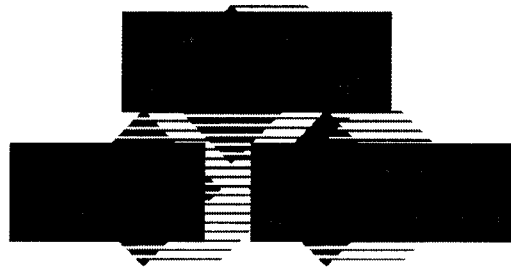


Key Activities

- Burrard Street, Peace Arch, YVR (Domestic and International) - 300,000 visitor parties served
- Counselor Training Program - 40 summer staff
- Volunteer program - 10,000 service hours (5 FTE)
- Kids Guide to Vancouver - partnership with WHERE
- Tickets Tonight (working title) with Alliance for Arts & Culture - 1/2 price, same-day ticket booth

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Three Major Building Blocks Sales & Marketing Priorities



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Three Major Building Blocks Support Activities



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Support Activities Travel Media

- 400 travel media, \$13 million ad equivalency
- Provides story content, ideas for media, hosts media weekly, works with members, develop itineraries
- Direct Vancouver Tourism Media Relations Alliance - stage an event to attract travel press
- Electronic newsletter on business news (4x year)
- Continuation of Forks & Corks

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Support Activities e-Marketing

- Identify and develop key opportunities relating to technology solutions, education and partnerships
- In 2002 focus on:
 - » Decide on integrated and expanded booking engine partner - RezRez, SNBC and/or WorldRes
 - » Search engine optimization to increase site traffic, affiliate marketing programs
 - » Secure site e-commerce transactions (incl. member's extranet)
 - » Content revitalization through partnerships

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Support Activities

Tourism Vancouver Signature Partners

- Newly constituted after 5 years
- Align with corporate partners that provide resources (cash, value-add), extend our marketing reach and strengthen our brand through association
- VISA Canada - VISA Vancouver Rewards (printed shopping and dining guide)
- Other partners currently being negotiated

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Support Activities

Research

- Information/intelligence for business decisions
- In 2002:
 - » Volume Management - room-night demand by sector
 - » Visitor Volume - # of visitors by market origin
 - » Tourism economic Impact - jobs, taxes, income, GDP
 - » CITIES - activities of visitors
 - » Infocentre, membership surveys

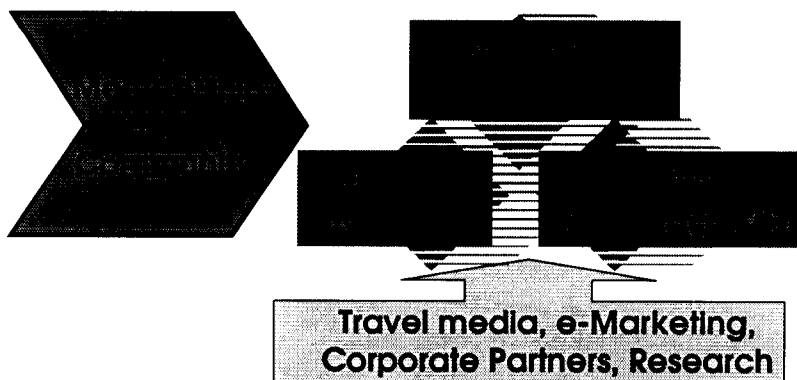
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Three Major Building Blocks Sales & Marketing Priorities



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Three Major Building Blocks Visitor Experience

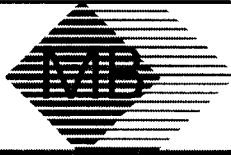


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Membership



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Objective

- Increase member participation and exposure in marketing opportunities
- Achieve a 90% member retention rate and 95% member satisfaction level

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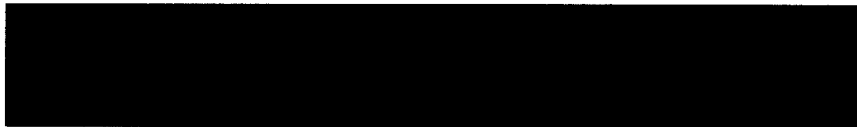


Key Activities

- Membership business opportunities on www.tourismvancouver/extranet
 - » 30 opportunities in meetings & events, 28 in leisure travel, 10 in visitor servicing
- Membership events, such as the AGM, business plan presentation, 10 workshops (eg. Media training, convention services), Christmas Luncheon, Nooner at the Nat, Open House

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Community-embraced Tourism



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Objective

- Ensure tourism and Tourism Vancouver are seen as vital to the community for its positive benefits
- Need to make sure that Tourism Vancouver is an effective player in the community with wisdom and experience (from Board Retreat)

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Key Activities

- Proactive local media communication
- For 2002, actively leading and/or supporting
 - » 2010 Olympic Winter bid
 - » Keep Vancouver Spectacular
 - » Convention centre expansion
 - » Celebration of Light
 - » By Design, Not By Chance
 - » Oceans Blue Foundation
 - » TaxiHost
 - » Other key community activities, based on board-endorsed criteria

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Leadership for Tomorrow

Tourism Vancouver's Future 2004-2011

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The Coming Years

- Preparing for change
- Complex issues
- Risks ahead
- Great opportunities
- Managing expectations
- Leadership required

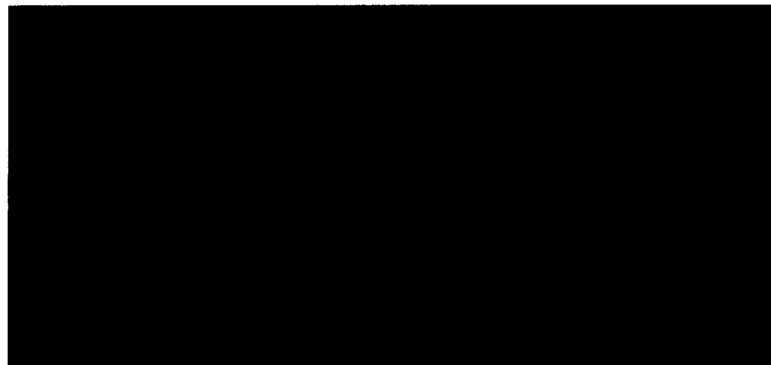
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At the Crossroads? Tourism Vancouver Specific Issues

- Expansion decision affects marketing priorities, budgeting and staff allocation
- 2010 - significant impact if bid is won in 2003
- Building on City of Vancouver relationship
- Securing of funding sources
- Growth of tourism entities/centres in the GVRD - ensuring synergy

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At the Crossroads? CVB Issues Worldwide



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Corporate Objectives



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General Financial Overview

- Effective fiscal management
- Softening voluntary 2% hotel levy/tax revenue growth
- Increasing expenditure pressures

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Budget Process

- Initial Budget formulation by management
- Board review and approval
 - » Approval in principle – Executive Committee
 - » Detail review by Finance Committee
 - » Final Board approval
 - » Ongoing monitoring and review
- City of Vancouver annual endorsement as required by legislation and per Statement of Intent
 - » January 2002

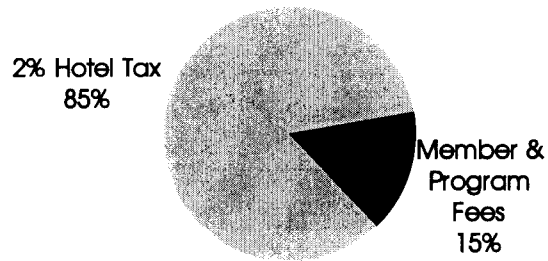
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Budget Considerations

- Impact of September 11, 2001
- Softening economy
- Maintain focus on key strategic priorities
- Maintain investment in key customer relationships
- Softening revenue growth
- Increasing expenditure pressures

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2002 Budgeted Revenues \$10.4 million



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Fee for Service Visitor Servicing Contracts

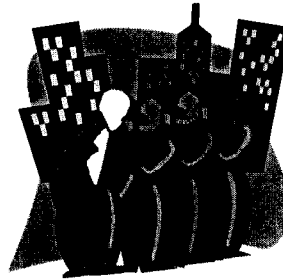
- Peace Arch border crossing
- Vancouver International Airport
 - » Tourism Vancouver operates both visitor centres on cost recovery basis with Tourism British Columbia

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Leveraged Marketing Resources

\$9.5 million - Partnerships

- CTC
- Tourism British Columbia
- Tourism Whistler
- Tourism Victoria
- Vancouver Port Authority
- Members
- Air partners
- BestCities.net



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2002 Core Budget

Total Revenues	\$10,410,400
<hr/>	
Total Expenditures	\$10,385,400
Stability Reserve	25,000
<hr/>	
Total Operations	\$10,410,400

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**Performance Today,
Leadership for Tomorrow**

Thank you...

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**Tourism Vancouver
2002 Budgeted Statement of Operations
City of Vancouver Presentation Format**

	Budget 2002	Budget 2001	DRAFT Actual 2001
Revenues			
Programs and activities	1,338,400	1,438,500	1,656,200
Vancouver Signature Program	200,000	407,500	462,363
Voluntary 2% hotel levy/tax	8,800,000	8,817,000	8,386,330
Visitor servicing network contract - Burrard	72,000	72,000	77,000
Funds carried forward from net assets		785,000	201,293
Total revenues & net assets carried forward	10,410,400	11,520,000	10,783,186
Expenditures			
Sales and marketing:			
Meetings and events sales & mkt dvlp	2,611,000	2,933,166	2,779,702
Leisure travel trade sales & mkt dvlp	1,695,200	1,849,263	1,716,254
Leisure consumer sales and marketing	856,500	965,848	889,461
Visitor services	1,120,000	1,178,609	1,067,313
Travel Media and industry communications	550,150	561,500	605,095
Marketing support, collaterals & business dvlp	834,740	1,222,892	1,103,866
Community and major events marketing	411,400	333,333	353,635
Total sales & marketing activities	8,078,990	9,044,612	8,515,326
Membership services	680,910	681,549	614,615
Finance, administration, human resources and tech.	1,600,500	1,643,839	1,447,655
Special project-convention centre expansion	25,000	100,000	155,590
Total expenditures	10,385,400	11,470,000	10,733,186
Stability reserve	25,000	50,000	50,000
Total Operations	10,410,400	11,520,000	10,783,186

Note: In light of the uncertainties created as a result of the attacks on the U.S. on September 11th and the slowing economy, Tourism Vancouver has a budget management plan that contemplates various levels of revenue that will ensure that we operate within our financial means.