



VCC Optimization Review Report to GPC May 22, 2014



VCC Summary

- Established as self financing department
- Contributes between \$40 and \$60 million to local economy in direct spending annually
- Benchmarks favourably with national competitive set
- 2013 – delegate days up 10% over 2012
- 2013 – Criterion Communications conducts Optimization Review



Criterion Optimization Report

- Findings publicly disclosed by Council on April 24, 2014
- Recommendations required further information and analysis from staff.
 - Governance
 - Revenue
 - Sales and Marketing
 - Community Interface



VCC/Tourism/Hospitality Initiatives

- Victoria Conference Optimization Network (VCON)
- VCC/Tourism Victoria Collaboration Agreement
- Unifying “identity” for destination brand for business and leisure
- Collaboration on input on attracting Federal and Provincial resources for the Meetings industry



Criterion Optimization Report

Governance:

- Clarifying Council's expectations and establishing performance measures
- Adopting an arms-length management model
- Developing an operating board structure
- Providing a letter of direction to VCC



Governance

Clarifying Council's expectations and establishing performance measures

- Return to self financing
- Existing and desired performance measures (delegate days and hotel room nights).



Governance

Board of Directors

- VCC Advisory Committee
- Terms of reference and composition
- Staff administration and additional resources



Governance

Adopting an arms-length management model

- Single Purpose Corporation of the City
- Legal advice to be sought related to Fairmont Operating Agreement



Recommendation

- ***That Council direct staff to develop an implementation plan for an Operating Board and or the establishment of a Single Purpose Corporation of the City for review at a future GPC Meeting.***