

10 May 2017

Mayor and Council,
City of Victoria
1 Centennial Square
Victoria, V8W 1P6

Dear Mayor and Council,

Re: Submission regarding the impacts of short-term vacation rentals on Victoria's communities and tourism and hospitality sector

Tourism Victoria and members of Victoria's tourism and hospitality sector are concerned about the increasing impacts of short-term vacation rentals within Victoria, not only for the future of sustainable tourism but also the wellbeing of Victoria's residents and communities.

The range of problems being caused by short-term vacation rentals includes a rapid decline in housing availability and affordability, adverse effects on community life, loss of employees and job opportunities, reduced business investment and industry resilience, and undermining of fair practices and good partnership.

I will be addressing Council after the Public Hearing session of the meeting on Thursday 11 May 2017 to present further information on these issues and seek action to address them. We are respectfully requesting Council to implement zoning, regulations, taxation, and enforcement to manage short-term vacation rentals equitably and effectively.

I am providing this written submission to support our position and hope this will be considered alongside my remarks on 11 May. This submission includes Terms of Reference developed by Tourism Victoria to facilitate a Victoria-wide summit and discussion groups to promote broad dialogue between stakeholders about the sharing economy. This is indicative of our inclusive and collaborative approach to developing solutions.

We are grateful for and value our established partnership with the City of Victoria, and are keen to work together in addressing the problems being caused by short-term vacation rentals.

Sincerely,



Starr McMichael

First Vice Chair, Tourism Victoria Board of Directors
Chair, Tourism Victoria Transportation and Destination Management Committee

**Impacts of short-term vacation rentals on Victoria's
communities and tourism and hospitality sector**

Thank you for this opportunity to write to Mayor and Council.

There are more than 1,000 short-term vacation rentals in the City of Victoria and more than 1,700 across the Capital Regional District. They operate as unlicensed businesses, do not pay commercial taxes, and produce an array of social and economic problems.

I encourage Council to act now to stop the negative impacts these rentals are having, not only for the tourism and hospitality sector but also the residents and communities that make up our City. Although my remarks are on behalf of Tourism Victoria representing tourism-industry members, they are made foremost from Tourism Victoria as a collaborating partner with the City of Victoria. It is critical to act now to:

- Safeguard and promote sustainable carrying capacity for tourism in Victoria.
- Protect the interests of our members' businesses, which contribute jobs and taxes to Victoria.
- Address the negative impacts of short-term vacation rentals for residents and communities.

Airbnb is the major player in short-term vacation rentals and valued over \$30 billion – much larger than \$18 billion for Marriott, the world's largest hotel group. Other platforms are Vacation Rentals by Owner (VRBO), Home Away, and Flip Key. They all use the same business model.

Airbnb lobbies governments aggressively to protect its unfair competitive advantage by exploiting poor zoning, and avoiding regulation and taxation. See <https://www.thetimes.co.uk/article/airbnb-fighting-rent-limit-with-lobby-group-66b8jpd0p> and <https://skift.com/2017/05/01/airbnb-tries-to-clear-away-political-and-legal-challenges-in-new-york-and-san-francisco>. Airbnb does this because legitimate businesses, voters, and communities globally are calling on their governments to fix the problems short-term vacation rentals are causing.

In Victoria these problems are:

1. Rapidly declining housing availability and affordability.
2. Adverse social impacts on neighbourhoods and community life.
3. Loss of employees and job opportunities.
4. Reduced business investment and industry resilience.
5. Undermining fair practices, a level playing field, and being good partners.

Analysis of these issues and the urgent need to address short-term vacation rentals is presented in Victoria Adams' January 2017 report:

Home Truths: Implications of Short-Term Vacation Rentals on Victoria's Housing Market.

The paper can be accessed at: <http://jamesbaybeacon.ca/?q=node/2029> or

http://jamesbaynewhorizons.weebly.com/uploads/8/2/5/9/8259182/victoria_stvr_final_paper.pdf

1 Housing availability and affordability – the need for effective regulations

Commercial accommodation and residential housing are fundamentally different. But short-term vacation rentals blur the distinction.

Commercial accommodation drives much of Victoria's economy through hotel taxes, commercial property taxes, facilities for tourism, and employment for City residents.

Housing is for residents. It defines their quality of life and homes must be available and affordable. Erosion of affordable housing has serious social and economic consequences – as seen in Whistler over recent years where businesses cannot get employees due to lack of housing, many employees live in vehicles or other sub-standard conditions, and social problems are on the rise. We are now seeing this in Victoria.

In Victoria short-term vacation rentals are directly reducing the availability of housing and driving up prices of the fewer remaining residential properties, beyond the reach of many who live and work here. There is ample evidence from many stakeholders, also submitting views to Council.

We see "Airbnb Entrepreneurs" operating up to 15 units. Real estate speculators make much more money from short-term vacation rentals than longer-term residential leases, and aren't constrained by tenancy Acts. Many new developments are expressly geared for short-term vacation rentals and target this to potential buyers. We see tourists using residential properties all over town – while at the same time we see residents and employees unable to find or afford homes.

Alarming, long-term tenants are increasingly being evicted from homes so landlords can market properties for more money as short-term vacation rentals:

- <http://www.metronews.ca/news/toronto/2016/09/27/toronto-man-says-landlord-evicting-him-to-rent-on-airbnb.html>
- <http://money.cnn.com/2016/06/22/technology/airbnb-regulations>
- <https://skift.com/2016/12/27/evicted-tenants-fight-back-against-airbnb-with-detectives-and-lawyers>

Victoria's growing rental crisis and serious shortage of affordable housing needs to be addressed urgently. Transient accommodation should not be a permitted use for residential properties that are not primary residences, and this needs to be reflected in zoning regulations.

2 Adverse social impacts on neighbourhoods and community life

Social problems arise when too many tourists stay in residential communities, and also when local residents cannot find housing or employment. “Over-tourism” and shortages of affordable housing due to uncontrolled short-term vacation rentals has led to residents being openly hostile towards tourists and tourism in many major destinations, particularly Barcelona, Amsterdam, and Iceland.

There are many reports of how short-term vacation rentals are changing community life in negative ways. For example:

- <http://sandiegofreepress.org/2015/09/loss-of-community-is-greatest-threat-from-airbnb-and-short-term-vacation-rentals>
- <http://sydney.edu.au/news/architecture/274.html?newsstoryid=16309>
- <https://www.theguardian.com/cities/2016/oct/06/the-airbnb-effect-amsterdam-fairbnb-property-prices-communities>
- <https://hostcompliance.com/how-do-short-term-vacation-rentals-impact-communities>

We do not want to see this happen in Victoria. Vibrant, safe, friendly neighbourhoods are the fabric of Victoria and make it very attractive as a place to live and destination to visit. The wellbeing of the residents within our communities is the foundation for successful tourism, a strong local economy, and good quality of life.

3 Loss of employees and job opportunities

Directly or indirectly the tourism and hospitality sector is a major source of employment in Victoria. The industry and those working in it contribute economically through taxes – many also volunteer, often to build experience and start careers.

The rental crisis and affordable housing shortage generated by short-term vacation rentals is now making it very difficult to recruit staff to Victoria, particularly downtown. Those we can recruit face many challenges finding housing. Without action, talented people and career prospects for young people will drift away, with huge negative consequences for businesses and the City.

4 Reduced business investment and industry resilience

Investment in commercial accommodation in Victoria is being driven down. Although it is normal to lose some hotel inventory over time, it is not being replaced. Occupancy rates are solid (above 72%) but institutional investors are reluctant to spend on new or upgraded accommodation while threats from untaxed and unregulated short-term vacation rentals persist. This undermines efforts to build sustainable tourism and jobs in the industry, and returns to the City from a vigorous tourism sector. Inability to attract investment makes us less competitive than other cities, perpetuating the impact.

Recent research (e.g. 2016 HLT Advisory / Ryerson University study in Vancouver, Calgary, Toronto, and Ottawa) found short-term vacation rentals directly caused a 6% bottom-line loss of revenue for commercial hotels. This loss exceeds sustainable average operating margins for many hotels, given their high capital costs, high marginal costs (labour, sales, advertising, services), and the high costs of maintaining safety and licensing standards. This reduces capacity to stay in business and eroded ROI removes incentives to re-invest.

While tourism in Victoria is currently doing well, our business is cyclical. Threats and weaknesses caused by short-term vacation rentals erode industry resilience and our ability to respond when macro-economic downturns or other disruptions occur.

There is wide evidence of how short-term vacation rentals impact the tourism industry:

- <http://people.bu.edu/zg/publications/airbnb.pdf>
- https://www.qtic.com.au/sites/default/files/140714_draft_sharing_economy_paper.pdf
- [www.europarl.europa.eu/RegData/etudes/BRIE/2015/568345/EPRS_BRI\(2015\)568345_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/BRIE/2015/568345/EPRS_BRI(2015)568345_EN.pdf)
- [www.europarl.europa.eu/RegData/etudes/BRIE/2017/595897/EPRS_BRI\(2017\)595897_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/BRIE/2017/595897/EPRS_BRI(2017)595897_EN.pdf)
- [www.europarl.europa.eu/RegData/etudes/STUD/2015/563411/IPOL_STU\(2015\)563411_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2015/563411/IPOL_STU(2015)563411_EN.pdf)
- <https://www.nswbusinesschamber.com.au/NSWBCWebsite/media/Policy/Tourism/Sharing-Economy-Issues-Impacts-and-Regulatory-Responses-COMBINED-POLICY-9-11-15.pdf>

Short-term vacation rentals freely benefit from the tourism industry's efforts, expenditure, and expertise that bring visitors to destinations – but outrageously are allowed to work against the industry that feeds them.

5 Undermining fair practices, a level playing field, and being good partners

Commercial accommodation operators must be licensed and comply with regulations to protect consumers, employees, and the public. They pay taxes and destination marketing fees, facilitate tourist visits, employ numerous staff, and contribute widely to the City of Victoria's economy.

Short-term vacation rentals are not regulated to protect consumers, employees, or the public, they are not regulated for safety or insurance, and they do not pay taxes. They pay residential property taxes only, which are one-third of commercial property taxes. Short-term vacation rentals operate outside the laws that apply for other accommodation providers. They gain large cost advantages by avoiding compliance but fail to provide revenue for the City or communities they operate in. This is structurally unfair and unsustainable.

We are grateful partners of the City of Victoria in many ways:

- Through taxes at all levels of government, hotel customers pay the costs of destination sales and marketing, conference sales, and policy initiatives, with flow-on benefits across the City. Short-term vacation rentals do not contribute.

- In partnership with Tourism Victoria, the commercial accommodation sector is making a direct \$1 million contribution to important local infrastructure in the David Foster Harbour Pathway. Short-term vacation rentals are not doing this.
- Tourism Victoria partners with the Victoria Hotel Destination Marketing Association to invest over \$300,000 annually into festivals, events, and sports tourism, adding community vibrancy. Short-term vacation rentals do not do this.
- The City of Victoria, tourism industry, and Tourism Victoria are collaborative business partners in marketing the Victoria Conference Centre, which is working very well to date. Our revenue targets to deliver to the City of Victoria require a level operating field with fair rules.
- Tourism Victoria partners with its members and the City of Victoria to work constructively on diverse policy issues for the common good, such as Belleville Terminal. Our tourism-industry members pay for the expertise, skills, resources, and time to do this, and are happy to do so because this benefits Victoria on many levels. Short-term vacation rentals do not contribute.

Short-term vacation rentals benefit from everything the regulated and taxed tourism industry does to bring visitors to Victoria, deliver great visitor experiences, invest in services and infrastructure, and contribute to communities. They benefit from our strong destination marketing, facilities such as Belleville Terminal, high compression due to conference and event sales, and no further boycotts over sewage treatment issues. The tourism industry is collectively paying for this hard work, which is fine. But it's very unfair that short-term vacation rentals benefit at no cost, without contributing.

Level playing fields, fair business practices, and good business partnerships are critically important. These are foundations of healthy business environments and strong economies – there is no room or justification for unregulated, untaxed, and unfair competition.

The impacts of short-term vacation rentals – from housing shortages for employees to inequitable cost structures – are undermining our capacity to contribute as partners over the long term.

We value our collaboration with the City of Victoria. As mentioned above, we want to work in close partnership with the City to ensure growth in tourism, and the many benefits this brings to Victoria, is sustainable and within carrying capacity. Our members enable tourism, create jobs and pay taxes, and also want to promote collaboration. We must also collectively give priority to the best interests of residents and communities.

Recommendations for Action by Council

We respectfully ask Council to fix the inequities urgently. Employees and residents of Victoria need access to affordable housing as well as viable careers. Given the extensive nature of such problems there are many precedents to draw on. For example, regulatory action taken or being developed in jurisdictions such as New York, San Francisco, Los Angeles, Monterey, Anaheim, Chicago, Barcelona, Amsterdam, Dublin, Berlin, Toronto, Vancouver, Tofino, Ucluelet, and Richmond.

For examples of regulatory action see:

- <http://www.cbc.ca/news/canada/british-columbia/it-is-illegal-city-tells-developer-to-stop-short-term-rentals-1.4048098>
- <https://www.thestar.com/business/2017/03/03/toronto-should-require-airbnb-permits-says-report.html>
- <http://ucluelet.ca/community/community-notices/333-press-release-ucluelet-pursuing-illegal-vacation-rentals>
- <http://www.cbc.ca/news/canada/british-columbia/richmond-rental-airbnb-1.4075478>

On behalf of Tourism Victoria and the tourism industry, I ask City of Victoria Council to introduce regulations, re-zoning, and enforcement to remove transient accommodation as a permitted use for residential properties that are not primary residences. This addresses the rental crisis and lack of affordable housing by reclaiming and protecting residential space – properties designed to be homes in communities can no longer be operated as hotels.

Additionally, City or Municipal business licenses should be mandatory to make it clear short-term vacation rentals are revenue-generating businesses and have statutory obligations to consumers, employees, and the public.

Taxation levied by the City should be introduced to ensure short-term vacation rentals contribute financially and fairly to Victoria alongside other types of accommodation.

And these measures must be strictly enforced. It is easy to identify and monitor short-term vacation rentals using online aggregators to count listings on booking platforms. Tofino does this very well. There must be large penalties for non-compliance.

Concluding remarks

Re-zoning, regulations, taxation, and strong enforcement are essential to fix the growing problems. They will not simply go away and cannot be ignored. Immediate action is needed – before negative impacts are irreparable and while solutions are readily achievable.

Although action is required by all three levels of government, local government can improve the situation significantly and quickly through re-zoning, business licences and fees, and marketing taxation or levies.

If the costs of ensuring compliance are a concern, industry can work with government to develop options and solutions.

We have collectively established Victoria as a strong global tourism brand, and we must now ensure Victoria continues to be a great place to live and visit. The tourism industry is here as a constructive partner, as always.

Some may say cynically that Tourism Victoria is adopting this position because its revenue could be affected by untaxed and unregulated competition. We assure you our concerns are much broader and deeper than that. This is about the legitimate tourism industry wanting to be good partners and neighbours. Tourism Victoria focuses on high-yield experiential tourism that is sustainable and fully respects our destination's carrying capacity. Unchecked short-term vacation rentals are an affront to that principle.

We want to work together with the City of Victoria to rectify the impacts of the grey economy. We are implementing stakeholder discussion groups to engage in broad dialogue about the sharing economy, understand all perspectives, and find effective collaborative solutions.

As tax-paying and job-creating partners we need to help stop erosion of lifestyle and wellbeing for citizens who purchased condos without knowing their buildings can be over-run by holiday makers. Appropriate zoning will go a long way towards this. We need to work on quelling unchecked real estate speculation that is making housing in Victoria unaffordable. Investors can still make a good return on investment from long-term rentals to residents – just not as much money as quickly.

Doing nothing would undermine creation of jobs, commercial tax-paying hotels, and other tourism businesses by supporting untaxed, unregulated predatory competition. Where is the wisdom and long-term vision of not acting?

Finally, in recent weeks some Councils such as Richmond, BC and Del Mar, California have banned short-term vacation rentals completely in support of public resistance. We are not asking for this. We are asking for robust, common-sense zoning regulations and taxation. This will be an ongoing issue to manage and we are here to assist.

Many thanks for your time,

A handwritten signature in brown ink, appearing to read 'Starr McMichael', with a stylized, cursive script.

Starr McMichael

On behalf of Tourism Victoria, and members of Victoria's tourism and hospitality sector

TOURISM VICTORIA

Summit and Discussion Groups on Impacts of the Sharing Economy

Terms of Reference
12 April 2017



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1. Background and Key Issues

The sharing economy, also known as collaborative consumption or the peer economy, refers to a relatively recent, disruptive business model that uses network technologies to exchange, rent, or share products or services on an unprecedented scale. The economy is diverse, growing rapidly in the accommodation (e.g. Airbnb, VRBO), transportation (e.g. Uber, Turo), consumer goods (e.g. Simplist, Tradesy), entertainment (e.g. Spotify, SoundCloud), and services (e.g. TaskRabbit, Fiverr) sectors. Main impacts for the tourism industry relate to accommodation (particularly short-term vacation rentals), transport, and tours or experiences.

In addition to adverse direct economic impacts or inequities across the competitive landscape, the sharing economy may generate broader social or environmental concerns affecting communities and government. Core issues cited frequently around short-term vacation rentals are inadequate regulation, absence of taxation, erosion of profitability for commercial accommodation operators (undermining their capacity to invest in staff, services, facilities, or infrastructure), compromised safety or experience for customers or employees, reduced or minimal availability of longer-term housing and rental space in communities, and a greater number of transient visitors in stratas and neighbourhoods designed and zoned for residents. Similar issues, inequities, and adverse impacts, especially regarding licensing, taxation, safety, and security, are probable as the sharing economy moves into tours and experiences, led by Airbnb.

Although the Victoria-focused tourism industry may need to consider destination-specific factors in addressing impacts of the sharing economy, the approach should align with the position and policy recommendations of the Tourism Industry Association of BC (TIABC):

- Those benefitting from tourism promotion should contribute towards it.
- Hospitality workers need affordable accommodations.
- Guests and visitors deserve quality, safety, and consumer protection.
- Regulation needs to be warranted, reasonable, balanced, and enforceable.
- All short-term rental operators should be registered and licensed in each community.
- Local governments should identify short-term rental operators, compel them to comply with regulations, and prosecute offenders.
- Hotel tax and MRDT should be collected at source by the booking platform and remitted to the province.
- The booking platform should collect and disclose all short-term rental data required to monitor and govern these transactions effectively, including adherence to local by-laws and legislation.

A similar position is proposed by the British Columbia Hotel Association (BCHA). There is also a wide and growing range of literature (industry reports, white papers, news articles, and research papers) on many aspects of the sharing economy, which is indicative of its expansion and impact. A recent (January 2017) white paper by Victoria Adams, *Home Truths: Implications of Short-Term Vacation Rentals on Victoria's Housing Market*, highlights many issues of local concern.

Paul Nursey, Tourism Victoria's President & CEO, highlighted the need for strategic discussions on the impacts of the sharing economy in a memorandum dated 4 February 2017 to Tourism Victoria's Board of Directors and Transportation & Destination Management Committee (TDMC). The memo was prompted by continuing growth in short-term vacation rentals and associated problems, as well as Airbnb's increasing promotion of trips and experiences. The TDMC resolved at its meeting on 8 February 2017 to embark on a collaborative process of engaging in broad dialogue about the sharing economy, in order to better understand how it operates, identify and characterize impacts, and lay foundations for solutions. Dialogue will be the most appropriate and productive approach because it brings potentially-disparate perspectives together to find solutions.

Tourism Victoria will facilitate a summit in early July 2017 to bring stakeholders together to engage about the sharing economy. The summit will open with a core meeting of all stakeholders to discuss objectives, perspectives, and common experiences. Stakeholders will then form smaller discussion groups to address issues more specifically and propose solutions.

2. Purpose, Objectives, and Goals of Summit and Discussion Groups

- 2.1 The summit and discussion groups will be coordinated and managed by Tourism Victoria's Transportation & Destination Management Committee (TDMC), currently chaired by Starr McMichael.
- 2.2 The **purpose** of the summit and discussion groups is to facilitate broad stakeholder input on the characteristics, impacts, and current directions of the sharing economy. The summit is to be a collaborative platform for synthesizing knowledge and perspectives, and developing a coordinated response to the sharing economy's negative impacts.
- 2.3 The **objectives** of the summit and discussion groups are to:
 - a) Understand the nature and impacts of the sharing economy through input from diverse stakeholders, and build a comprehensive picture of how the sharing economy operates.
 - b) Collate information about social, economic, and environmental impacts of the sharing economy, and ensure that information is available to underpin response strategies.
 - c) Engage with agencies having capacity to address how the sharing economy operates.
 - d) Determine priorities for actions to address negative impacts.
 - e) Formulate recommendations and strategy to influence government and other decision makers for greater and more equitable regulation of the sharing economy, particularly major players such as Airbnb.
- 2.4 The **goals** of facilitating the summit and discussion groups are to:
 - a) Bring about sensible and fair regulation, taxation, and monitoring of sharing economy operators to require them to leave the grey economy.

- b) Ensure the safety, quality, and contributions to communities of visitors' experiences have paramount importance in policy and regulations.
 - c) Safeguard tourism's position as a positive force in society by not risking overcrowding (as experienced in Barcelona and Amsterdam from Airbnb escalation), unsustainable practices, or erosion of benefits to local communities.
- 2.5 These Terms of Reference may be revised as appropriate at any time to reflect changes in responsibilities or methods, extension of activities, or additional deliverables.

3. Timing of Summit and Outputs

- 3.1 The summit is to occur during early July 2017 with timing and venue to suit the majority of stakeholders.
- 3.2 The target date for completing summit and discussion group outputs is 31 July 2017.

4. Participation in Summit and Discussion Groups

- 4.1 Invitations to participate in the summit and discussion groups will be managed by Tourism Victoria's Transportation & Destination Management Committee (TDMC).
- 4.2 Tourism Victoria's management and staff will assist the TDMC in coordinating the invitation process, including record-keeping and document distribution.
- 4.3 Participation will be open to organizations, community groups, or individuals with a current or future stakeholder interest in the social, economic, and/or environmental impacts of the sharing economy in BC's Capital Regional District (CRD). Organizations, community groups, or individuals having relevant interest or experience within other geographic areas may be invited to participate at the discretion of the Chair of the TDMC and/or President & CEO of Tourism Victoria.
- 4.4 Participation will be by invitation or application. Invitations can be made by the Chair of the TDMC, President & CEO of Tourism Victoria, or a majority of TDMC members. Applications to participate must be made in writing or by email to the TDMC, including applicant name and affiliation, applicant contact details, and reason(s) for requesting to participate.
- 4.5 The summit must collectively involve a comprehensive (i.e. broad, balanced, and informed) representation of stakeholder interests regarding the sharing economy. Participants are to be drawn widely and include representatives of:
- Communities and neighbourhood associations
 - Housing advocacy groups

- Consumer protection groups and Consumer Protection BC
- Government departments including (where possible) transport, housing, employment, finance, community services, and emergency services
- Tourism policy analysts from the BC Ministry of Jobs, Tourism, and Skills Training
- Municipal leadership and regulators
- Real estate associations and developers
- Tourism accommodation providers
- Transportation, tour, sightseeing, and experience providers
- Tourism leadership

4.6 To minimize over-representation, organizations and community groups shall have no more than three (3) representatives at the summit, unless an exemption has been granted by the Chair of the TDMC or President & CEO of Tourism Victoria after consulting with the TDMC.

4.7 Each member of Tourism Victoria's Transportation & Destination Management Committee (TDMC) is expected to participate where possible. Current TDMC members are:

John Briant	General Manager, Victoria Western Stevedoring
Ryan Burles	President & COO, Black Ball Ferry Lines
David Cowen	General Manager, The Butchart Gardens
Jim Douglas	Regional General Manager, Coast Victoria Hotel & Marina by APA
Steve Earnshaw	CEO, Experience Victoria
Suzanne Gatrell	General Manager, The Oswego Hotel
David Gudgel	Chief Operating Officer, Clipper Vacations
David Hendry	Director of Strategic Planning, BC Ferries
Kyara Kahakauwila	Vice President Operations, L.A. Limousines
Bill Lewis	General Manager, Magnolia Hotel
Troy MacDonald	Director of Sales, Helijet International
Starr McMichael	President, Starrboard Enterprises and Chair of the TDMC
Cole Millen	Director of Operations, The Fairmont Empress
Erinn Pinkerton	Director Corporate and Strategic Planning, BC Transit
David Roberts	General Manager, CVS Tours
Sonterra Ross	COO, Greater Victoria Harbour Authority
Mike Smith	Manager Victoria Operations, Harbour Air Seaplanes / West Coast Air
Brett Soberg	Owner Operator, Eagle Wing Whale & Wildlife Tours
John Varga	Sightseeing Manager, Wilson's Transportation
Leslie Ward	Chief Administrative Officer, Victoria Harbour Ferry
John Wilson	CEO, Wilson's Transportation
Travis Wilson	Manager, CC Station and Scheduled Services, Wilson's Transportation
Fraser Work	City of Victoria

4.8 Other core participants are Paul Nursey, President & CEO of Tourism Victoria, and any staff from Tourism Victoria assigned to the summit and/or discussion groups by Paul Nursey.

5. Responsibilities of Participants

- 5.1 Each participant is responsible for joining group activities, sharing information to the extent reasonably permitted, working collaboratively, and adhering to best practice at all times.
- 5.2 Participants are to focus on the objectives, goals, and deliverables specified in these Terms of Reference, work to remove any barriers to open discussion, and advise the TDMC Chair of any conflicts of interest that arise.
- 5.3 Each participant is to ensure all information, views, and data presented or discussed during the summit, or received or available to them as a participant, are treated as confidential at all times. Participants are not to disclose or disseminate summit information and/or records without permission from the TDMC Chair or President & CEO of Tourism Victoria.
- 5.4 Where necessary the TDMC may amend responsibilities or activities of participants in order to achieve objectives and deliverables.

6. Methods

- 6.1 The summit and discussion groups may utilize any methods of collaboration or information exchange deemed appropriate by the TDMC Chair to achieve objectives and deliverables.
- 6.2 Each discussion group is to be chaired by a TDMC member. As small group discussions, all participants are to be encouraged to provide input openly and comment candidly. Points of agreement and disagreement are considered equally informative and to be recorded along with issues for further discussion or exploration.
- 6.3 Records of discussions are to be prepared and available for distribution to all participants as soon as feasible after the summit. Documents, notes, data, and other materials to support or inform discussions are to be distributed in advance of the summit where feasible.
- 6.4 The Chair of the TDMC, with support from Tourism Victoria staff, will implement a means of exchanging documents and resources between participants (such as Dropbox, Google docs, or Google drive). The TDMC and Tourism Victoria will also maintain storage and back-up of all materials, resources, and records from the summit.
- 6.5 Reasonable expenditure incurred to convene the summit (for example, costs for the venue, equipment, stationery, materials, refreshments, or services) will be paid by Tourism Victoria and is subject to Tourism Victoria's standard accounting procedures.
- 6.6 Where necessary the TDMC may review and amend how the summit is to operate in order to achieve objectives and deliverables.

7. Deliverables

7.1 Deliverables for the summit and discussion groups are:

- a) A dossier regarding the nature, operations, and impacts of the sharing economy, which may include reports, white papers, research publications, policy documents, position statements, regulations, and/or data along with summaries of discussions.
- b) A prioritized list of actions and best practices towards addressing the inequities, social concerns, and related negative impacts of the sharing economy.
- c) Identifying which players should (i) have a lead role, (ii) have a support role, and (iii) be engaged with in actions addressing the sharing economy.
- d) A strategy (with timelines) and recommendations to influence government and other decision makers for greater and more equitable regulation of the sharing economy, including recommendations for best regulating specific activities such as tours or experiences as well as accommodation.