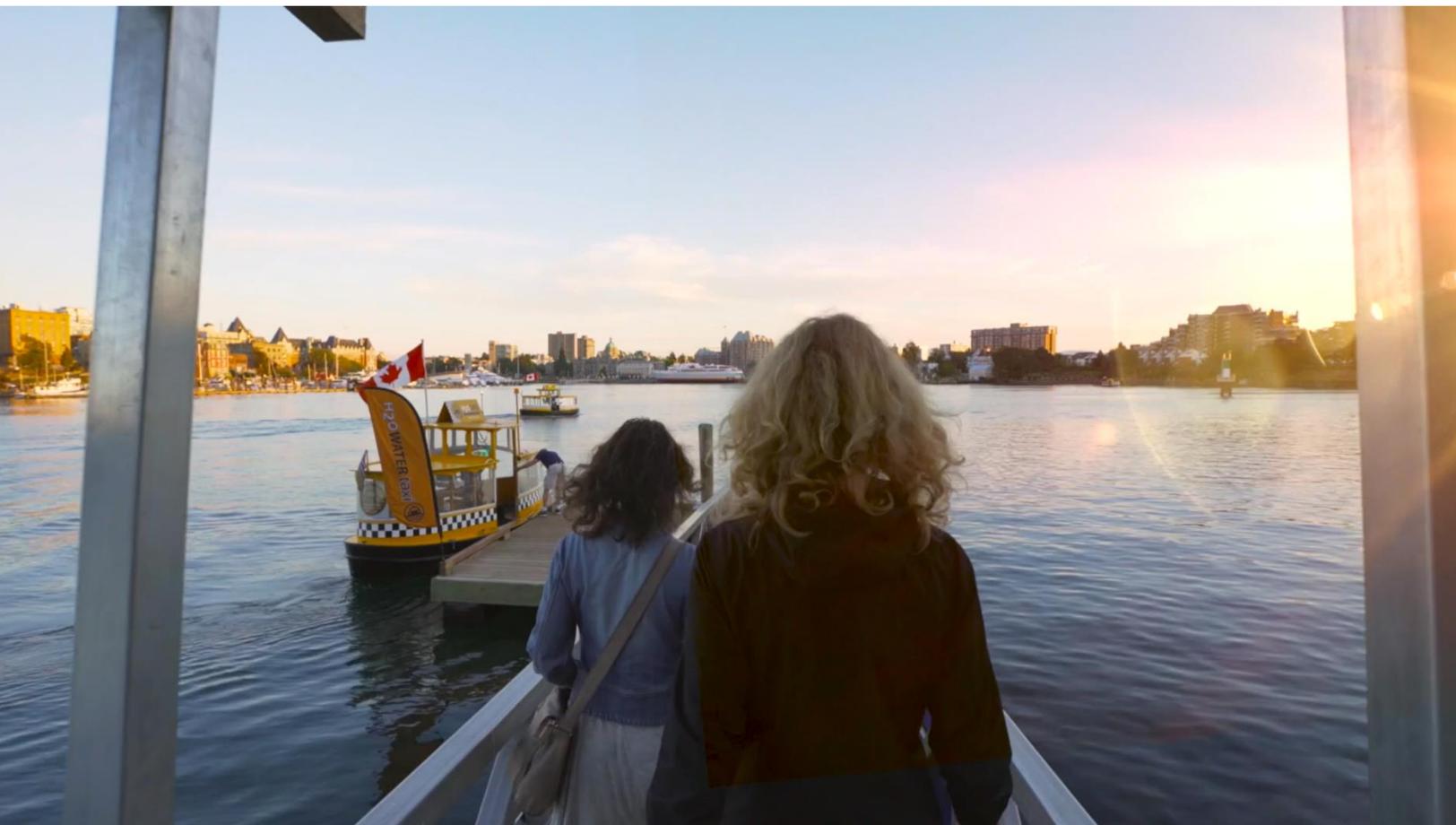


TOURISM VICTORIA



2018 BUSINESS PLAN

2018 Business Plan

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Message from the President and CEO

As Tourism Victoria prepares its 2018 Business Plan, we are grateful as an industry to be the beneficiaries of four strong years of growth starting in 2014. As we look ahead, we see very solid demand in 2018 and increased business on the books thanks to a buoyant meetings year ahead. Our efforts to build yield as well as volume are really starting to pay dividends.

A focus in all of our work is to be more commercially oriented. We want to close the sale wherever possible. This is especially true on the meetings side of the ledger and will become increasingly so in our leisure marketing and sales initiatives. Having more measurable, predictable business on the books — years in advance — provides stability and a strong business foundation.

Tourism Victoria will be working to refresh its corporate and communications identity in late 2017 early 2018. Our current look is 12 years old and needs a refresh. Stay tuned for more news as this work unfolds.

We work hard every day to inspire trust, and we are grateful this manifests itself in the strong collaboration we enjoy with all sectors of the tourism and hospitality industry, with governments and with major local partners such as the Victoria Hotel Destination Marketing Association, Victoria International Airport, Greater Victoria Harbour Authority, Destination B.C. and Destination Canada.

Staying current in marketing communications, media, big data and new digital platforms are all real and valid concerns. However, it still comes down to identifying priority customer segments for our destination, understanding their motivators and knowing the best ways to reach them. This is what we work on every single day.

Destination Marketing Organizations are increasingly being tasked with destination management. We will continue working on critical supply-side issues such as transportation access and off-peak season demand generating products and platforms to help improve the competitiveness and resilience of our industry.

Tourism Victoria is blessed to have a growing membership of nearly 1,000 businesses and government entities who see the benefit of investing their dollars to contribute to destination marketing and management efforts. This represents more than \$1 million annually towards our efforts. Working together with industry and government partners, we are determined to move mountains.

Onward and Upward!

A handwritten signature in black ink that reads "Paul Nursey". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Paul Nursey

Market Situation Analysis

The tourism industry continues the robust recovery that started in 2013 and led to record numbers in 2016. This year is looking just as good as or better than last year. As well, all indicators suggest 2018 will be exceptionally strong.

As of September 2017, Greater Victoria tourism indicators suggest modest growth over a record 2016 in terms of actual arrivals and occupancy.

The [Victoria International Airport](#) has reported a 5.63% increase in passenger movements, and B.C. Ferries has reported growth of 0.82% on Route 1 over a record 2016. While the figures are proprietary, both Clipper Navigation and Black Ferry Line have reported strong growth.

Greater Victoria accommodations have reported 996,837 room nights sold year-to-date (through August) up 1% over 987,155 for the same period last year (Source: STR).

Greater Victoria accommodation revenue projections for 2017 are \$176.9 million YTD through August (based on available STR and Chemistry Consulting reports), up 8% over 2016. Chemistry Consulting' highlights occupancy is down 1.17% YTD through July 2017 with ADR up \$8.00 and RevPAR up \$4.06.

Leisure Drivers

Tourism Victoria will continue to build out the shoulder and off seasons with a strong year-round marketing calendar. Changes for 2018 feature a shift to always on and strong calls to action or conversion focus wherever possible.

Campaigns for Spring, Fall and Christmas/Winter will be supplemented by an LGBTQ campaign that will run year-round and be optimized based on seasonal intent.

Key Markets

- Primary Markets: Seattle and Vancouver
- Secondary Markets: Calgary, Toronto and San Francisco

Victoria Clipper is adding daily service with capacity of 590 passengers per day from Vancouver starting in 2018. There will be day-trip and overnight packaging available. There is the possibility of new air routes for 2018, but these have not yet been announced.

Though Tourism Victoria ceased above-the-line advertising in San Francisco in 2017, we had significant success through a combination of earned media and consortia partnership focused on travel agents in the Signature Vacation Network.

This points to the need to evaluate all communications and distribution channels through a variety of filters, including cost/value, access and ability to convert.

2018 – Shaping Up to be a Strong Year

Thanks in large part to many past investments with and through Tourism Victoria, 2018 is shaping up to be a very strong year should current conditions hold. Our destination will host a series of major signature conferences and events in late 2017 and 2018:

- Canada’s West Marketplace – November 2017
- Travel Media Association of Canada – May 2018
- PCMA Canadian Innovation Conference – November 2018
- IIHF World Junior Hockey Championship – December 2018

Victoria Conference Centre

In addition, 2018 is shaping up to be a very strong conference year with the following data available from the Victoria Conference Centre:

Citywide

2016: **27**

2017: **31**

2018: **32** (of the 32, three are tentative, four have issued contracts)

Conferences with room component

2016: **57**

2017: **50** (of the 50, one has issued a contract)

2018: **65** (of the 65, 14 are at tentative, two are firm, six are at contract issued — so, for 2018, **58** conferences are good to go, and at least half of the tentative will turn definite)

Delegate Days

2016: **106,808**

2017: **104,000** (best estimate of year-end figure)

Conservative projection for 2018: **103,000** delegate days firm (**113,000** YTD including tentative)

Tourism Victoria’s team continues to receive ongoing enquiries for 2018 due to compression in Vancouver, as well as a significant number of enquiries for 2019 and 2020.

In addition, Victoria will host one pool of the 2018/2019 IIHF World Junior Hockey Championship with much of the business being focused on December 2018.

Thanks to the ability to be aggressive, Tourism Victoria — very much supported by the Victoria Hotel Destination Marketing Association — has been able to line up a series of strong events and marketing programs in recent years.

This Business Plan continues this momentum.

2018 Pivot – More Focus on Measurable Conversion

With the flexibility that comes with having a strong budget, Tourism Victoria will activate more initiatives that are directly tied to driving room nights across the destination.

In addition to strong marketing campaigns, the organization will achieve measurable room nights by being more commercially focused and working on programs in the latter stages of the Path to Purchase.

Major Tourism Victoria Priorities in 2018

- **Always On Marketing:** Moving from a series of campaigns that fill the calendar to an always on approach. This means Tourism Victoria will be in the market with social media, paid media and earned media, 365 days a year. This will be supported by major integrated paid-campaigns enhanced by targeted earned media, with a conversion focused call to action.
- **Brand Refresh:** A comprehensive brand refresh is underway. Tourism Victoria's current corporate and marketing brand dates back to 2005 and is beginning to have an effect on the positioning of the destination and is weak compared to our competitive set.
- Tourism Victoria's trademarked commercial destination tagline "Full of Life" has been adopted/replicated by Croatia. While Foreign Affairs Canada has intervened, engaging in a prolonged legal dispute with a nation-state over a 12-year-old tag-line is not a fruitful expenditure of time or money. Tourism Victoria now has significantly more lines of responsibility. As a result, a complete brand refresh is underway.
- **Sports Tourism:** Tourism Victoria and Sporthost Victoria are involved in a process to drive structural efficiencies and create a refreshed sports tourism model. Significant sports tourism opportunities for consideration in the coming years include: 2020 Memorial Cup bid, 2019 Invictus Games bid and a Canadian Curling Championship (Brier) bid for consideration in 2021 or 2022.
- **Business Events Victoria Customer Advisory Board:** Most Destinations have Customer Advisory Boards to secure ongoing feedback, provide advice on facility assets, customer experience, business trends and overall competitiveness.

Such a board also creates a sense of loyalty with key customers and third parties. As Victoria becomes a major player in the meetings business, it is timely to create a Customer Advisory Board for Victoria.

Broader Context

On Jan. 1, 2017, the MRDT rate for commercial accommodation increased to 3%, of which 2.8% now flows directly to Tourism Victoria — the eligible entity for MRDT in the City of Vitoria. As a result of this increased capacity, Tourism Victoria has expanded its activities to drive more business for the destination.

Increased In-Market Representation

In 2017, Tourism Victoria added in-market representation in Ottawa and San Francisco, to cover the Eastern Canadian and the California and Texas markets, respectively. The decision was based on success with in-market representation in the meetings business.

Tourism Victoria has found this approach to be affordable and effective in generating qualified leads. Supported by a good team in Victoria, in-market representation is a flexible and scalable way to extend sales reach into marketplaces more effectively than attempting this work from Victoria.

Cooperative Marketing

Tourism Victoria was able to secure \$50,000 from Destination Canada in co-operative funding on a consortia program with Signature Travel. Moreover, Tourism Victoria was able to leverage its overall investment in Destination Canada's Connecting America campaign to secure extensive coverage of the Phillips Backyard Weekender, in turn promoting Rifflandia packaging and Victoria's strong festivals, events and music scene in Rolling Stone Magazine's print and digital channels.

Business Development Fund

Tourism Victoria implemented a business development fund in 2014 designed to secure meetings business for the Victoria Conference Centre and thereby creating compression through the destination. This is managed out of core funding to ensure the ability to act quickly. However, Tourism Victoria management will continue to approach the DMF Committee for major opportunities that may require combined muscle.

Major Events Program

Tourism Victoria's members, particularly in the accommodation sector, have long asked for Tourism Victoria to build capacity around major events. Tourism Victoria will focus on building out opportunities for major events and conferences that will drive room nights on a regular basis, with a focus on the off-peak season.

Tourism Victoria will also leverage its relationship with the Victoria Conference Centre to create predictable platforms and major conferences during periods they are most needed. All of these events are prototypes and must prove to be sustainable on their own once initial effort and seed investments are taken into account.

Examples of major events that Tourism Victoria will focus on executing in 2018 and beyond include:

- Creating Canadian Sustainable Tourism Conference for the third week of January each year starting in 2018.
- Partnering on a major gaming and comic book conference every March, starting in 2018, to replace fledgling events held in the past that produced significant rooms but were not run professionally.
- Partnering with Gardens B.C. on a major flower and garden event starting in 2019.
- Providing logistical support for important events like Deuce Days to secure it for 2019 and 2022.
- Other ideas are under preliminary investigation to secure a platform for November each year.

New Partnerships in the Meetings Channel

- Tourism Victoria has entered into formal marketing and business development relationships with Conference Direct, Helms Briscoe and CVent. These relationships and partnerships have significantly improved the organization's qualified leads in year one, and increased its profile on these platforms.

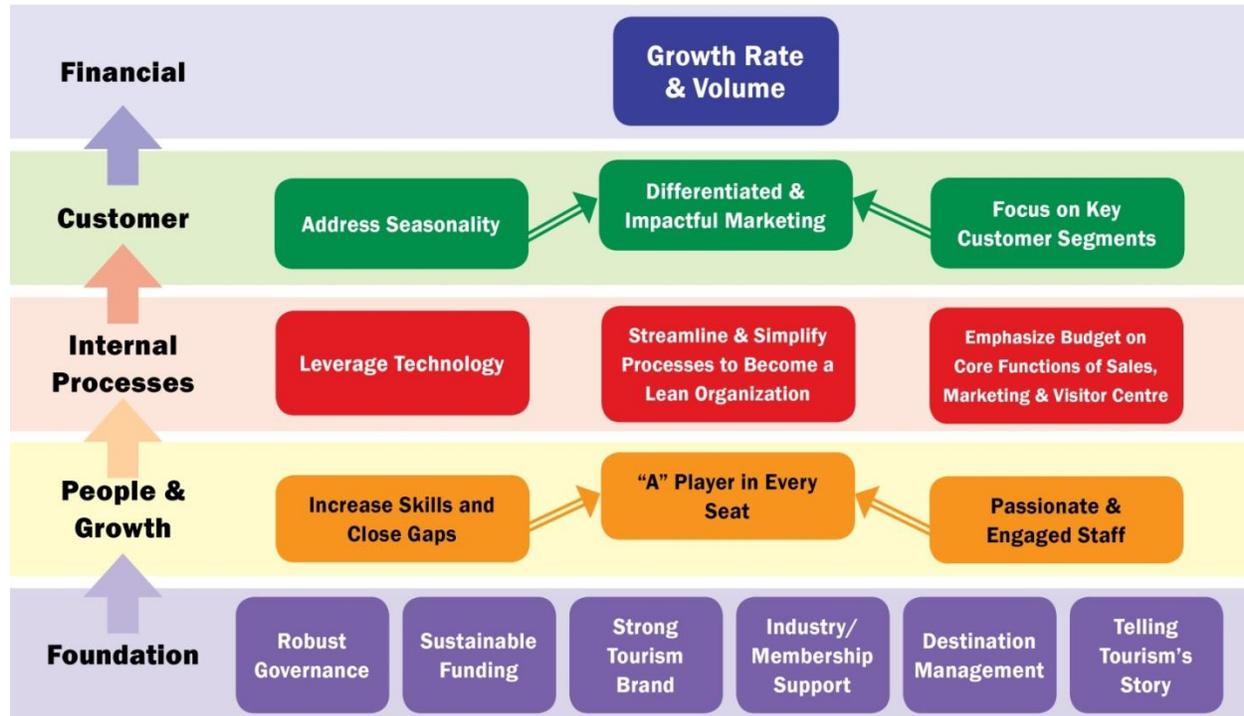
When taken in aggregate, these programs represent a powerful mix that has substantially increased Tourism Victoria's marketing and sales reach. This mix has provided stability and predictability around major events and conferences.

In short, there should be enough resources to satisfy the business needs of most stakeholders and continue to add vibrancy to all sectors of the accommodation sector.

Strategy Focused

Tourism Victoria is a strategy focused organization and pursues its business plan vigorously to achieve desired business results for its member businesses.

Tourism Victoria measures hard ROI on every initiative, and is not afraid of making difficult or courageous decisions.



Fully Aligned

Building on the 2017 Business Plan, we are fully aligned across the three-channels to market.

For the first time, Marketing, Travel Trade and Travel Media/Communications are under the same leadership, and the team is focussed on collaborative and aligned activities. With the three main sectors of our DMO working together, we are able to identify gaps in our activity calendar as well as alignment.

Marketing activities of our Business Events Victoria team are being developed in consultation with marketing to ensure consistency and a focus on driving sales.

A comprehensive, integrated calendar of activities has been developed and is included within our plan. The specific areas of focus for this section are Marketing, Communications and Travel Trade. The calendar of activities includes budget allocations, timings and alignment with corporate objectives.

Stakeholder Environment

As a DMO, our stakeholder environment relies on relationships with internal and external partners who stand to be impacted as a result of our efforts. Tourism Victoria’s stakeholders are clustered into three areas: our funding partners, our policy partners and our marketing partners. Each sector, looking inward, relies on our expertise and acumen.



Business Activities

Marketing, Travel Trade, Travel Media	
MARKETING B2C	Advertising, B2C promotion activity, and content marketing
STRATEGY	Deliver an always-on destination message to targeted consumers who have indicated intent to visit Greater Victoria. At the same time, drive measurable conversion. A key strategic-focus in 2018 will be to promote regional dispersion and occupancy growth for the broader destination.
TACTICS	<p>Our marketing activity leverages all in-house creative assets and platforms as well as integrating third-party and member-partner creative assets. The marketing tactics are aligned with the organization's five-year strategic plan and its enterprise Balanced Scorecard.</p> <ol style="list-style-type: none">1. Grow yield2. Address seasonality <p>Driving awareness of the destination on a year-round basis, marketing efforts will showcase destination experiences and products that result in bookings. The efforts will include always-on campaign drivers as well as dedicated themed campaigns such during need periods such as Christmas/holiday season and throughout the fall.</p> <p>Campaign activity will be designed based on previous campaign learnings, and will leverage big data and consumer target insights to ensure budgets are effective and measurable. We will rely heavily on digital channels and, where budget allows, on an integrated approach using traditional media channels.</p> <p>Each campaign will drive a strong CTA, and include a dedicated fulfilment partner, whether it drives to TourismVictoria.com or third-party. We will work with member partners to ensure content, offers and value-ads are current and consumer centric.</p>
GEO-MARKETS	Our key geographical regions driving direct leisure visitation continue to be our primary markets: Seattle, Vancouver and Calgary; and secondary markets: San Francisco, Toronto and Edmonton.
ACTIVATION	<p>As we develop more data-driven campaigns, our geographical focus will shift to target and market to look-a-like audiences and consumers with intent to travel to Victoria. It is likely our efforts will spread across the U.S. Pacific Northwest and throughout California, specifically L.A. and Orange County. Destination B.C. continues to show moderate growth from within B.C., Alberta and Washington. We will align our campaign efforts where it makes the most sense, and leverage our own statistics and research platforms.</p> <p>To ensure our destination is top of mind with consumers with an intent to travel, and within reasonable proximity of our destination, we will ensure our marketing calendar delivers a specific strength, whether it is</p>

joint marketing-agreements that deliver incremental growth for the destination during need periods. The joint marketing efforts will leverage existing direct relationship or build on in-market efforts of Destination B.C. or Destination Canada. Each program will have set objectives agreed by both parties.

Tourism Victoria will be developing a minimum of two U.S. sales missions, led by the travel trade manager responsible for the market, with a combination of in-house training opportunities as well as hosted Tourism Victoria events. Our focus will rely on the Washington/Seattle markets as well as California. We will also leverage Destination Canada marketplaces in China. South Korea and Mexico as well as a Destination B.C. led initiative into Australia. In 2018, Destination Canada will not be hosting Focus Japan or Corroboree. Cruise and the opportunity to develop deeper relationships with strategic partners remains paramount for the destination. In partnership with the Greater Victoria Harbour Authority (GVHA) and key stakeholders, we will activate an integrated destination approach at Seatrade Cruise Global. We will continue working collaboratively with the GVHA, providing strategic insight, research and marketing assets to drive awareness of our destination and increase our opportunity to optimise overnight possibilities.

Hosting key clients from our targeted international markets is a major tactic to showcase our destination in person. We will work closely with our travel trade partners as well as with Destination B.C. and Destination Canada to identify specific opportunities that provide year-round revenue for the destination. We will continue our efforts to be more strategic in selecting FAM groups and require a deeper commitment to delivering ROI.

GEO-MARKETS

Based on research from Destination B.C. and, to a lesser degree, Destination Canada, we will provide market support across the following international markets:

1. USA (focus on WA, CA and TX as well as national)
2. China
3. Australia
4. Mexico
5. Japan
6. UK
7. Germany
8. South Korea

ACTIVATION

In addition to working in-market, a continued effort will be made to build on our relationships with local, Canadian-based receptive tour operators (RTOs) that provide insight and have an ability to deliver incremental overnight business into Greater Victoria.

We have built a year-long calendar of trade activities that focus on

<p>COLLABORATIVE APPROACH</p>	<p>driving shoulder and need periods and continue to grow Victoria as a competitive destination to Vancouver and Richmond, and as a complimentary itinerary add-on from Seattle with travel trade that have existing itineraries in Washington.</p> <p>Our U.S. sales missions will provide multiple platforms to meet with key product influencers and those front-liners with an ability to drive destination sales. Our long-haul tradeshow participation will leverage Destination B.C. and Destination Canada. At the same time, we will evaluate and deliver supporting activities, sales calls and networking opportunities if ROI is being generated.</p> <p>We will work in partnership with our members, providing platforms to drive measurable room night and experience revenues via travel trade. We will work closely with Destination B.C. and Destination Canada, leveraging their activities and in-market opportunities that align with our own corporate objectives. Partnership activity will be developed with the GVHA and YYJ.</p>
<p>TRAVEL MEDIA</p>	<p>Identifying and pitching media outlets, journalists and key influencers.</p>
<p>STRATEGY</p>	<p>In October of 2017, our travel media strategy and focus evolved to meet market trends. With the continuing growth across the key social media channels that inspire travel, we have created a dedicated social influencer specialist; this role will identify, pitch and manage all aspects of the social influencer experience. We will continue to also provide support to traditional media and outlets with the intent to hone those media that will increase destination awareness and consumer intent to visit.</p>
<p>TACTICS</p>	<p>The efforts of the travel media team will deliver on 2-areas:</p> <ol style="list-style-type: none"> 1. Earned media 2. Paid media/influencer <p>With the significant shift in the travel media landscape and growth of the social influencer space, we will dedicate budget to paid influencer visits with those influencers that can demonstrate ROI for the destination.</p> <p>In the traditional space of earned media, we will leverage the opportunity of hosting TMAC as much as possible, showcasing our destination to key Canadian media. We will continue to develop owned media events in relevant US and Canadian markets. (see Geo-Markets for more details).</p> <p>We will be proactive in pitching interesting and unique Victoria stories to compel media to visit, or leverage existing content and destination</p>

accolades such as the recent Conde Nast, Best Small City, globally.

Through social listening, and identifying key social influencers, we will solicit interest in visiting our destination via individuals with an ability to showcase Victoria and the greater region to their audiences. Influencers will be qualified based on reach and audience engagement, moving those audiences that have an ability to visit our destination along the path to purchase.

Existing marketplaces provide a valuable ROI. We will continue to evaluate marketplaces to ensure we're driving a return for the destination and its stakeholders. Key events include Go Media, hosted by Destination Canada and Canada Media Marketplace.

The team, both traditional and influencer will work collaboratively with the destination marketing content team to leverage develop articles and stories, and intercept writers when in our destination.

Similarly to trade, we will align with Destination BC and to a lesser degree with Destination Canada. We will however activate our media and influencer relations strategy in near-in markets, with traditional media and influencers that most align with our destination product.

GEO-MARKETS

Our primary geo-markets are:

1. WA, CA, BC, AB

Our secondary geo-markets are:

1. ON, NY

Our international geo-markets are:

1. UK
2. Australia
3. China
4. Japan
5. Mexico
6. Germany
7. S. Korea

ACTIVATION

With the additional focus on influencer relations, our ability to drive always-on coverage and be more nimble has increased. The media relations team will identify opportunities that drive awareness of the destination on a year-round basis, however in long-haul markets we will ensure the release of content and stories align with key booking periods, and any trade activity. We will also identify key international media opportunities, specifically around Destination Canada showcase

events.

In 2018 we will focus on vertical themes for the destination, specifically around our food and drink scene, music and culture, Canadian coastal lifestyle and epic drives. These themes will form the basis of our destination brand selling propositions.

**COLLABORATIVE
APPROACH**

Within the social influencer space, we will develop learnings and best practices. We will work with influencers that are able to work within our boundaries yet able to be self-sufficient and work to a brief.

We will work in partnership of our members, particularly new, interesting tourism products that are unique and relevant to the media outlet audiences. We will be investigating and implementing a media coverage monitoring and evaluation tool at the same time working closely with Destination B.C. and Destination Canada to ensure the optimum media visit our destination and provide ROI.

Business Events Victoria

STRATEGY

Promote Victoria as a meetings destination and secure conferences to drive increased room nights and economic impact to the city. Key focus is on building future business-on-the-books to provide a strong foundation of confirmed room nights to create compression and address seasonality in the destination.

TACTICS

In-Market Sales Missions and Client Events

- In-market GSAs actively soliciting new lead opportunities and client interaction through in-market sales calls and attendance at local industry events.
- GSAs will lead sales missions and client events with hotel partners in key markets – Vancouver, Calgary, Edmonton, Toronto, Ottawa, Montreal, Seattle, San Francisco and Texas.
- Aligning and partnering sales activities and tradeshow with Business Events Canada

Third-Party Partnerships

- Partnering with major third-party meeting planner organizations — HelmsBriscoe, ConferenceDirect, CVent
- Leverage Marketing opportunities and exposure to these key groups of meeting planners to generate more leads.

Customer Advisory Board

- Bringing together key professionals in the meeting industry to discuss best practices, and provide tactical insight to our meetings program in order to optimize the Victoria Conference Centre.
- This will provide us with a strong foundation to further develop our meetings program to better meet the needs of industry professionals and, ultimately, make us a more desirable destination to host meetings.

Familiarization Tours and Site Visits

- Partner with Business Events Canada to host targeted site inspections with key clients.
- Target qualified Meeting Planners with business opportunities for our destination, partnering with our hotel and destination members to host them to experience our destination and convert business.

Tradeshows

- Presence and participation at key industry tradeshow and events in Canada and the U.S. (see attached calendar for list of Tradeshow)
- Business Events Victoria working with hotel partners to host a Victoria booth at tradeshow (IMEX, Incentive Works, CSAE, Tête-à-Tête) that promotes the destination and increases business opportunities.

Marketing

- Working with Marketing to create engaging campaigns that drive interest in Victoria as a Meetings destination.
- Ongoing creation and updating of marketing collateral (photography, bid books) for further promotion of our meetings destination.
- Promotion of Business Events Victoria activity through social media channels.
- Local Host program to market to local ambassadors to bring conferences to Victoria with targeted focus on our local academic community.
- Use of Hubspot to send email marketing campaigns to targeted leads to further build a qualified client database and generate new leads.
- Cities in Sync campaign to leverage opportunities in the Canadian association market through this collaborative destination partnership.

Victoria Conference Centre

- Business Development Fund provides financial opportunities to sponsor conferences that help showcase our destination, drive awareness and increase room nights during the low season.
- Focus on city-wide conferences to create compression and drive room nights and rates in the destination.
- Collaborating and streamlining sales and marketing processes under Business Events Victoria to ensure efficiencies and targets are achieved.

Business Events Conferences

- Creating our own conferences in the low season to drive people and room nights to the destination.
- IMPACT and Capital City Comic-Con launching in 2018.

GEO-MARKETS

All of Canada, with a focus on:

- BC – Vancouver, Victoria
- AB – Calgary, Edmonton
- ON – Toronto, Ottawa
- QC – Montreal

All of U.S. with focus on:

- WA – Seattle
- OR – Portland
- CA – San Francisco
- TX – Dallas, Austin, Houston
- DC – Washington

COLLABORATIVE APPROACH

We will work closely with our members and partners to promote and sell the destination to meeting planners through joint sales activities and partner referrals and service requests.

Alignment of our tradeshow and marketing strategies with Business Events Canada to ensure we are working together to target key source markets and increase our presence on a national and international level.

EVALUATION

- Number of RFPs
- Potential room nights
- Confirmed room nights
- Victoria Conference Centre delegate days
- Victoria Conference Centre revenue

Integrated Activity Matrix

For 2018, we have developed a fully integrated business matrix. Tourism Victoria's members and partners will have access to the blocking charts that include our marketing, travel trade, media relations and business events activities. This will greatly help with planning and timing of activation of complementary activities. See attached.

DESTINATION AND PRODUCT EXPERIENCE MANAGEMENT

STRATEGY

For Tourism Victoria, the program areas of Destination Development and Product Experience Management have four major streams of activity that combine to support advancing our Destination and Product Experience:

1. Tourism Victoria's Transportation and Destination Management Committee tackles issues of access for the destination.
2. We work with member businesses to help them more effectively engage in the tourism economy.
3. Tourism Victoria held a leadership role in Destination B.C.'s Destination Development Program, a province-wide initiative to create high-level strategic roadmaps for 20 region's across B.C.
4. Through Corporate Communications, we help tell our industry's story, which increases understanding of tourism's role and may help to inspire investment.

TACTICS

Tactics under the program area of Destination and Product Experience Management are undertaken to help the organization achieve the following strategies outlined in the five-year strategic plan:

- Destination Management
- Telling Tourism's Story
 1. Educating public, media and policy makers about economic benefits of the industry.
 2. Working with municipal and provincial governments and media to advocate for industry and accommodation sector against unfair practices such as unregulated short-term rentals.
 3. Identify policy opportunities and constraints.

CORPORATE COMMUNICATIONS AND PUBLIC AFFAIRS

STRATEGY Develop and execute communications strategies in alignment with the Tourism Industry Association of B.C., the Tourism Industry Association of Canada, Destination B.C. and Destination Canada that help inform the public both directly and through the media about the benefits of the tourism industry. Work through official channels to educate and affect policy makers responsible for oversight and regulation of Greater Victoria's tourism industry.

TACTICS

- Tell tourism's story throughout the year and specifically during Tourism Week.
- Purchase airtime on local radio to educate public on membership opportunities and benefits
- Align with community priorities
- Communicate contributions of Tourism Victoria
- Research and benchmark citizen perspectives of the tourism industry.

PARTNERSHIPS Destination Canada, Destination B.C. Value of Tourism Project, City of Victoria, District of Saanich, Capital Regional District, Victoria Conference Optimization Network, Greater Victoria Chamber of Commerce, Downtown Victoria Business Association, Greater Victoria Harbour Authority

SOURCES OF FUNDING MRDT, membership revenue

TIMEFRAME Year-round

PERFORMANCE All performance measures tie back to the Balanced Scorecard framework. Examples include:

- Number of Local Media Placements
- Number of Political Briefings/Opportunities.

**DAVID FOSTER
PATHWAY**

In addition to the program areas referenced above, Tourism Victoria has committed to make a \$1 million contribution to the David Foster Harbour Pathway, focused on Phase 2 of Belleville Terminal.

**PAYMENT
SCHEDULE**

Year	Contribution	Comment
2016	\$0	Time required for new provincial guidelines to be released, Accommodation Sector vote, City Council approval, etc.
2017	\$95,000	
2018	\$95,000	
2019	\$95,000	
2020	\$95,000	
2021	\$100,000	
2022	\$100,000	
2023	\$105,000	
2024	\$105,000	
2025	\$105,000	
2026	\$105,000	Payments end after \$1 million is contributed.
2027 and beyond	\$0	No further commitment from industry through Tourism Victoria.

VISITOR SERVICES

STRATEGY Apply superior destination knowledge and outstanding customer service to provide visitor information and booking services that help create an unforgettable travel experience, extend length of stay and encourage repeat visitation. In connection with the Tourism Victoria's strategy map this includes:

- Ticket Centre Sales for our Members
- Grow rate and volume
- Address seasonality

TACTICS One to one visitor centre counselling, phone and e-mail counselling. Tourism Victoria deploys volunteers to interact with visitors and locals in the downtown core, the Victoria Inner Harbour, Ogden Point, at City conferences (Conference Delegate Visitor Servicing), and at major festivals and events to provide visitor services and to refer people to the Visitor Centre.

In 2016, Tourism Victoria joined Destination B.C.'s program to manage and undertake some of its visitor services through social media through Hootsuite and we will do so again in 2018.

This integrates with Tourism Victoria's existing content marketing strategy, which also handles customer enquiries. We will continue to leverage this platform again in 2018.

RATIONALE Providing Visitor Services is a core function of a major Destination Marketing Organization. The ability to handle customer enquiries, recommend and sell great Member's product, extend stay, handle issues professionally and promote to other Destination B.C. network locations is central to our role.

ACTION STEPS

- Professional sales training programs for all front line staff
- Collaboration with members and potential partners
- Additional training for permanent staff – managing volunteers and seasonal sales staff, leadership training
- Participation in Destination B.C. network programs
Meet and exceed network criteria
- Ongoing product knowledge training

PARTNERSHIPS Destination British Columbia, Destination Canada, City of Victoria, District of Saanich, Downtown Victoria Business Association, Greater Victoria Harbour Authority

SOURCES OF FUNDING Visitor Services-specific grants from Destination B.C., City of Victoria and District of Saanich, augmented by membership revenues, incremental advertising opportunities around our visitor services activities, commissions on ticket sales of member products and services, etc.

TIMEFRAME	Visitor Services is a year-round business line, closed only on Christmas Day, Boxing Day and New Year’s Day or for all-staff training days throughout the year.
EVALUATION	Gross ticket revenue, POS analytics including fair distribution of member products, visitor parties serviced, traffic counter, DBC/Hootsuite program analytics.
PERFORMANCE MEASURES	<p>All performance measures tie back to the Balanced Scorecard framework. Examples for 2018 include:</p> <ul style="list-style-type: none"> • Gross ticket sales targets (daily, monthly annually) of member products and services • Visitor Parties Serviced (Downtown, Ogden Point and at new 2018 location) • Volunteer Sales Referrals • Foot Traffic Counter in to the Visitor Centre • Expansion to an additional location in Victoria beyond the Centre and Ogden Point • Visitor Centre renovation

TOURISM VICTORIA

2018 Enterprise Balanced Scorecard

Unit	2015 Result	2016 Result	2017 Target	2017 Result Q3 YTD	2018 Target
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Greater Victoria Tourism Industry Indicators¹

Accommodation Occupancy Rate	%	70.16	74.23	---	75.85	---
Average Daily Room Rate	\$	147.74	159.55	---	172.90	---
RevPAR	\$	103.65	118.43	---	131.14	---
Conference Centre Delegate Days	#	96,590	104,973	108,000	61,437	109,000
YYJ Airport Arrivals	#	1,710,825	1,856,099	---	1,461,807	---

1. Financial Perspective

Marketing Campaign ROI	ratio	78:1	54:1	30:1	58:1	30:1
Business Events Confirmed Room Nights	#	12,788	12,169	13,000	15,381	20,000
Victoria Conference Centre Revenue	\$	949,501	1,077,930	995,000	782,516	1,100,000
Visitor Centre Ticket Sales	\$	1,555,786	1,595,939	1,675,000	1,690,750	1,800,000
Gross Membership Services Revenue	\$	995,100	1,096,784	1,041,100	770,220	1,200,000
Proportion of Gross Revenue Allocated to Labour	%	35.7	35.8	31.3	TBA ²	30.9

2. Customer Perspective

Sessions on TourismVictoria.com – Total Digital Platform	#	1,858,674	2,133,963	2,000,000	1,431,603	2,000,000
Travel & Lifestyle Media Editorial Placements	#	350	319	325	256	325
Earned Media Advertising Equivalency	\$	---	---	---	---	Benchmark
Travel Trade New Business Leads for Members	#	307	328	375	344	375
Incremental Overnight Tour Programs	#	23	16	18	8	20

2018 Enterprise Balanced Scorecard

Unit	2015 Result	2016 Result	2017 Target	2017 Result Q3 YTD	2018 Target
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Travel Trade Cooperative Programs ROI	ratio	---	---	---	---	5:1
Business Events Potential Room Nights	#	42,040	56,100	50,000	34,793	70,000

3. Internal Process Perspective

Annual Savings in Overhead	\$	26,950	16,389	10,000	18,950	7,500
Visitor Centre Plan for Renovations		---	Scoped	Commence	Preliminary design completed and grant proposal submitted	Plan approved and work underway
Brand Refresh and Update		---	---	---	---	Completed and rolled out

4. Learning and Growth Perspective

Employee Engagement Composite Measure	%	Underway	65	65	Evaluate at end of year	68
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Foundation

Member Satisfaction Rate (Satisfied or Neutral)	%	97	97	90	Evaluate at end of year	90
Local Media Placements	#	130	134	115	110	115
Political Briefings or Opportunities	#	40	40	35	40	40
Community Support for Tourism		---	---	---	---	Benchmark

¹ Source: Chemistry Consulting Group.

² As an annualized measure, results are calculated and reported at year end and hence to be advised.

Greater Victoria Visitors and Convention Bureau 2018 Budget Overview

	BUDGET 2017	FORECAST 2017	BUDGET 2018	REF #'s
Revenue				
Total Commission Revenue	185,200	192,500	198,110	1
Total Destination Marketing Fee (DMF)	1,268,200	1,073,100	1,229,300	2
Carry Over DMF	76,500	37,100	313,700	
Total Fundraising (Travel Auction)	27,000	29,000	29,000	3
Total Grant Revenue	169,000	164,000	158,000	4
Total Hotel Tax Revenue	5,092,300	5,192,300	5,303,400	5
Total Membership Services	1,041,100	1,075,000	1,241,000	6
Total Miscellaneous Revenue	51,850	20,650	44,300	7
Total Retail Sales	60,000	70,000	74,860	8
Total Revenue	7,971,150	7,853,650	8,591,670	
Total Income	7,971,150	7,853,650	8,591,670	
Total COGS	51,000	58,500	64,700	
Gross Surplus / (Deficit)	7,920,150	7,795,150	8,526,970	
Expense				
Marketing and Sales Expenses				
Total Advertising	1,247,600	1,556,350	1,303,000	9a
Total General Marketing	1,246,300	777,550	1,113,850	9b
Total Business Events	602,750	668,750	930,000	9c
Total Publications	238,200	210,200	289,100	9d
Total Research	134,900	34,900	86,900	9e
Total Travel Media	95,000	95,000	147,500	9f
Total Travel Trade	289,500	189,500	321,000	9g
Total Digital Marketing Platform	201,200	141,180	279,830	9h
Total Marketing Expenses	4,055,450	3,673,430	4,471,180	
Operating Expenses				
Amortization	91,300	84,000	119,800	10
Total Communications	28,100	28,100	30,400	11
Total Facilities Rent & Taxes	475,500	440,543	492,100	12
Total General Travel & Conferences	84,800	66,800	75,190	13
Total Grants & Sponsorships	115,000	175,000	112,000	14
Total Interest & Bank Charges	81,300	81,328	72,700	15
Total Membership Events	70,200	80,200	98,080	16
Total Operating Supplies	119,700	131,700	121,450	17
Total Professional Services	223,900	413,900	268,580	18
Total Utilities & Premises	27,300	27,300	25,870	19
Total Operating Expenses	1,317,100	1,528,871	1,416,170	
Total Wages & Benefits	2,477,500	2,477,500	2,633,300	20
Total Expense	7,850,050	7,679,801	8,520,650	
Net Ordinary Income	70,100	115,349	6,320	
Net Surplus / (Deficit)	70,100	115,349	6,320	21

Notes:

Notes:



Tourism Victoria

- Greater Victoria Visitors & Convention Bureau •
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