

DESTINATION GREATER
VICTORIA



2019 BUSINESS PLAN

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MESSAGE FROM THE CEO

The Greater Victoria tourism industry enjoyed a banner year in 2018 compared to the past several years. Destination Greater Victoria and its partners have worked to transform the business model of our organization – from a narrow marketing and advertising focus to one that includes meetings, events and conferences, sports tourism and destination management. Our core business is still marketing our beautiful destination. This has not changed. In fact, the brand refresh launched last September reflects our modern destination and marketing trends in the worldwide destination marketing organization space.

The 2019 Business Plan will build upon this broader and deeper foundation. Our 2018 confirmed hotel room nights from meetings, events and conferences surpassed our 2017 numbers by the end of September. The “delegate days” numbers – a measure of attendance at our meetings, events and conferences – have been tracking 41 per cent higher on a year-to-date basis than 2017. Although 2019 is still expected to be a strong year in the group business sector, we are anticipating a plateau compared to 2018 as growth patterns normalize.

The Destination Greater Victoria brand refresh launched in September 2018. It was the culmination of a six-month process that included engagement sessions, sentiment analyses and consumer surveys in target markets. The product is a brand centred on Greater Victoria’s timeless beauty, built environment and connections to the Salish Sea. The brand refresh also included a trading name change – from Tourism Victoria to Destination Greater Victoria – to reflect the organization’s destination management function and regional membership. With the brand refresh in place, Destination Greater Victoria has a brand essence that meshes with digital platforms, modern technology and is projecting an image of what Greater Victoria has become.

The Greater Victoria Sport Tourism Commission (GVSTC) was created in April 2018. The GVSTC governance committee is now in place, chaired by Pacific Institute for Sport Excellence (PISE) CEO Robert Bettauer. Under the leadership of Robert Bettauer and GVSTC Executive Director Keith Wells, our business will increasingly focus on attracting sporting events to the Greater Victoria region. This is one more way to drive hotel room nights and support our members such as restaurants and other attractions. Greater Victoria has a long history of sporting excellence, whether it is developing world-class athletes or hosting major multi-sport events. The Greater Victoria Sport Tourism Commission will build on this tradition to bid and win future sporting events in the Greater Victoria region.

The 2019 Business Plan will be successful if we continue our strong relationship with key tourism industry partners. The Victoria Hotel Destination Marketing Association, Victoria International Airport, BC Ferries, Greater Victoria Harbour Authority, Attractions Victoria, local governments, Destination, B.C. and Destination Canada all contribute to the tourism industry in Greater Victoria. Working together on common goals and resolving issues for mutual benefit will be a central tenet of how we execute the 2019 Business Plan.

Lastly, I would like to thank our members for their tireless work, support and feedback to make Greater Victoria tourism the thriving industry that it is. We must always keep our members in mind. It is because of you that we have a world-class destination – one that has received many recent accolades and is known globally as must-see, authentic, welcoming and enchanting destination to visit.



Paul Nursey
CEO, Destination Greater Victoria

BUSINESS PLAN OVERVIEW

MARKET SITUATION ANALYSIS

The Greater Victoria tourism industry has had another strong year. This is revealed in an analysis of several statistical indicators of the region. As of August 2018, year-to-date average hotel occupancy was 77.83 per cent, up 1.98 per cent over the same period in 2017. Average daily room rate in Greater Victoria hotels year-to-date through August 2018 was \$190.39, compared to \$172.90 over the same period in 2017. Year-to-date revenue per available room (RevPAR) was \$226.52 through August 2018, compared to \$199.95 the same period through August 2017.

BC Ferries year-to-date vehicle and passenger traffic for Route 1 (Tsawwassen – Swartz Bay) through August 2018 revealed increases of 1.81 per cent for vehicle traffic and 1.2 per cent for passenger traffic. Victoria International Airport year-to-date passenger traffic also increased by 6.69 per cent through August 2018 from the same period in 2017.

Meetings, events and conference are increasingly a focus of Destination Greater Victoria. The number of year-to-date “delegate days” through August 2018 increased by 41.28 per cent – 73,667 from 52,144 – from the same period in 2017. Confirmed year-to-date hotel room nights generated by meetings, events and conferences at the Victoria Conference Centre were 23,803 for the end of September 2018. This compares to 22,966 for all of 2017.

LEISURE DRIVERS

Destination Greater Victoria will continue to focus on marketing campaigns in the shoulder seasons and off-season to drive growth in non-traditional travel and tourism months of the year. Examples of marketing campaigns in the shoulder seasons and off-season include spring and fall campaigns, as well as always-on campaigns. A focus on growth in the leisure travel segment is important for a successful 2019. Group travel is expected to plateau in 2019. Opportunities in the group travel segment that existed in previous years will not exist to the same extent in 2019.

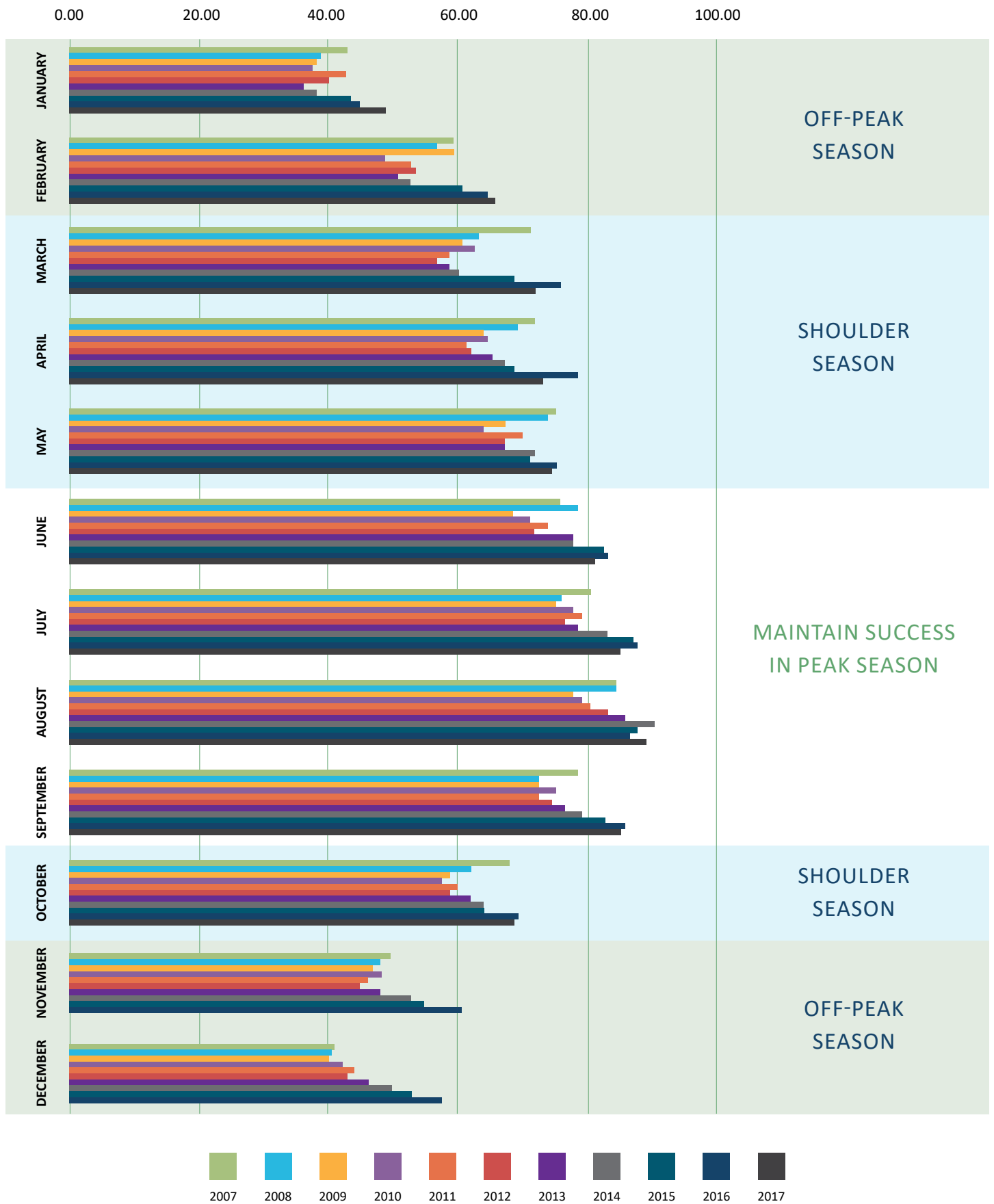
KEY MARKETS

Primary Markets: Calgary, Seattle and Vancouver

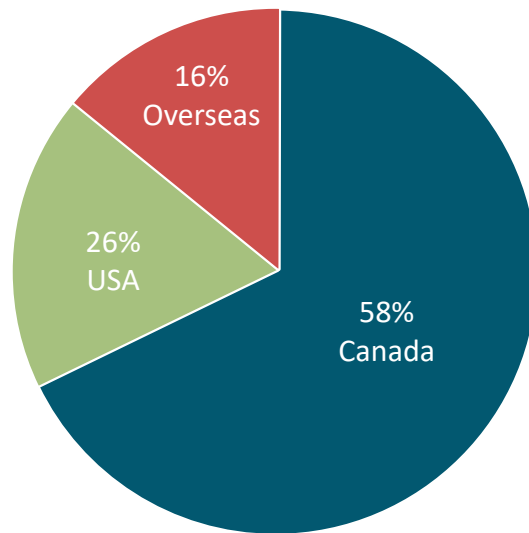
Secondary Markets: Toronto and San Francisco

Regional markets in Seattle and Vancouver continue to be the focus of Destination Greater Victoria marketing efforts. Air Canada Rouge’s addition of a seasonal direct Montreal-Victoria flight could see Montreal added as a target secondary market in 2019. The discontinuation of United Airline’s direct flight between San Francisco and Victoria is not expected to adversely affect Greater Victoria’s visitation numbers from California. California is a large, relatively close jurisdiction and Destination Greater Victoria will continue to target this market to generate visitation.

GREATER VICTORIA OCCUPANCY RATE OPPORTUNITIES IN SHOULDER SEASONS AND OFF-PEAK SEASON



2017 VISITOR ORIGIN*



Top Canadian Provinces

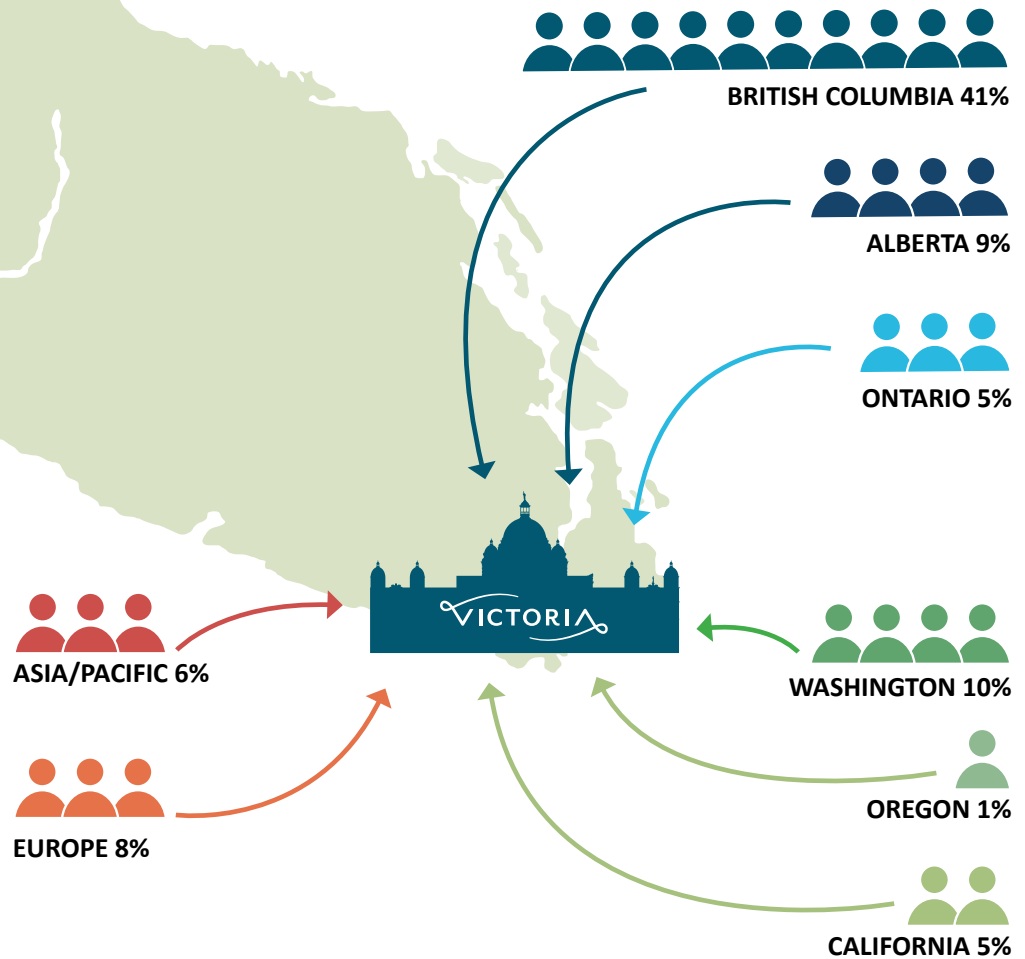
1. British Columbia
2. Alberta
3. Ontario

Top USA States

1. Washington
2. California
3. Oregon

Top Overseas Areas

1. Europe
2. Asia/Pacific



*Source: Destination Greater Victoria CMA Overnight Visitor Profile 2017. Statistics Canada ITS and TSRC data 2017.

2019 OUTLOOK

Although 2019 is not expected to see the same growth in underlying numbers as 2018, Destination Greater Victoria is still forecasting a strong year. There will be an increased focus on the leisure market segment, as well as several large conferences at the Victoria Conference Centre. These include:

These include:

April 2-4, 2019	Canadian Housing Renewal Association Annual Conference
May 25-28, 2019	BC Waste & Water Association Conference
June 4-8, 2019	Community Foundations Conference
June 23-26, 2019	First People's Cultural Foundation Canadian - National Languages Conference
July 11-13, 2019	Canadian Association of Optometrists Conference
Sept 11-12, 2019	Giant Screen Cinema Association Conference

VICTORIA CONFERENCE CENTRE

Below are the historic numbers for conferences hosted by the Victoria Conference Centre

Citywide

2017: 31

2018: 30

2019: 30 Projected (Plus five additional tentative bookings)

Conferences with room component

2017: 49

2018: 63

2019: 54 Projected (Plus 16 additional tentative bookings)

Delegate days

2017: 108,836

2018: 117,000 Projected

2019: 110,000 Projected

Business Events Victoria continues to receive enquiries for 2019. However, Greater Victoria typically benefits from compression from Vancouver meetings, events and conferences bookings. Meetings, events and conferences bookings in Vancouver are not tracking in 2019 to the same extent as in 2018. The result is less compression in meetings, events and conferences benefiting other markets, including Victoria. Business Events Victoria is grateful for its strong relationship with the Victoria Hotel Destination Marketing Association and City of Victoria. It is through this partnership that the Victoria Conference Centre has seen increased bookings in the past two years.

2019 – OPPORTUNITY FOR LEISURE TO WORK HARDER

Destination Greater Victoria is activating its new brand and marketing campaigns in primary and secondary target markets. Due in part to the flexibility that comes with a strong budget, our business focus will be able differ slightly in 2019 from 2018. Whereas 2018 saw a strong focus on the group meetings segment, 2019 is not expected to experience the same growth in this segment. To continue our momentum from 2018, Destination Greater Victoria will slightly increase its marketing and advertising efforts on the leisure travel segment. The organization will measure the success of these efforts and execution of the plan will be modified as 2019 progresses. In the long term, we expect a balanced portfolio between group, leisure and sports tourism.

MAJOR TOURISM PRIORITIES FOR 2019

Strategic Plan Refresh – Destination Greater Victoria will begin the process of refreshing its strategic plan. The current plan applies until 2021. However, to conduct a thorough process that considers the many stakeholders in the Greater Victoria tourism industry, there is work that will begin in 2019.

Finalizing the Greater Victoria Sport Tourism Commission Strategic Plan – Work is underway on the Greater Victoria Sport Tourism Commission strategic plan. A new strategic plan is necessary due to the new alignment between the Greater Victoria tourism industry and the sport community. Work on this strategic plan is expected to be complete and announced in 2019.

Meetings Conversion Focus – The number of meetings, events and conferences at the Victoria Conference Centre is expected to plateau in 2019. However, there continues to be room for growth, especially in the shoulder seasons and off-season. As more and more meetings opportunities emerge Business Events Victoria will focus on converting these opportunities to business on the books and increasing its conversion rate in the process.

BROADER CONTEXT

Destination Greater Victoria continued to see growth in top-line revenue. On January 1st, 2017 the MRDT rate for commercial accommodation increased from 2 per cent to 3 per cent, of which 2.8 per cent flows to Destination Greater Victoria. This increase combined with strong occupancy and room rates has allowed Destination Greater Victoria to invest in business units such as Business Events Victoria and the Greater Victoria Sport Tourism Commission. In 2019 we expect this growth to moderate and return to a natural growth rate trend.

IN-MARKET REPRESENTATION

Destination Greater Victoria's in-market representation will continue in Vancouver and Ottawa in 2019. However, our relationship with our general sales agent (GSA) in San Francisco ended in 2018. California and Texas remain target markets for group meetings and leisure travel business. American business will be pursued by our representatives in Vancouver and Ottawa, as well as our Business Events Victoria and marketing teams in Victoria.

BUSINESS DEVELOPMENT FUND

Destination Greater Victoria implemented a business development fund in 2014 designed to secure meetings business for the Victoria Conference Centre. This is managed out of our core funding. However, Destination Greater Victoria management will continue to approach the Destination Marketing Fund (DMF) Committee on specific activities that generate hotels stays that may require partnership between the two funds. Examples of successful deployment of business development funding includes sponsorship of conferences such as the Canadian Housing Renewal Association National Conference, North American Garden Conference and Travel Tourism Research Association Conference. These conferences generate large numbers of room nights and showcase our destination to important national and international organizations.

MAJOR EVENTS PROGRAM

Last year saw several new major events initiatives by Destination Greater Victoria. These include IMPACT Travel & Tourism Sustainability Conference (IMPACT), Capital City Comic Con and assuming leadership of Northwest Deuce Days. IMPACT and Capital City Comic Con were both very successful and will be held again in 2019. These conferences are held in January and March respectively to support our hotels, restaurants and attractions in the traditional tourism shoulder season and off-season. Destination Greater Victoria will continue to pursue new opportunities to create its own major events. It is a core component of the organization's strategic direction. For example, the major events program will create a not-for-profit to administer the 55+ BC Games to ensure maximum benefit for our member businesses.

GREATER VICTORIA SPORT TOURISM COMMISSION

On April 1, 2018 SportHost Victoria ceased operations and came under the auspices of Tourism Victoria (now Destination Greater Victoria). The organization was renamed the Greater Victoria Sport Tourism Commission. The formal arrangement allows for a closer working relationship between the tourism industry and local sports community. The Greater Victoria Sport Tourism Commission is conducting consultations pertaining to a new strategic plan, which will be finalized in 2019. Greater Victoria hosts over 100 sporting events each year that contribute \$117 million to the local economy. Previous partnerships occurred on an ad hoc basis. Going forward, the creation of the Greater Victoria Sport Tourism Commission will mean local businesses and our communities will reap the full benefit of hosting sporting events.

PARTNERSHIPS IN THE MEETINGS CHANNEL

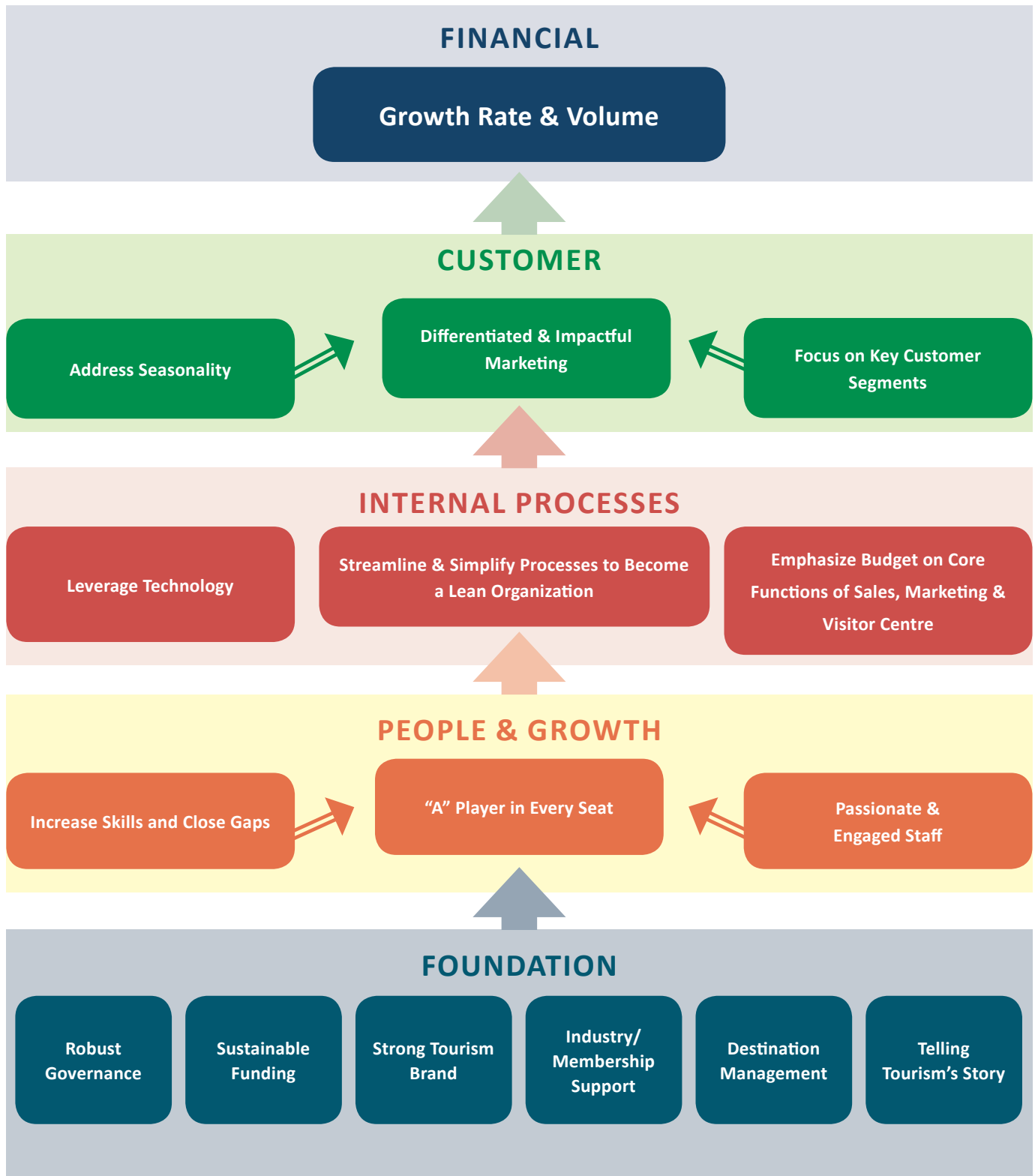
HelmsBriscoe – we will be continuing in our “Valued Partner” partnership with HelmsBriscoe which provides us with increased opportunities to connect with their network of 1300+ planners to increase the number of leads to the destination.

CVent – Business Events Victoria partnered with CVent in the meetings channel to increase marketing and sales reach. 2018 results to date have shown increases of 122% for room nights and 71% in leads sent to Destination Greater Victoria through the CVent channel.

DESTINATION GREATER VICTORIA STRATEGY MAP

Strategy Focused – Destination Greater Victoria is a strategy-focused organization and pursues its business plan vigorously to achieve desired business results for its member-businesses.

Destination Greater Victoria measures hard return on investment (ROI) on every initiative and adjusts its tactical plans accordingly.



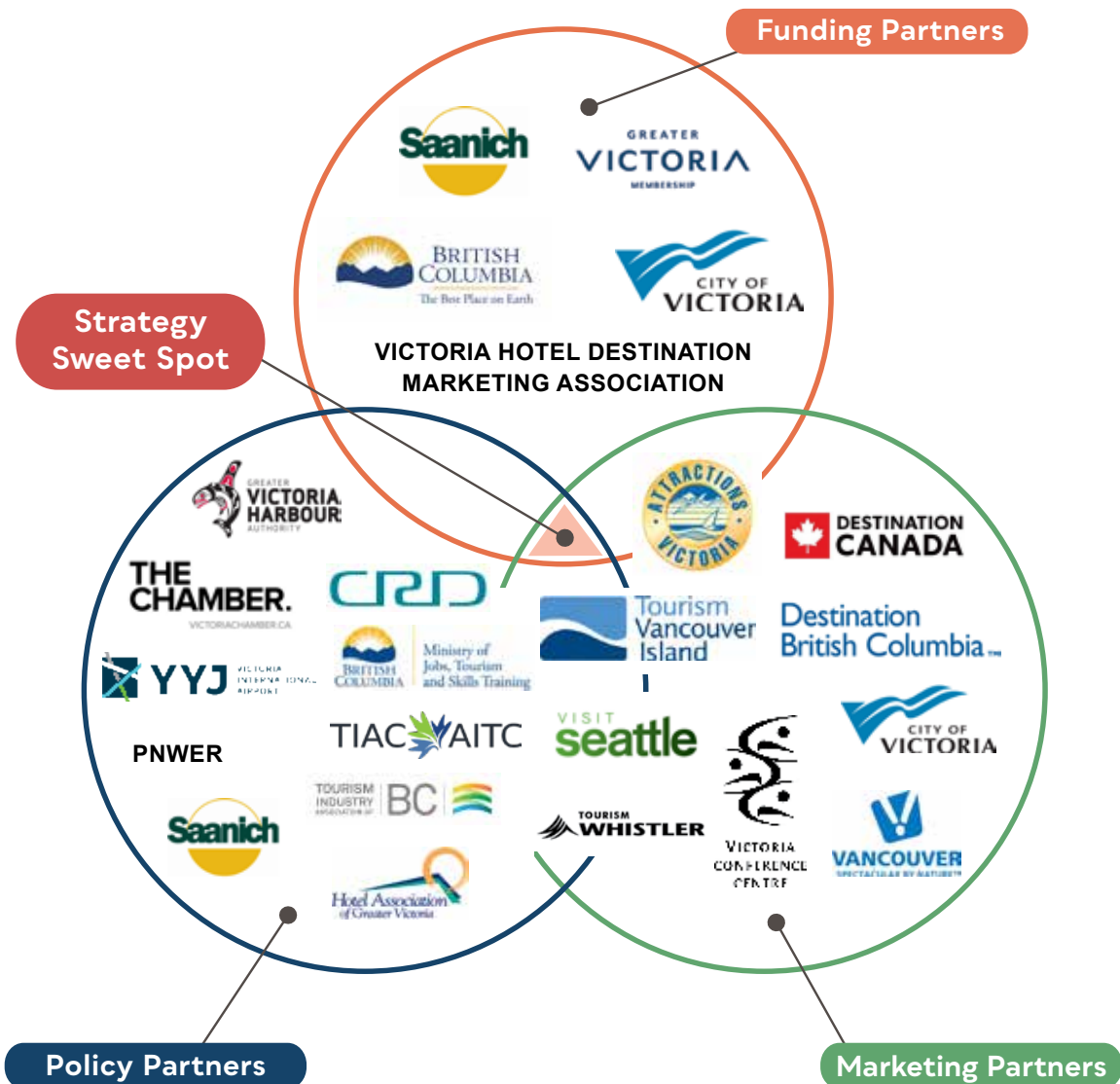
ALIGNMENT

The 2018 Business Plan continues the strategy of aligning Destination Greater Victoria’s three channels: marketing, travel trade and travel media/communications. These three areas continue under the same leadership structure to ensure cohesive execution of activities.

Marketing of business units such as Business Events Victoria and the Greater Victoria Sport Tourism Commission are the responsibility of the Destination Greater Victoria marketing team as well.

STAKEHOLDER ENVIRONMENT

Maintaining valued and trusting relationships with key stakeholders and partners is necessary for success in the Greater Victoria tourism industry. These stakeholders include Destination Greater Victoria funding partners such as the City of Victoria, District of Saanich and Victoria Hotel Destination Marketing Association, marketing partners such Destination Canada and Destination BC and policy partners such as the Greater Victoria Chamber of Commerce and Greater Victoria Harbour Authority (GVHA). These organizations and many more utilize their strengths through collaboration to further the Greater Victoria tourism industry.



BUSINESS ACTIVITIES

CORPORATE COMMUNICATIONS AND DESTINATION MANAGEMENT

STRATEGY

Develop and execute on communications that align with strategic direction of Destination Greater Victoria. The purpose of Destination Greater Victoria's corporate communications is to inform the public through local media and social media the Greater Victoria tourism industry's positive contribution to the economy and community. Destination Greater Victoria operates in an area of public scrutiny. It must continually demonstrate to local policy makers, stakeholders and the public at large its value marketing the destination.

TACTICS

- Tell tourism's story throughout the year and specifically during Tourism Week.
- Reinforce success and key messages in local media and social media.
- Highlight common goals and priorities Destination Greater Victoria has with other local stakeholders.
- Communicate research and trends in Greater Victoria's tourism industry and how Destination Greater Victoria is capitalizing and adapting to changes in the local tourism economy.

PARTNERSHIPS

City of Victoria, District of Saanich, BC Ferries, Victoria Airport Authority, 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.

BUSINESS ACTIVITIES

CONSUMER MARKETING, TRAVEL TRADE, TRAVEL MEDIA

STRATEGY

Deliver on a year-round, three-channel approach: integrated marketing, communications and travel trade. The goal is to drive incremental yield to the region, focusing on measurable room-night increases in the shoulder seasons and off-season and delivering value to stakeholders. Collectively, the marketing and communications team focuses on eight strategic priorities:

Promote Greater Victoria as a compelling, year-round destination

1. Increase Greater Victoria products and experiences.
2. Drive measurable visitation to Destination Greater Victoria-owned conferences and events.
3. Leverage latest technologies, platforms and systems to stay ahead of the competition.
4. Drive strong calls-to-action (CTA) and promote measurable conversion.
5. Leverage partnerships and co-investment opportunities with Destination BC, Destination Canada and other entities that align with Destination Greater Victoria's own objectives.
6. Enhance the promotion of the Greater Victoria area to drive regional disbursement.
7. Increase length-of-stay to boost destination revenues.

MARKETING B2C: ADVERTISING, B2C PROMOTION ACTIVITY, AND CONTENT MARKETING

STRATEGY

Following the 2018 destination brand strategy work, all marketing efforts will have new brand assets and brand communications. The refreshed look, tone-of-voice and brand story will enable our marketing messaging to be consistent and move toward increasing our destination sentiment index in 2019.

TACTICS



There will be a shift to deliver an "always-on" approach, with increased activity in the shoulder season and off-season. Marketing efforts will continue through peak periods with efforts such as social media and blogs. Paid marketing campaigns will only be activated in the shoulder seasons and off-season. Marketing activity will leverage in-house creative production, using the very best and most current assets. The marketing tactics are aligned with the organization's five-year strategic plan and its 2019 enterprise Balanced Scorecard.

1. Grow yield.
2. Address seasonality.
3. Grow engagement and visits to Destination Greater Victoria website.

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, with dedicated campaign themes to address the shoulder season and off-season.

Data and campaign information will be used to analyze consumer insights, ensuring budgets are effectively allocated. Digital channels will collect this information. Where budget allows, integrated traditional media channels will also be used.

Each campaign will drive a strong CTA. We will invest in attribution-modeling, enabling us to measure hotel revenues and room nights for the destination. We will continue to work with member partners to ensure content, offers and value-ads are current and consumer-centric.

GEO-MARKETS

Key geographical regions driving direct leisure visitation continue to be primary markets: Seattle, Vancouver and Calgary; and secondary markets: San Francisco, Toronto and Edmonton.

ACTIVATION

As more data-driven campaigns and insights are developed, the geographic focus will adjust to more consumer-centric targeting. The goal is for the campaigns to maximize ROI for the region.

Destination Greater Victoria will ensure the destination is top-of-mind for consumers with an intent to travel and that reside near the destination. Specific themes will be the focus throughout the marketing calendar, especially for driving need-period business. Destination Greater Victoria will also promote destination strengths through the brand strategy, such as mild climate, different pace and uniqueness as a destination.

COLLABORATIVE APPROACH

Destination Greater Victoria will work in partnership with stakeholders and financial supporters, providing platforms to drive measurable visitation in the accommodations sector. In addition, Destination Greater Victoria will work with Destination B.C. and Destination Canada, leveraging budgets and platforms when it aligns with Destination Greater Victoria's objectives.

TRAVEL TRADE B2B: JOINT MARKETING AGREEMENTS, TRAVEL TRADE SUPPORT AND MARKET SUPPORT.

STRATEGY

Maintain existing travel trade/B2B relationships and at the same time, leverage these relationships to grow incremental, shoulder-season business from key international markets. There will be collaboration with tour operator partners, developing joint marketing agreements that provide a strong ROI and educate local receptive tour operators (RTOs) to sustain measurable growth year-over-year.

The travel trade segment is complex; each market varies in terms of its requirements, investment and relationships. Destination Greater Victoria is aligned with Destination B.C. and, to a lesser degree, Destination Canada in long haul/international markets - ensuring support in markets where Destination Greater Victoria has allocated smaller budgets. Our objectives focus on positioning the Greater Victoria region as an overnight destination for international consumers via business-to-business (B2B) channels, building new and interesting itineraries, growing market share from competitive destinations such as Vancouver and Richmond (based on availability) and showcasing the diverse network of tourism experiences and accommodations that resonate with our international clientele.

TACTICS

Through Core and Destination Management Fund (DMF) budgets, Destination Greater Victoria will identify travel trade partners, including wholesale and retail partners with an ability to demonstrate year-over-year sales and room night growth. The U.S. consortia program will see a partnership with Signature Travel Network (STN) for a third consecutive year. Results continue to be strong in key indicators for the destination, delivering increased yield, dispersion across the region's hotel product and room-night production. The STN partnership will be focused on California, though it will grow into more U.S. markets that offer direct flights or efficient one-stop access. Programs will include direct mail to the STN client database, in-store promotions, FAM support and agent training via the annual STN conference.

Efforts related to tour operators and RTOs will increase in 2018, with a greater emphasis on long-term partnerships. In addition to FAM support, Destination Greater Victoria will target at least one tour operator or RTO per key market to develop joint marketing-agreements that deliver incremental growth for the destination during the shoulder seasons and off-season. The joint marketing efforts will leverage existing direct relationships or build on in-market efforts of Destination B.C. or Destination Canada. Each program will have set objectives agreed by both parties and provide a minimum of 5:1 ROI.

Destination Greater Victoria will develop a US/Canada sales mission led by the travel trade manager responsible for the market, with a combination of in-house training opportunities and a hosted Destination Greater Victoria event. Destination Greater Victoria will also leverage Destination Canada marketplaces in China, Japan and Mexico as well as the bi-annual Corroborree initiative into Australia.

In partnership with the GVHA and key stakeholders, Destination Greater Victoria will activate an integrated destination approach at Seatrade Cruise Global 2019. We will continue working collaboratively with the GVHA, providing strategic insight, research and marketing assets to drive awareness of our destination and increase opportunities to optimize overnight possibilities.

Hosting key clients in-person from targeted international markets is a major tactic to showcase our destination. Destination Greater Victoria will work closely with 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. Destination Greater Victoria will continue 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. South Korea

ACTIVATIONS

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

Destination Greater Victoria has built a year-long calendar of trade activities that focus on driving business in

shoulder seasons and off-season. The goal is to showcase Greater 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.

COLLABORATIVE APPROACH

Destination Greater Victoria will work in partnership with its members, providing platforms to drive measurable room night and experience revenues via travel trade and will work closely with Destination B.C. and Destination Canada, leveraging their activities and in-market opportunities that align with Destination Greater Victoria's own corporate objectives. Partnership activity will be developed with the GVHA and Victoria International Airport as well.

TRAVEL MEDIA: IDENTIFYING AND PITCHING MEDIA OUTLETS, JOURNALISTS AND KEY INFLUENCERS.

STRATEGY

2019 will be the first full year for Destination Greater Victoria's new integrated media/influencer team. With the continuing growth across key social media channels that inspire travel, the team now includes a Manager of Influencer and Media Relations, supported by a Specialist, Media Relations. Destination Greater Victoria will continue to provide support to traditional media and outlets that increase destination awareness and consumer intent to visit.

TACTICS

The efforts of the travel media team will deliver on two areas:

1. Earned media
2. Paid media/influencer

2019	
PLACEMENTS	250

With the significant shift in the travel media landscape and growth of the social influencer space, we will dedicate budget to paid influencer visits to those influencers that can demonstrate ROI for the destination.

In the traditional space of earned media, we will leverage the opportunities provided via Destination BC and Destination Canada in international markets (see Geo-Markets) and stand-alone programs in regional markets.

Destination Greater Victoria will be proactive in pitching interesting and unique Greater Victoria stories to compel media to visit, or leverage existing content for the destination.



STRATEGY

Market and promote Greater Victoria as a meetings destination, generate lead opportunities and convert these opportunities to conference bookings and booked room nights. BEV's focus is to book more meetings in future years to provide a solid group base for hotels and drive room nights during the shoulder seasons and off-season.

TACTICS

Invest in opportunities to host and partner in conferences to showcase the destination

- Hosting Meetings Today Live to bring important group of 25 to 30 meeting planners to Greater Victoria.
- Partnership opportunities with key industry conferences held regionally to bring key clients to our Destination (2019 CSAE held in Vancouver).

Vertical Sector Strategy

- Focus on sectors (Clean Tech & Natural Resources) where Greater Victoria has a competitive advantage to encourage international organizations of these sectors to hold meetings in the destination - leveraging economic strengths.
- Partner and align with Business Events Canada's Vertical Sector Strategy.

In-Market Sales Activities and Client Events

- In-market general sales agents (GSAs) actively soliciting new lead opportunities and client interaction through in-market sales calls and attendance at local industry events.
- Hosting client events in BEV's key markets and partnering on client events with Business Events Canada.

Third-Party Partnerships

- Partnering with major third-party meeting planner organizations - HelmsBriscoe, CVent - to increase marketing presence and lead opportunities.

Customer Advisory Board

- The first meeting of the board will be in January 2019. This is an opportunity to have influential members of the meetings industry provide insight and collaborate with us on how to improve our meetings Program.
- The Customer Advisory Board will provide BEV with a strong foundation to develop the meetings program to meet the needs of industry professionals and, ultimately, make Greater Victoria a more desirable destination to host meetings.

Familiarization Tours and Site Visits

- Host clients for destination FAM trip.
- Collaborate with hotel partners to host site visits for clients pursuing business opportunities in the destination and convert these site visits to business-on-the-books.

Tradeshows

Presence and participation at industry tradeshows and events in Canada and the U.S. (see attached calendar for list of Tradeshows)

- Business Events Victoria works with hotel partners to host destination booth at tradeshows (IMEX, Canadian Meetings & Events Expo, CSAE, Tête-à-Tête) that promotes the destination and increases business opportunities.

Strategic Partnerships and Membership Database Lead Generation

- Utilize key client databases (empowerMINT, ICCA, AMC, ASAE) to research and prospect new lead opportunities for the destination.

Marketing

- Rebrand of Business Events Victoria - market new meetings video, tradeshow booth design and activation.
- Marketing campaign for meetings with focus on incentives for accessibility and transportation options to our destination.
- Ongoing creation and updating of marketing collateral (photography, bid books) for further promotion of our meetings destination.
- Local Host program to market to local ambassadors and bring conferences to Victoria with targeted focus on our local academic community.
- Cities in Sync marketing initiatives to leverage opportunities in the Canadian association market. (joint sponsorships at major tradeshows – CSAE, IncentiveWorks, PCMA, Industry Events).

Victoria Conference Centre

- Business Development Fund provides financial opportunities to sponsor conferences that help showcase the destination, drive awareness and increase room nights and revenue during the shoulder seasons and off-season.
- Focus on city-wide conferences to create compression and drive room nights and rates in the destination.

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
DC – Washington

TARGETS

Performance Measures

All performance measures tie back to the Balanced Scorecard framework.

	2019
NUMBER OF RFPS	230
POTENTIAL ROOM NIGHTS	80,000
CONFIRMED ROOM NIGHTS	23,500
VCC DELEGATE DAYS	110,000
VCC REVENUE	\$1.2 MILLION

2019 SALES ACTIVITIES

JANUARY	28-29	Destination Direct Canada Hosted Buyer	Ottawa	DT/EO
	30	Canadian Society of Association Executives (CSAE) - Tête-à-Tête Trade Show	Ottawa	DT/EO
	TBC	Sales Calls	Montreal	DT
FEBRUARY	6-8	AMC Annual Conference	Austin	ML
	14-15	CSAE Winter Summit	Burlington, ON	DT
	TBC	Meeting Professionals International (MPI) Northern California Annual Expo & Conference	San Francisco	DJ
MARCH	TBC	MPI Charity Auction Dinner	Ottawa	DT
	26-28	GM Missions	Ottawa/Toronto/ Montreal	MJ/ DT
APRIL	TBC	Sales Calls	Toronto	DT
	4	Global Meetings Industry Day (GMID)	Vancouver	DJ
	4-6	MPI The EVENT	Montreal	DT
	TBC	Prestige Event	Portland	DJ
MAY	TBC	Prestige Event	Seattle	DJ
	TBC	HelmsBriscoe Annual Business Conference	TBC	ML
	TBC	MPI Prix Prestige Gala & Cities in Sync Sales Mission	Ottawa	DT
JUNE	2-5	BEV Spring FAM	Victoria	Team
	3	CSAE O/G Golf Tournament	Ottawa	DT
	15-18	MPI WEC	Toronto	DT/MJ
	TBC	Business Events Canada (BEC) Client Event	Seattle	DJ
	TBC	MPI Celebration of Excellence Awards Gala	Vancouver	DJ
	TBC	Sales Calls	Seattle	DJ
JULY	TBC	Sales Calls in Conjunction w/WEC	Toronto	DT
	TBC	CSAE Trillium Summer Summit	TBC	DT
AUGUST	TBC	Incentive Canada	TBC	DT
	10-13	American Society of Association Executives (ASAE) Annual Meeting & Expo	Ohio	ML
	TBC	Sales Calls in Conjunction with IncentiveWorks	Toronto	DT
	TBC	Connect Corporate/Association Expo	TBC	ML
SEPT.	13-14	Canadian Meetings & Events Expo (formerly IncentiveWorks)	Toronto	DT
	29 – Oct.2	Meetings Live	Victoria	Team
	TBC	Sales Mission	Alberta	DJ
OCTOBER	TBC	CSAE O/G September Kick-off	Ottawa	DT
	16-18	IMEX America Trade Show	Las Vegas	ML
	23-25	CSAE National Conference & Showcase	Vancouver	DJ/EO/MJ
	TBC	Sales Mission	Seattle	DJ
	TBC	Sales Calls in conjunction with BEC Event	Washington, DC	ML
N	TBC	BEC Annual Event	Washington, DC	ML
	17-19	PCMA CIC Conference	Quebec City	DT/MJ
DEC.	TBC	Cities In Sync Sales Mission & MPI & CSAE Holiday Events	Toronto/Ottawa	DT
	TBC	MPI BC Chapter Holiday Event	Vancouver	DJ
	TBC	CSAE BC Chapter Holiday Event	Vancouver	DJ

BUSINESS ACTIVITIES

MAJOR EVENTS AND CONFERENCES

STRATEGY

Continued focus is building on opportunities for major events and conferences that will drive room nights on a regular basis, with a focus on the shoulder seasons and off-season.

TACTICS

Examples of major events that Destination Greater Victoria will focus on executing in 2019 and beyond include:

- Continued growth of January's annual IMPACT Sustainable Tourism & Travel Conference (IMPACT). The attendance in 2018 was 170 delegates, which created 150 room nights. The forecast for IMPACT in 2019 is for over 250 delegates and more than 200 room nights, as well as continued growth and international exposure.
- Continued growth of March's Capital City Comic Con. There were over 7500 attendees in 2018, which created over 430 confirmed hotel room nights according to survey results. The forecast for 2019 is for over 10,000 attendees and an increase in rooms nights. The venue could be expanded to increase maximum capacity on peak days.
- A Partnership with the Canadian Garden Council and Gardens B.C. successfully relocated the 2019 North American Garden Tourism Conference to Victoria in March 2019, with the potential to host the international equivalent in 2020. The partnership aligns with the Destination Greater Victoria's strategic goal of an annual garden festival.
- Providing logistical support for important events like Northwest Deuce Days, as well as work to secure the event for 2019 and 2022.
- Project management and logistical support for events such as the 55+ BC Games, which were awarded to Greater Victoria following a bid by the Greater Victoria's Sports Tourism Commission. The event will be held in 2021.

PARTNERSHIPS

Major events will rely on the support of the Hotel Association of Greater Victoria and Destination Greater Victoria's members. Each platform/event will consist of partners/stakeholders with specific knowledge and reach for the targeted attendees. Specific examples are as follows:

IMPACT
SUSTAINABILITY
TRAVEL & TOURISM

IMPACT Partners:

Synergy Enterprises

Beattie Tartan

Starrboard Enterprises Inc.



Capital City Comic Con Partners:

National Toy Museum of Canada

Downtown Victoria Business Association



Northwest Deuce Days

SOURCES OF FUNDING

All events in the start-up phase will require the financial support of Destination Greater Victoria and its partners. The goal is that each event will become independently viable in two to three years, and self-supported through delegate registration, tickets sales, exhibitor space, sponsorship and advertising.

TIMEFRAME

Annual events will be held in specific months, with a focus on January to April and November to December. These months are the shoulder seasons and off-season for the Greater Victoria tourism industry. Holding major events in these months provides an opportunity for growth. Although the events will be held in specific months, execution, promotion and project management is required year-round.

TARGETS

Gross revenue, Destination Greater Victoria's impact calculator, CRM program analytics, post surveys and reviews will all be used to evaluate major events.

Performance Measures

All performance measures tie back to the Balanced Scorecard framework.

	2019
ROOM NIGHTS	3,000
DELEGATES/ATTENDEES	12,000
PORTFOLIO NET REVENUE	15,000



STRATEGY

Apply destination knowledge and outstanding customer service in interactions with visitors desiring information and booking services that help create an unforgettable travel experience. The goal through Visitor Services' visitor interactions is to extend lengths-of-stay and encourage repeat visitation. In connection with Destination Greater Victoria's five-year strategy, this includes:

- Ticket Centre sales for our members
- Grow rate and volume
- Address seasonality
- Remain highly rated in membership survey: 2017 satisfaction was 72%

TACTICS

The Visitor Centre provides one-on-one, phone and e-mail counselling, as well as active Trip Advisor account management. Destination Greater Victoria deploys volunteers to interact with visitors and locals in the downtown core, the Victoria Inner Harbour, Ogden Point, city conferences (Conference Delegate Visitor Servicing) and at major festivals and events. These volunteers provide similar services to counsellors in the Visitor Centre, and refer people to the Visitor Centre as needed.

RATIONALE

Visitor Services is a core function of a major destination marketing organization. The ability to handle customer enquiries, recommend and sell great member products, extend lengths-of-stay, handle issues professionally and promote other Destination B.C. network locations is central to the Visitor Centre mandate.

ACTION STEPS

- Professional and continuous sales training for all front-line staff to ensure product knowledge, clear sales targets and robust customer service. Growing the business of the Visitor Centre is an important considering in the education of Visitor Centre staff.
- Collaboration with members and potential partners.
- Additional training for permanent staff – Developing skills to manage volunteers and seasonal sales staff, as well as providing leadership training.
- Participation in Destination B.C. network programs.
- Ongoing product knowledge training.
- Enhancement of the volunteer program and elevating their presence for growth in volunteer numbers, hours and impact.

PARTNERSHIPS

Visitor Services partners with the City of Victoria, District of Saanich, Greater Victoria Harbour Authority, Destination British Columbia, Destination Canada, Downtown Victoria Business Association.

SOURCES OF FUNDING

Destination Greater Victoria receives grants for Visitor Services from the City of Victoria and District of Saanich. These grants are augmented by membership revenues, incremental advertising opportunities and commissions on ticket sales from member products and services.

The loss of a \$120,000 grant from Destination B.C. will create some business challenges to Visitors Services in 2019. Destination Greater Victoria plans to recover this loss of funding with increased commercial success.

TIMEFRAME

Visitor Services is predominately a year-round business line, but is closed on Christmas Day, Boxing Day and New Year's Day, as well as for all-staff training days throughout the year.

EVALUATION

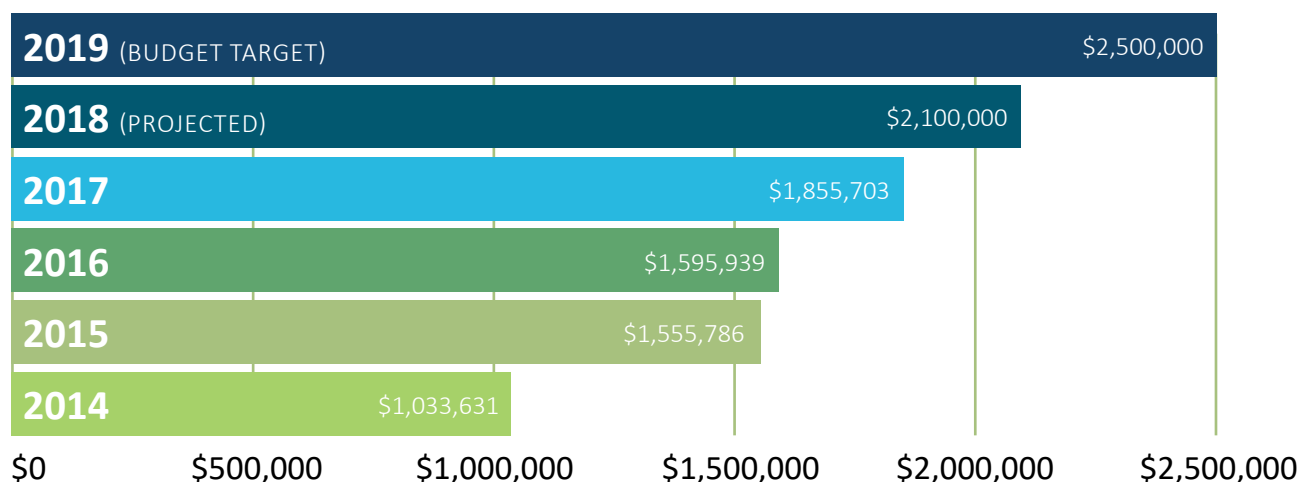
Metrics include gross ticket revenue, point-of-sale (POS) analytics including fair distribution of member products, foot traffic counter, average booking value, closing ratio and volunteer hours.

PERFORMANCE MEASURES

Performance measures reflect in the Balanced Scorecard framework. Examples for 2019 include:

- Gross ticket sales targets of member products and services: The more product Visitor Services sells for Destination Greater Victoria members the more profitable their businesses are, and in turn more commission is made to support Visitor Services.
- Foot traffic counter in the Visitor Centre: The more people entering the Visitor Centre, the more opportunities there are to help create an unforgettable travel experience.
- Average Booking Value: To ensure staff are focusing on high yield member products where possible.
- Closing ratio: To ensure staff are attending to visitors and converting these interactions to sales for Destination Greater Victoria members.
- Number of hours volunteers commit in the volunteer program: If the program is engaging and interesting, then there should be more volunteers hours by the volunteers.

VISITOR CENTRE TICKET SALES



STRATEGY

The Greater Victoria Sport Tourism (GVSTC) conceptualizes sport tourism as a major visitor attraction. Sport offers a unique contribution to tourism, especially in a natural environment that lends itself so well to sport such as in Greater Victoria.

On September 6, 2018 the GVSTC held a strategy workshop for 50 representatives from national and provincial sport organizations, recreation departments, facilities, teams, and the hospitality industry. This gathering was the first full attempt to bring core members of the sport community together to talk about a sport tourism strategy for the next three to five years. The GVSTC is now working with a workshop facilitator to define this strategy.

The first Sport Tourism Committee meeting was held November 1, 2018. The strategy was presented and discussed during that meeting.

The GVSTC is bidding on significant national and international events that raise the profile of Greater Victoria as a sport tourism destination. The goal is to generate new tourism business, and to achieve widespread international recognition. At the same time, the GVSTC will continue to support the dozens of smaller sporting events - both local and provincial - that take place in the Greater Victoria region every year. These events remain very important to the local tourism economy.

TACTICS

As the GVSTC bids on more significant events, the organization will take advantage of the excellent in-house marketing and creative expertise at Destination Greater Victoria. This is an advantage over what was previously possible at SportHost Victoria. The bid documents are professional, attractive and have already helped achieve successful bids. Through calls, meetings and professional development events we are also spreading word that Greater Victoria is open for sports tourism business.

PARTNERSHIPS

Major efforts have preserved and enhanced partnerships since the GVSTC was launched in April. As a membership-driven organization, the GVSTC is working hard to improve its newsletter, sports calendar, workshops and networking events for members in the business and hospitality industry. Ninety per cent of SportHost Victoria's members are members of the GVSTC. In addition, six new members have joined. All 13 municipalities in Greater Victoria wrote letters of support for the 2021 55+ BC Games bid. The GVSTC's goal is to have all 13 municipalities join as members in 2019.

SOURCES OF FUNDING

- MRDT
- DMF – On specific activities that generate hotel stays
- Membership revenue

2019 ENTERPRISE BALANCED SCORECARD

Unit	2015 Result	2016 Result	2017 Result	2018 Target	2019 Target
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GREATER VICTORIA TOURISM INDUSTRY INDICATORS ¹						
Accommodation Occupancy Rate	%	70.16	74.23	73.42	71.70 ²	74.20 ²
Average Daily Room Rate	\$	147.74	159.55	169.19	167.00 ²	171.00 ²
RevPAR	\$	103.65	118.43	124.21	120.00 ²	129.00 ²
Conference Centre Delegate Days	#	96,590	106,808	108,836	109,000	110,000
YYJ Airport Arrivals	#	1,710,825	1,856,421	1,934,842	---	---

FINANCIAL PERSPECTIVE						
Marketing Campaign ROI	ratio	78:1	58:1	56:1	30:1	36:1
Business Events Confirmed Room Nights	#	12,788	12,169	22,966	20,000	23,500
Victoria Conference Centre Revenue	\$	949,501	1,132,846	1,330,263	1,100,000	1,200,000
Visitor Centre Ticket Sales	\$	1,555,786	1,595,939	1,855,703	1,800,000	2,500,000
Gross DGV Membership Services Revenue	\$	995,100	1,096,784	1,095,378	1,200,000	1,200,000
Gross GVSTC Membership Revenue	\$	---	---	---	---	100,000
Room Nights Attributable to Sport Tourism	#	---	---	---	---	8,000
Room Nights Attributable to Major Events and Conferences	#	---	---	---	---	3,000
Major Events and Conferences Attendees	#	---	---	---	---	12,000
Major Events and Conferences Portfolio Net Revenue	\$	---	---	---	---	15,000
Proportion of Gross Revenue Allocated to Labour	%	35.7	35.8	29.8	33.0	35.0

CUSTOMER PERSPECTIVE						
Sessions on TourismVictoria.com Total Digital Platform	#	1,858,674	2,133,963	1,836,529	2,000,000	2,000,000
Travel Media & Influencer Placements	#	350	319	329	325	250
New Business Leads for Members (BEV and Leisure)	#	307	328	484	375	400
Incremental Overnight Tour Programs	#	23	16	12	20	20
Travel Trade Cooperative Programs ROI	ratio	---	---	---	5:1	5:1
Business Events Potential Room Nights	#	42,040	56,058	77,263	70,000	80,000
Sport Tourism Potential Room Nights	#	---	---	---	---	30,000

¹Source: Chemistry Consulting Group – Victoria Tourism Bulletins.

²Source: Chemistry Consulting Group – Greater Victoria Occupancy, ARR and RevPAR Projections Report 2017.

INTERNAL PROCESS PERSPECTIVE

Annual Savings Attributable to Process Efficiencies	\$	26,950	16,389	18,950	7,500	10,000
Accuracy of Quarterly Financial Forecasts	%	---	---	---	---	Within 5%
Cascading Balanced Scorecard	---	---	---	---	---	Complete

LEARNING AND GROWTH PERSPECTIVE

Employee Engagement Composite Measure	%	Underway	63.3	65.7	68.0	70.0
Median Years of Employee Tenure	#	---	---	---	---	2.3
Staff Undertaking Professional Development	%	---	---	---	---	100
Organizational Continuity Program	---	---	---	---	---	Underway

FOUNDATION

Member Satisfaction Rate (Satisfied or Neutral)	%	97	97	90	90	90
Board and Committee Meetings Participation	%	---	---	---	---	80
Local Media Placements	#	130	134	118	115	115
Political Briefings or Opportunities	#	40	40	41	40	45
Community Support for Tourism	---	---	---	---	Benchmark	Monitor

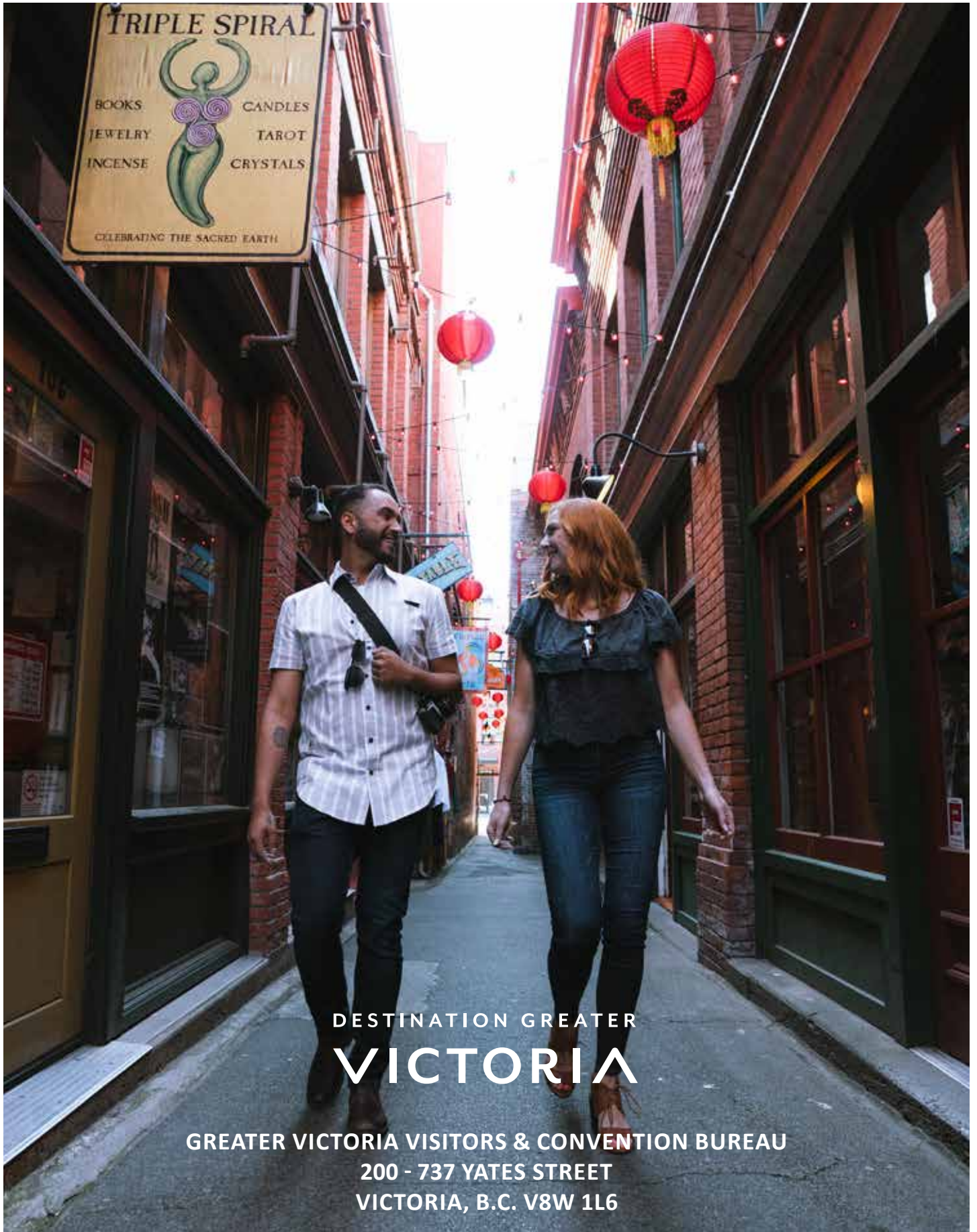


GREATER VICTORIA VISITORS & CONVENTION BUREAU

2019 BUDGET OVERVIEW

Ordinary Income/Expense	BUDGET 2018	FORECAST 2018	BUDGET 2019	REF #'s
Income				
Total Commission Revenue	198,110	231,539	250,843	1
Total Destination Marketing Fee (DMF)	1,543,000	1,527,500	1,784,000	2
Total Fundraising (Travel Auction)	29,000	31,560	0	3
Total Grant Revenue	158,000	148,000	30,000	4
Total Hotel Tax Revenue	5,303,400	6,026,288	5,766,168	5
Total Membership Services	1,258,000	1,247,110	1,247,275	6
Total Miscellaneous Revenue	27,301	30,441	23,842	7
Total Retail Sales	74,860	73,951	74,194	8
Total Income	8,591,671	9,316,389	9,176,321	
Total COGS	64,700	64,496	64,614	
Gross Profit	8,526,971	9,251,893	9,111,707	
Expense				
Marketing Expenses				
Total Advertising	1,056,500	1,565,872	1,232,000	9a
Total Business Events Victoria	1,153,500	1,341,767	1,361,780	9b
Total General Marketing	517,500	215,638	201,600	9c
Total Major Events & Conferences	368,300	380,553	296,335	9d
Total Publications	289,100	240,155	215,000	9e
Total Research	65,400	78,426	102,280	9f
Total Corporate Communications	21,500	25,369	134,550	9g
Total Sports Tourism Commission	112,000	250,172	145,000	9h
Total Travel Media	169,350	274,061	166,444	9i
Total Travel Trade	455,000	348,235	304,810	9j
Total Website	279,830	290,083	311,864	9k
Total Marketing Expenses	4,487,980	5,010,330	4,471,662	
Operating Expenses				
Amortization	119,800	91,516	85,000	10
Total Communications	30,400	84,486	95,980	11
Total Facilities Rent & Taxes	480,100	409,682	455,954	12
Total General Travel & Conferences	75,190	86,167	70,560	13
Total Grants & Sponsorships	107,200	126,361	95,000	14
Total Interest & Bank Charges	72,700	92,565	98,990	15
Total Membership Events	98,080	74,141	95,230	16
Total Operating Supplies	121,450	155,715	157,690	17
Total Professional Services	268,580	387,031	246,112	18
Total Utilities & Premises	25,870	35,091	39,540	19
Total Operating Expenses	1,399,370	1,542,756	1,440,057	
Total Wages & Benefits	2,633,300	2,926,329	3,199,988	20
Total Expense	8,520,650	9,479,414	9,111,707	
Net Income	6,321	(227,522)	0	21

NOTES



TRIPLE SPIRAL
BOOKS Candles
JEWELRY TAROT
INCENSE CRYSTALS
CELEBRATING THE SACRED EARTH

DESTINATION GREATER
VICTORIA

GREATER VICTORIA VISITORS & CONVENTION BUREAU
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