

2022 Annual Report

DESTINATION GREATER
VICTORIA

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Message from the Chair



Darlene Hollstein
Chair, Board of Directors

It is my pleasure to welcome you to Destination Greater Victoria's (DGV) Annual General Meeting. I would like to acknowledge that we are meeting, and DGV is based, on the traditional territory of the Lekwungen-speaking peoples; the Songhees Nation and the Esquimalt Nation, whose historical relationships with the land continue to this day.

It is fitting that our AGM is taking place during BC Tourism Week – a time when all tourism partners come together to champion and promote BC's destinations, tourism businesses and employees.

Today, we gather to reflect on the past year's achievements and to look forward to the future with renewed optimism and determination. Our theme for this year's meeting is "Recovery," and I am proud to report that Destination Greater Victoria has made significant strides in achieving this goal.

Despite the unprecedented challenges posed by the COVID-19 pandemic, DGV's team has worked tirelessly to support our local tourism industry and help our visitor economy recover. I also want to acknowledge and applaud the resilience, fortitude, and determination of each and every one of Destination Greater Victoria's members.

2022 was a challenging year for all of us, but the organization turned uncertainty into an opportunity. Supported by DGV's strong marketing as well as effective planning and strategy execution, Greater Victoria's accommodations sector outperformed the country's top destinations by double digits during the spring and summer of 2022. Average daily rate for 2022 was 23 per cent above 2019, and RevPAR was 14 per cent higher. We are continuing to build on this momentum, and the outlook for 2023 is pacing as well as or better than 2022.

This success is a testament to the resilience and hard work of our members, the dedication and focus of DGV's team, and valuable support and strategic guidance from the Board of Directors. I would like to express my sincere gratitude to all Board members for volunteering their time, expertise, and invaluable support.

We also value our working relationships with all partners and stakeholders in our community, and we remain committed to continuously enhancing our lively and livable community. Together, we can achieve extraordinary outcomes.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Hollstein'.

Darlene Hollstein
Chair, Board of Directors, Destination Greater Victoria

Message from the CEO



Paul Nursey
CEO,
Destination Greater Victoria

When we look back on 2022, we cannot do it without thinking about 2020 and 2021 and the suffering our industry went through, including our organization and members. The prudent decisions to get lean paid off because when it was time to reopen, we were ready.

Although 2022 started with more uncertainty and despair due to the Omicron wave, we were ready when the Province gave us the green light to welcome visitors back. We made prudent strategic decisions and did the groundwork to retool our brand, adopt a lean and scalable model, upscale our team and digital marketing systems. We launched our largest marketing campaign ever and our meetings and conferences team as well as our sport tourism team were there to shine, welcoming back delegates and sports attendees.

Our strategy to “lean into pent-up demand,” as opposed to relying on it, was highly successful. Despite challenges with items such as airlift and ferry services starting up again, we persevered and collaborated as an industry, and the guest experience kept improving as the year went along.

We had the IMPACT Sustainability Travel & Tourism Conference in May, Northwest Deuce Days in July, and the 55+ BC Games and Capital City Comic Con in September; all these events stretched our team to the limits, but they rose to the occasion every single time. None of our phenomenal results would have been possible without their commitment to delivering excellence. Investing in our people through training and development is a key focus as we build the strengths of every team member who got us through.

As we look back on this year, we are proud that our vision and planning helped Greater Victoria, as a destination, experience a Canada-leading recovery from the pandemic. While many challenges remain, we know we will get through them with the support of our members and partners. Working together as a community to serve our region is what inspires us, and we look forward to more success in 2023.

Sincerely,

A handwritten signature in black ink that reads "Paul Nursey". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul Nursey
CEO, Destination Greater Victoria

Our Mission

We inspire the world to experience our destination.

Our Vision

Destination Greater Victoria will be internationally recognized as a leader in sustainable tourism development, ensuring Greater Victoria remains one of the top destinations in the world.

DESTINATION GREATER
VICTORIA

Giving Back to the Community

Destination Greater Victoria is proud to partner with other organizations that align with its core values or contribute to the Greater Victoria visitor economy. Throughout 2022, DGV supported several community initiatives and partner organizations - both charitable and other not-for-profit. These include:

BC Hospitality Foundation (BCHF)

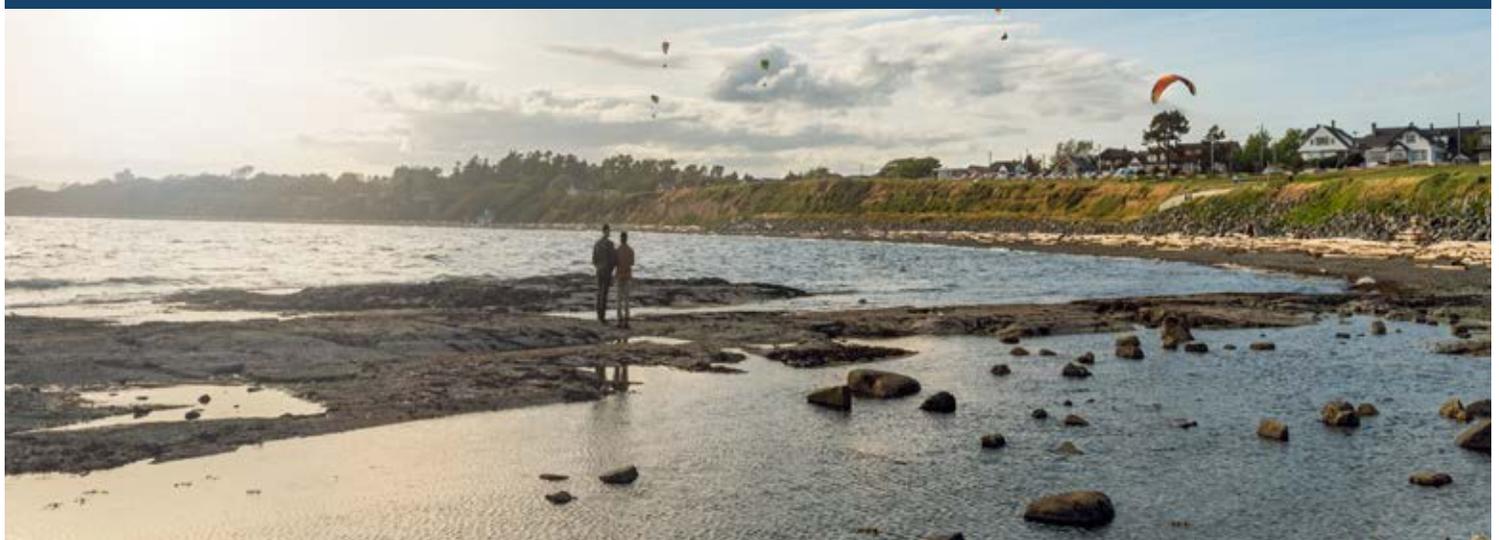
The BCHF is the official charitable partner of Destination Greater Victoria. The BC Hospitality Foundation raises funds to support those working within the hospitality industry who are facing financial crisis due to a health condition. Funds are raised for BCHF through a raffle at the annual Destination Greater Victoria Christmas Luncheon. Destination Greater Victoria also helps organize the annual BCHF Victoria charity golf tournament.

Wear2Start

Wear2Start is the official charitable partner of Business Events Victoria. It is a non-profit society that builds confidence by providing clothing and services to empower self-identified women as they take their next steps. Business Events Victoria promotes Wear2Start through its communications channels, including websites, social media, newsletters, and conference planning information sheets.

Deuce Days Proceeds to fund EV Charging Station

Destination Greater Victoria took over the successful and popular Northwest Deuce Days classic car show in 2019. Held every three years in July, Northwest Deuce Days attracts classic car owners from across North America and around the world and has an economic impact locally of more than \$2 million. Following the show in 2022, DGV provided \$17,500 in proceeds from Northwest Deuce Days to the City of Victoria to assist with funding for an EV charging station in downtown Victoria near the Visitor Centre. The legacy funding is being matched by the City of Victoria and the EV station will be installed soon.



Business Discussion and Analysis

The business imperative for 2022 was both simple and complex. Simple, in that the industry had been essentially at a standstill, except for small windows that allowed for travel in summer 2020 and 2021, and desperately needed to reboot and gain as much revenue as possible as quickly as possible. Complex in that the entire distribution system, including international tour operators, meeting planners, transportation networks etc., had been completely disrupted and were facing rebuilding from the ground up. Our mission was to stay focused, ignore noise and distractions, and drive as much revenue as possible for our members in the spring and summer of 2022. The prospect of a third soft summer season in a row was unbearable for all in the visitor economy.

As 2022 began, the COVID-19 Omicron variant prompted closures causing further frustration. However, Destination Greater Victoria focused on three key areas:

1. Destination Greater Victoria Readiness for Relaunch

Destination Greater Victoria's management team had prepared meticulously since the summer of 2020 for the time when it was finally given the green light, from Provincial officials, to resume driving business in earnest. Over the previous two years, Greater Victoria's brand proposition had been refined based on changing consumer preferences, digital and inbound marketing platforms had been reviewed and refreshed, airline and consortia partnerships had been formed, dozens of meetings and sports events had been rebooked. Financial resources had been diligently saved to have the strongest marketing campaigns ever to drive recovery. Destinations around the world, that had opened before Canada provided a useful insight. Their learnings were that recovery from a lockdown was essentially akin to a "land grab". Those that moved quickly and decisively would gain share. Destination Greater Victoria's engines were revving and ready to turn into high gear. Instead of relying on pent up demand, Destination Greater Victoria leaned into it. We were grateful for not only a strong spring and summer, but also for strong business results that continued through fall and winter 2022 as well.

2. Starting Regionally, then Expanding Markets Slowly

Upon re-opening in March 2022, Destination Greater Victoria focused on "tried and true" source markets such as Vancouver, Calgary, and Toronto. The uncertainties and barriers caused by policy barriers such as the ArriveCAN app made investments into the United States risky in the short term. Limited resources needed to be focused for immediate benefit. Fortunately, this strategy paid off in 2022. International markets were not a focus for Destination Greater Victoria in 2022, although we are grateful to Destination Canada and Destination BC for their investments to start to restimulate these markets.

3. Relying on a Strong Book of Booked and Re-booked Business

Both the Business Events Victoria teams and Sports Tourism teams worked extensively through 2020 and 2021 to rebook business and opportunities to ensure that the business and associated revenues for the communities were "deferred" and not lost. As a result, 2022 had a tremendous number of conferences and events such as Northwest Deuce Days, and BC 55+ Games on the calendar ready to execute. While uncertain about attendance numbers, these booked and re-booked events filled the calendar providing some measure of foundational business that, when combined with pent up demand and strong marketing, contributed to a strong 2022.

The industry had a variety of challenges beyond what DGV was facing, chief among them were labour shortages. However, DGV stayed focused on driving demand so that member businesses had a fighting chance of recovery from a revenue perspective. By staying focused on executing an aggressive plan, 2022 was a strong comeback year for Greater Victoria. It was an uneven year for our members depending on how they were positioned in the marketplace, but still a very strong year, and one that Greater Victoria can be proud of.

Corporate Communications and Destination Management

Destination Greater Victoria representatives provide commentary in local media, as well as the visitor economy perspective in stakeholder consultations and government relations. Destination Greater Victoria remains the 'voice' of Greater Victoria's visitor economy and the members DGV represents.

In 2022, there were 152 individual earned local media placements. Our corporate communications efforts were centered on a strategic plan aimed at facilitating a successful reopening following the uncertainties brought about by the COVID-19 pandemic. This strategy served as the foundation for the launch of DGV's ambitious recovery campaign, with a primary focus on reassuring local residents that safe travel was once again possible.

When conditions permitted people to gather in groups again, DGV initiated a comprehensive multi-media campaign to promote Victoria as a safe and welcoming destination for in-person meetings and conferences. Emphasizing the critical role of meetings in driving business and economic growth within Greater Victoria, the campaign garnered substantial interest and increased sales while underscoring our unwavering commitment to the health and safety of individuals and the community.

Throughout the course of 2022, our corporate communications efforts supported various initiatives including the Dine Around & Stay in Town promotion, the annual Greater Victoria Flower Count, the Picnics and Patios Contest, and the announcement of DGV's commitment to Biosphere Certification. The team actively facilitated and promoted significant events such as the IMPACT Sustainability Travel & Tourism Conference in May, Northwest Deuce Days in July, and the 55+ BC Games and Capital City Comic Con in September.

A highlight of our destination management work occurred in October when Destination Greater Victoria achieved a Climate Positive designation from Ostrom Climate, one of North America's foremost carbon management solution providers. This achievement marked an historic milestone, as DGV became the first major destination marketing and management organization or convention and visitors bureau in North America to attain this recognition. This official designation follows our ongoing efforts to mitigate greenhouse gas emissions, exemplifying our commitment to environmental sustainability and responsible tourism management.

VANCOUVER ISLAND | NEWS

Destination Greater Victoria launches \$2.2M ad campaign to attract visitors



Adam Chan

CTV News Vancouver Island Staff

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With pandemic restrictions easing across the country, Destination Greater Victoria is unveiling what it calls its "largest marketing campaign ever" to attract visitors to the region. The tourism group is launching a \$2.2-million advertising campaign to highlight southern Vancouver Island.

<https://vancouverisland.ctvnews.ca/destination-greater-victoria-launches-2-2m-ad-campaign-to-attract-visitors-1.5801073>

TIMES COLONIST

JOIN OUR NEWSLETTER

Greater Victoria tourism agency plans record spend to woo visitors

Darrin Kloster

Mar 1, 2022 1:01 AM

Updated Mar 2, 2022 2:22 AM



Prince of Whales has noticed considerable interest for tours from international travellers. DARRIN STONE, TIMES COLONIST

<https://www.timescolonist.com/local-news/greater-victoria-tourism-agency-plans-record-spend-to-woo-visitors-5116260>

Destination Marketing

2022 was a recovery year for Greater Victoria's tourism sector, and to achieve this goal, Destination Greater Victoria accessed its restricted reserves to allow for the largest marketing investment in its spring and fall core campaigns in the organization's history.

While 2022 continued to have strong focus on key domestic markets of Vancouver, Calgary, and Toronto, it was also a year of re-establishing presence in key US markets of Seattle and San Francisco.

Work done at the end of 2021, by MMGY Global, refreshing the Greater Victoria tourism brand, was reflected in campaign creative and on the [tourismvictoria.com](https://www.tourismvictoria.com) website. The sustainability brand pillar is a differentiator for our region, and a specialized video (<https://www.youtube.com/watch?v=2sqUsRdrDxA>) was developed to showcase Greater Victoria's sustainable nature. This video launched on World Tourism Day 2022.

Building the Destination Greater Victoria photography and videography library was a key initiative in 2022. Three photo/video shoots were conducted—one in spring, one in fall, and one in the holiday period to provide fresh assets reflective of the diverse nature of visitors to Greater Victoria.

The Marketing Communications team had three balanced scorecard metrics for 2022: 2M sessions on [tourismvictoria.com](https://www.tourismvictoria.com); 310 travel media placements; and a 39:1 marketing campaign ROI as measured by a survey with Insignia research. Two of the three were achieved, as website sessions for 2022 totalled 2,109,298 and 535 media placements were achieved. The marketing campaign ROI fell short of the target at 22:1; still ahead of Insignia's benchmark of 20:1. In a year of building back, where re-establishing top-of-mind awareness in northern California was a key objective, the 22:1 ROI is aligned with both the larger than normal spend, and top-of-funnel activity.



Travel Media

2022 was a very busy year, working with travel media and influencers. After the COVID travel hiatus, journalists and influencers were enthusiastic to get back out on the road in 2022. Destination Greater Victoria began a new working relationship in 2022, with MMGY Global PR arm, NJF, to secure coverage with top-tier journalists and publications in the US. This was a core activity associated with re-establishing brand presence for Victoria in key US markets.

Activities undertaken by the Travel Media team in 2022 included:

- both proactive and reactive hosting opportunities with journalists and influencers throughout the year.
- attending the virtual version of International Media Marketplace New York in January.
- hosting a wellness FAM with four journalists in early spring.
- hosting a Los Angeles media event with the expertise of NJF.
- participating in an in-market media mission with Destination BC, Destination Vancouver, and Tourism Whistler to Toronto in June.
- attending TMAC in summer.
- hosting a golf FAM with four journalists in fall.

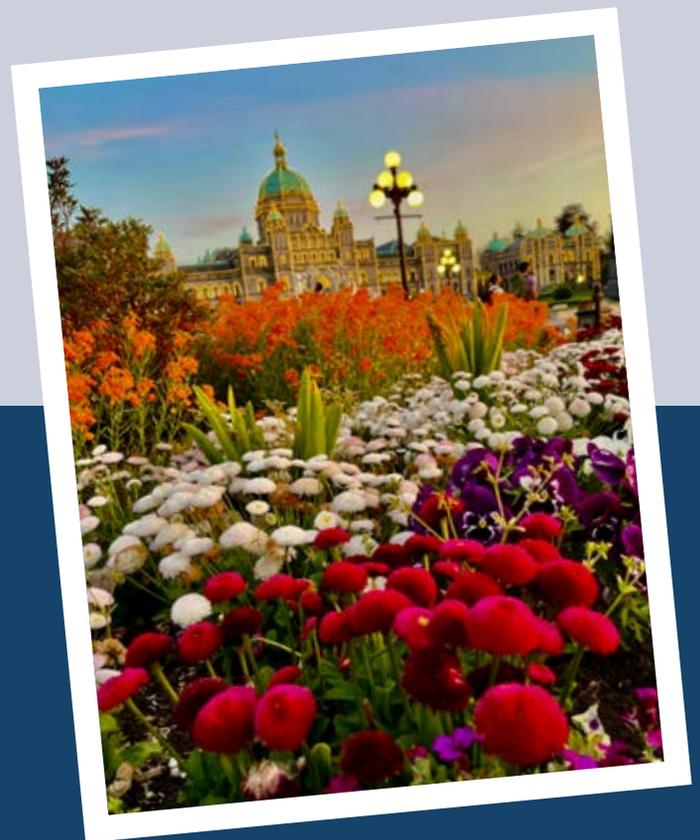
These combined efforts allowed the Travel Media team to far surpass the original goal of 310 placements, securing more than 500.

Hosting travel media requires support from DGV members and partners, and we're extremely grateful for the participation and support provided in 2022.

The most significant media placement achievements in 2022 were:

- Voted #2 Best small city in the world by Conde Nast readers
<https://www.cntraveler.com/gallery/2014-10-20top-25-cities-in-the-world-readers-choice-awards-2014>

- Voted #3 Best city in the world by Conde Nast readers
<https://www.cntraveller.com/gallery/best-cities-in-the-world>
- Top 7 most underrated cities in Canada by Conde Nast freelance journalist Kaitlyn McInnis. We hosted Kaitlyn as part of a collaboration with Tartan Bond in September.
<https://www.cntraveler.com/gallery/best-cities-in-canada>
- Voted #10 friendliest city in the world by Conde Nast
<https://www.cntraveler.com/gallery/2015-08-14the-2015-friendliest-and-unfriendliest-cities-in-the-world>
- Voted in Travel + Leisure's 50 best places to travel in 2023
<https://www.travelandleisure.com/best-places-to-go-2023-6827750>
- Destination + Leisure reel, views of 832K. We hosted Destination + Leisure at the end of September.
<https://www.instagram.com/p/CjYnlkIAjGZ/>
- The Globe and Mail feature "Where to travel in 2023 if you care about climate change"
<https://www.theglobeandmail.com/life/travel/article-travel-sustainability-climate-change/>
- Post Media – syndicated, "Get a fresh perspective by getting out of your routine rut", one resulting piece for the Wellness FAM hosted in spring.
<https://calgaryherald.com/health/diet-fitness/gain-a-fresh-perspective-by-getting-out-your-routine-rut>



Condé Nast
Traveler
#2 Small City

TRAVEL+
LEISURE
Top 50 for 2023

Owned Channels

Most of Destination Greater Victoria’s marketing efforts drive to tourismvictoria.com. Continuing to grow qualified traffic to the website is a foundational strategy. DGV’s paid efforts drive to our website, but organic and referral traffic are essential elements and DGV’s blog content, website SEO efforts, e-newsletter and social media all aim to support website visitation targets.

e-Newsletter

In 2022, DGV sent 21 e-newsletters to its subscribed consumer database, with an average open rate of 48.6%. Two database objectives in 2022 were to increase the database size and to re-engage unengaged contacts within the database. In 2022, a Facebook campaign was used to gain new subscribers. Additionally, a sticky “subscribe” was added to the website to give more presence to the e-newsletter. These efforts, combined, yielded more than 1,300 new subscribers (+6.6%), bringing the database to more than 43,000 by the end of 2022. Unengaged contacts were added back to e-newsletter sends in July, and while that dropped the open rate, it increased actual opens per newsletter by 3,825 on average.

Social Media

The social media landscape continued to be dynamic, and in 2022 we saw the continued growth

of importance of video content across the Meta (Facebook and Instagram) platforms. DGV uses HubSpot’s scheduling tool, and CrowdRiff for user generated content as key tools within its social media efforts. In 2022, the team worked on more collaborations, and some of these, such as the content collaborations with Jard Vandermeer, were top performers. A single reel in June helped to achieve more than 24M impressions on Instagram in that month. In 2022, the DGV Content Specialist focused on follower growth and engagement metrics. Overall, Facebook and Instagram continued to generate the majority of impressions and engagements, and Twitter continued to decline.

In 2022, DGV did not populate content in its TikTok account, though a handle was acquired, nor was YouTube a key focus platform. As shown, below, strong audience growth, impressions and engagement rate were achieved in 2022. Paid support for blog posts, or other posts that indicated viral opportunity were supported with paid boosting.

Platform	Jan. 1 Audience	Dec. 31 Audience	Follower Growth
Facebook	67,472	75,156	11.4%
Instagram	71,392	76,511	7.2%
X/Twitter	42,512	42,179	-0.8%



Blog

Blog content is essential for website SEO, and it is also fuel for DGVs social media and e-newsletters. In 2022, the Marketing team posted 41 blogs, generating 114,588 views, with an average engagement time of 0:57.

One of the top blogs for 2022, is one that the team refreshes, as it is a proven performer – Must Try Brunch Spots in Victoria. The other top blogs from 2022 were our Christmas Dinner and Fall in Victoria blogs. Just out of the top three was our Dine Around and Stay in Town blog. This blog and the associated webpage are big traffic drivers.

Website

Destination Greater Victoria’s website saw more than 2.1M sessions in 2022, and increase of 63% over 2021, but still shy of the 2.6M sessions achieved in 2019. Outside of the tourismvictoria.com homepage, which saw just more than 250,000 sessions, top pages included the two core campaign landings pages, it’s about blooming time and fall for Victoria, our See/Do page, and the calendar of events.

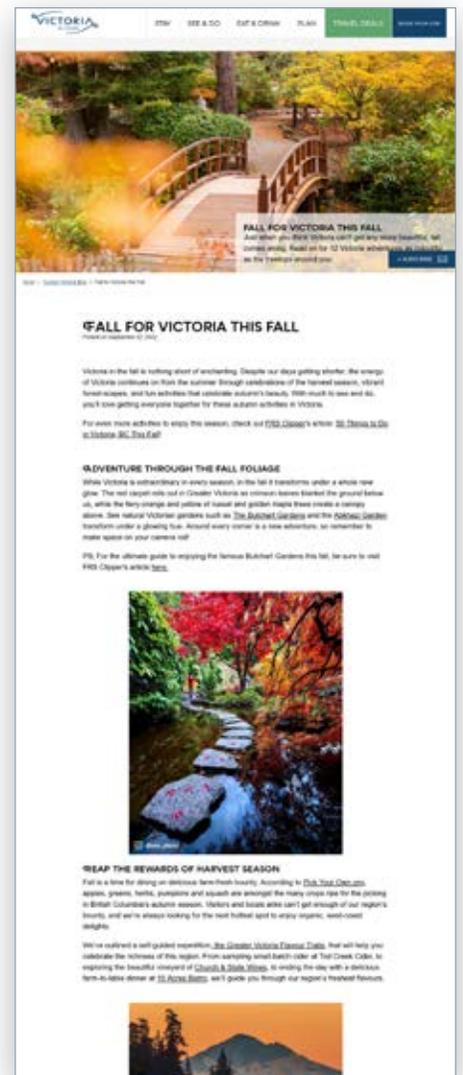
tourismvictoria.com sees strong organic traffic, with 50.9% of all 2022 sessions generated through organic search. DGV’s paid efforts generated 25.9% of traffic, and traffic from social (3.5%) and our e-newsletter (4.3%) were also significant.



www.tourismvictoria.com/blog/must-try-brunch-spots-victoria-bc
August 30, 2021 | 7,880 views
1:01 average engagement time



www.tourismvictoria.com/blog/where-enjoy-christmas-dinner-victoria-bc
Dec 21, 2022 | 7,273 views
0:58 average engagement time



www.tourismvictoria.com/blog/fall-victoria-fall
Sep 22, 2022 | 5,594 views
0:52 average engagement time

Paid Advertising

Destination Greater Victoria ran two core campaigns in 2022, as well as evergreen activity, and two smaller-scale campaigns: one regional campaign for the holiday season, and a coop campaign in partnership with Destination BC for Flavour Trails. The investment in paid media was the largest in DGV's history.

The spring campaign featured new creative by MMGY Global, and a media mix that skewed strongly to digital, but also included radio and traditional TV. While activity in Northern California was intended to re-establish awareness in the market, all other geos were focused on driving room night bookings.

The fall campaign creative, "A World Apart", was an iteration of the spring creative, leveraging awareness, and aiming to draw those expressing interest further down the planning/sales funnel.

Metrics from the campaigns were excellent and provide insight into how Greater Victoria achieved top-of-mind awareness with potential travelers in our core markets. The spring/recovery campaign produced:

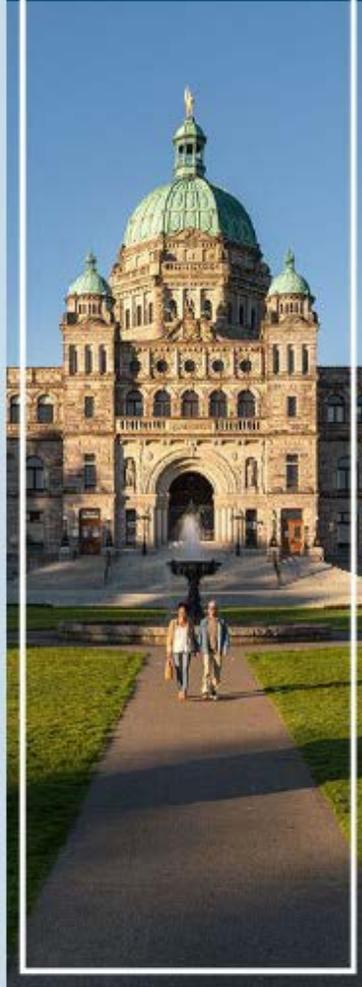
- more than 41M impressions.
- a huge click-thru rate of 6.96%.
- more than 226,000 landing page sessions.
- 12,340 partner link clicks.



Let your
fall getaway

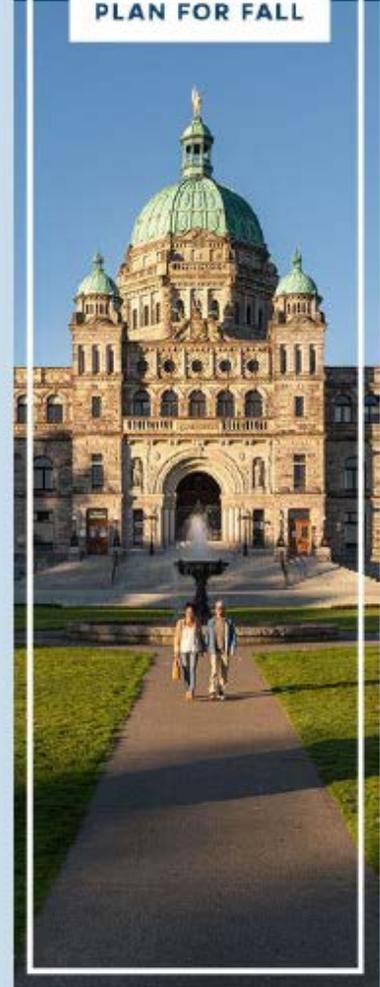


Let your
fall getaway
sweep
you away.



VICTORIA

PLAN FOR FALL



The fall campaign was shorter in duration, and significantly less spend than the recovery campaign, but still delivered good numbers:

- more than 26M impressions.
- paid search leading the way with 5.5% click thru rate.
- more than 73,000 landing page sessions.
- approximately 3,800 partner link clicks.

Travel Trade

Travel trade is a vital piece of the visitor economy, providing Greater Victoria with base business and aiding compression in the destination. The Travel Trade team is committed to long-term, sustainable growth for our members and destination by driving measurable, incremental room nights and yield with a particular focus on shoulder periods. For the visitor economy, a balanced portfolio of tour, leisure, corporate, group, and free independent travellers (FIT) minimizes risk and yields direct bookings to our destination.

Destination Greater Victoria's geographic approach is based on achieving the best return on investment for the destination, long-term sustainability, and consideration of how markets align with Destination BC (DBC) priorities. Our primary markets for 2022 – Canada and the United States – were identified based on market research and direction from DBC. The US remains the largest international market for Victoria based on proximity and intent to travel. Secondary priority international markets included Germany, the UK and Mexico.

The first quarter of 2022 started off soft due to continued COVID-19 restrictions. However, as restrictions began to lift in Spring, Travel Trade went into market with campaigns with our consortia partnerships. These partnerships were focused on the Canadian domestic traveller and the US traveller and included the Alberta Motor Association targeting the Alberta market and our Signature Travel partnership targeting the US market. We also partnered with Air Canada Vacations to support our long-haul Canadian destinations: Ontario and Quebec. While these were the major Travel Trade campaign investments for the year, there were a few additional small, ad-hoc campaign investments throughout the third and fourth quarter.

Tradeshows provide a platform to meet travel product buyers and identify business needs for our destination; they have been a vital piece of the Travel Trade department. Tradeshows were put on pause during the pandemic; when the time was right, Travel Trade attended Rendezvous Canada (RVC) in Toronto, Ontario, the team's first in-market show of the year. Rendezvous Canada is the largest international tourism marketplace in Canada where international travel trade connects with Canadian tourism industry partners. Our focus was on emerging markets in the UK, Germany, USA, Mexico, and Australia, as well as educating new and existing tourism industry partners, as DGV paused selling our destination during the pandemic.

In the fall there was more international growth and opportunities for Travel Trade to get back into

in-market trade shows. DGV attended Focus Canada Europe in London put on by Destination Canada. Travel Trade met with buyers from the UK, Germany, France, and the Netherlands. The UK and Germany were among the quickest international markets to return to Victoria, behind the US.

The US market continued to be strong for Victoria, in particular Washington State and California. Travel Trade had the opportunity to attend trade show 'Two Nation Vacation' in Port Angeles, Washington with some of our member businesses from Victoria. Travel Trade also participated in a mini marketplace with buyers from all over Washington State. This show was aimed at encouraging travel on the Blackball Ferry Line from Port Angeles, Washington to Victoria, B.C.

DGV also attended the annual Signature Travel conference in Las Vegas. This conference is included in our annual membership/partnership with Signature Travel. We had the opportunity to meet with hundreds of Signature Travel travel agents across the United States with a concentration coming from California.



Signature Travel

To continue the momentum of our strong investment into the US market, Travel Trade attended United States Tour Operators Association (USTOA) in early December. USTOA provides invaluable insight into the North American travel market including latest factors and trends affecting the industry. In addition to this, Travel Trade had one-on-one appointments with top US-based travel companies who sell our destination.

Familiarization (FAM) tours are another way we showcase our destination and educate managers on product and itineraries. As market conditions and opportunities improved, we began to invest again in FAM tours. Travel Trade participated in three FAMs in 2022 which included a pre-RVC FAM with the support from DBC. There was representation from product managers across the globe in addition to our largest Canadian receptive tour operator, Johnview Canada. DGV also led a FAM tour for the top sellers and product managers from the Alberta Motor Association and a Mexico FAM collaboration with DBC. This year saw an unusually low number of FAM tours, primarily due to the impact of COVID-19. We expect an increase in FAMs in 2023.

Adding to strides made in 2022, the Travel Trade team maintained its sales effort focus on rebuilding trade with group tours and FIT business. This was in addition to distributing and delivering new business leads through the Travel Trade channel. In 2022, the Travel Trade team successfully developed 26 new overnight tour-operator programs that included Victoria and member products and took large strides in delivering 527 member partner referrals and requests and 10,454 rooms nights with our consortia and airline partnerships.



PRE RVC FAM



AMA FAM



Business Events Victoria

The year did not start as expected with the onset of the COVID-19 Omicron variant and restrictions on gathering and conferences still in place. In early 2022, events booked for the first couple of months were moved to later in the year. The Victoria Conference Centre (VCC) was able to fully re-open and welcome its first Conference of 2022, the Fountain Tire Convention, at the beginning of March. From that point on, VCC was busy again hosting various Citywide conferences with many of them surpassing their expected attendance numbers and room nights.

The sales team at Business Event Victoria (BEV) soon entered back into the full sales cycle of attending tradeshows, responding to leads, hosting site visits and FAMs, and servicing clients as they return to the Victoria Conference Centre and hotels. With planners looking ahead to their programs coming to Victoria, we experienced an increase in conference service requests as planners sought recommendations for activities, off-site venues, and other services for our tourism business members.

In May, we returned in-market to Ontario and Quebec with our hotel general managers and sales managers for our GM Mission. This was our first team destination in-market event. Returning to those markets to share updates on what's new in Victoria was well received by our clients. We resumed hosting in-person FAMs; the first was with key clients in June, and we had a smaller Conference Direct Ontario Planner group in September. These opportunities were successful in bringing qualified clients with business opportunities.



As industry tradeshows started up again, our sales team members were ready to be back in-market and re-engage with clients. We hired Robin Thompson to be our in-market representative for the US market, so we had a full team of sellers. We attended various tradeshows such as Canadian Meetings and Events Exposition (CMEE), Canadian Society of Association Executive (CSAE), IMEX, IBTM, Innovate Oceans, Incentive Canada, PCMA, SITE, and others.



We launched the “Reconnect” incentive to drive hotel-size conferences and bring back meetings. This incentive helped to drive meetings and hotel room nights to hotels while also marketing the message that we are open for business to encourage people to meet and reconnect.

The Ministry of Tourism, Arts, Culture and Sport announced the new Business Events and Conferences Restart Fund which provided up to \$5 million in 2022 and up to \$3 million in 2023 to help restart business travel. Funding was provided to 11 city destination management organizations (CDMO) that were significantly involved in attracting and hosting business events, conferences, and exhibitions before the COVID-19 pandemic. We received \$610,025 to be invested in 2022, with the mandate to invest in 3 areas: lead attraction, competitive incentives, and strategic partnerships. We were able to use these funds to drive more business events for the destination which led to positive results.

**BUSINESS EVENTS
VICTORIA**

Reconnecting is now more Rewarding

BOOK
Book a meeting at one of Victoria's many hotels. Our Destination Experts are here to support you with resources and financial support to help cover the extra costs of event management.

RECONNECT
More than ever before we are craving connection and meeting in person again.

REWARD
Receive \$50/ room night.
Meetings with minimum 20 guestrooms, maximum payout \$10,000.

Contact Us:
www.tourismvictoria.com/meetings

Terms & Conditions: Offer valid for new bookings with contracts signed by Dec 31, 2022 and actualized by March 31, 2023. | Payment based upon signing of contract and will be used for booking a meeting. Offer is subject to availability and approval by Business Events Victoria. | Cannot be combined with other Destination offers. | Applies to hotels in Victoria and Saanich areas.

2022 Balanced Scorecard Targets and Results

	2022 Goals	2022 Total	2021 Total	Pace Comparison to Goals	Pace Comparison to 2021
Confirmed Room Nights	25,000	26,203	16,359	+1,203	+9,844
New Leads	200	355	232	+155	+123
VCC Rental Revenue	\$900,000	\$1,071,540	\$390,116	+\$171,540	+\$681,424
VCC Delegate Days	77,000	87,256	20,018	+10,256	67,238



Major Events & Conferences

May 8-11, 2022

The IMPACT Sustainability Travel and Tourism Conference was moved from earlier in the year to May 8-11, due to the onset of the COVID-19 Omicron variant which prompted restrictions on conferences in the first part of 2022. The shift in dates had an effect on attendance and altered the program as some speakers were unavailable for the new dates, however, overall, the first in-person IMPACT Conference since the pandemic was a success. There were 267 full-conference delegates, 12 partial-day delegates, 55 Day of Impact delegates, and a total of 408 room nights. A highlight from the conference was the commitment to adopting a model that would see regional IMPACT events rolled out in future years.

IMPACT[®]
SUSTAINABILITY
TRAVEL & TOURISM



September 23-25, 2022

Capital City Comic Con event was held on Sept 23-25, 2022, after the onset of the COVID-19 pandemic cancelled the event that was originally planned for March 2020. DGV delivered on the event in 2022, honouring tickets purchased for the original March 2020 event.

Approximately 5,000 people (mostly locals) attended, and 96 hotel room nights were booked. Due to the size constraints of the Victoria Conference Centre and financial strain caused by postponing the event, 2022 was the last year for the Capital City Comic Con event.

July 14-17, 2022

Destination Greater Victoria and Northwest Deuce Days Owner/Chief Organizer Al Clark agreed to a new relationship for the successful and popular Northwest Deuce Days classic car show. Bringing back this event proved to be a challenge due to the fluctuating health and safety restrictions, particularly for attendees from the United States, who constituted the majority of the demographic, however, it was still a success based on its popularity and the reputation built over the years. While there were 1,240 registrants and of those, just over 1,000 came for the event. No-shows were attributed to complications with the ArriveCAN app and vaccination status. In general, the show ran smoothly and generated valuable community engagement and economic impact for the city. Northwest Deuce Days will return July 17-20, 2025.



Greater Victoria Sport Tourism Commission

The Greater Victoria Sport Tourism Commission (GVSTC) proudly continues its mission to promote Greater Victoria as a dynamic, inclusive, and welcoming city for athletes, enthusiasts, and visitors from all corners of the globe. By sponsoring a diverse array of sporting events in 2022, we strengthened the region's reputation as one of Canada's top sport tourism destinations.

Building Success through Community Support

The GVSTC owes much of its success to the support received from our vibrant community and dedicated partners. In 2022, we were pleased with the backing from over 50 community-minded partners, including businesses and municipalities. Their invaluable support empowered us to bid on and secure numerous sport tourism events, thereby significantly contributing to the region's robust economic growth.

The Sport Tourism Commission's dedication to attracting high-profile events yielded substantial economic benefits for Greater Victoria in 2022. In particular, the 55+ BC Games delivered over 6,000 room nights to hotel partners throughout the region.

As we set our sights on the future, the GVSTC remains committed to further elevating Greater Victoria's sports and hospitality excellence on the international stage. Embracing new opportunities and navigating challenges, we are determined to shape a stronger and more vibrant sport tourism landscape for our community.

The Sport Tourism Committee, chaired by Pacific Institute for Sport Education (PISE) CEO Robert Bettauer, continues to engage effectively, striving to showcase our city's remarkable sporting prowess and warm hospitality to the world.

2022 Event Highlights:

- HSBC World Rugby Sevens Series
- Canada-Argentina Men's Basketball
- Red Bull UCI Pump Track World Championships Qualifier
- Greater Victoria 55+ BC Games
- Canadian Cyclocross Championships



Member Services

During 2022, Destination Greater Victoria continued to provide value, support, benefits, and services for its members, with a strong emphasis on helping to build back from the impacts of the COVID-19 pandemic. DGV greatly admired and appreciated the resilience of member businesses throughout the challenges of the pandemic and worked diligently to support them.

Destination Greater Victoria's efforts for members in 2022 focused on driving wide and deep recovery. In many areas this was achieved, particularly through unprecedented and innovative marketing investments, and recovery was significant. However, recovery was also uneven across sectors of the visitor economy and DGV continued to advocate for support and assistance for tourism businesses.

To support members through the pandemic, with Board approval in May 2020 Destination Greater Victoria extended memberships for an additional year through to the end of 2021. This allowed members two years of membership with one payment of dues, which were not collected in 2021. Moving into 2022 there were positive signs of the visitor economy re-opening and business returning. As a result, membership renewals and collection of dues – which are an important component of DGV's funding – resumed. This process was significantly more streamlined for

members though DGV's recently introduced secure online invoicing and payment system.

As COVID-related restrictions steadily lifted in 2022, a wide range of member engagement, networking and learning events recommenced, including monthly mixers, workshops, and coffee-talks. Destination Greater Victoria resumed its annual Open House in October 2022, hosted at the new corporate office location at 600-765 Broughton Street, Victoria. DGV's Annual Christmas Luncheon was held on December 7, 2022, at Crystal Garden, attended by almost 300 members and continuing to demonstrate the importance of larger events in-person.

Destination Greater Victoria worked to recruit an Account Manager into its Member Services team in late 2022, to enable assignment of responsibility for servicing membership categories between team members and provide a more personalized, streamlined, and focused experience for members. This arrangement has been effective as DGV works to rebuild its membership to pre-pandemic levels. Member Services remains a cornerstone of Destination Greater Victoria's operations, and the team continues to recruit and support new and existing businesses while providing benefits and services for all members.



Visitor Services

Visitor Services' mandate is to apply destination knowledge and outstanding customer service for visitor information and booking services, helping create unforgettable travel experiences, extend lengths of stay and encourage repeat visitation. This mandate is fulfilled by Destination Greater Victoria staff at the Visitor Centre, located at 812 Wharf St, the information Kiosks at the Victoria Cruise terminal and on-ground support for city-wide conferences held at the Victoria Conference Centre.

Visitor Centre

The Greater Victoria Visitor Centre is the 'front desk' of the destination and gives Destination Greater Victoria a unique opportunity to engage with visitors. It provides excellent service and encourages visitors to extend their stay.

For the first summer in two years, the 'front desk' of our destination was back up and running in all areas. The Greater Victoria Visitor Centre gives Destination Greater Victoria a unique opportunity to engage with visitors. An entire team of Visitor information counsellors were trained and were busy supporting our members through the season. The pandemic continued to cause staffing issues, though the team showed remarkable resiliency and continued to flex to meet the scheduling requirements and support our members.

The choppy recovery for the Visitor Economy in Greater Victoria seemed to be highlighted the most in the Visitor Services department this year. Some members had a strong year and others reported a much lower level of recovery. Sales at 812 Wharf Street followed similar patterns to pre-pandemic with solid interest in whale watching, bus sightseeing and attractions. Demand however didn't reach 2019 levels in this space yet, with foot traffic numbers down on pre-pandemic levels.

Focus on Improving Member Product Sales and Knowledge

Visitor Services continued to focus on informing travellers about products and services offered by Destination Greater Victoria members as well as selling tickets at the Visitor Centre. Destination Greater Victoria continued to place a strong emphasis on sales training and 'intimate' product knowledge, with an increased focus on sales, driving business results and delivering increased revenue for Destination Greater Victoria member businesses.

Victoria Cruise Terminal Operations

Since 2015 Destination Greater Victoria has offered visitor services at the Victoria Cruise Terminal. Working in partnership with the Greater Victoria Harbour Authority and Western Stevedoring, the Visitor Centre kiosks provided an opportunity to offer general information to cruise visitors and refer them to a broad and diverse base of Destination Greater Victoria member- businesses. This visitor service location also gave Destination Greater Victoria a platform to encourage visitors to learn more about the destination and inspire them to return for a land-based vacation. The season was unfortunately plagued with lighter-than-expected disembarkation numbers, late calls, and unpredictability in the arrival times. The team flexed as best it could to support our members in this space with the hope that this would all return to more normal patterns in 2023.



Finance and Corporate Services

2022 started off slowly with the Omicron variant, but after that initial bump in the road, the year continued to see lifting health restrictions and a real desire from consumers to travel again. Financially, Destination Greater Victoria was poised and ready for this opportunity and aggressively deployed resources into the market. Liquidating our reserves and delivering the largest spring campaign and fall campaigns in the history of our organization. Ultimately assisting our members to deliver a pandemic recovery year we can all be proud of.

Accommodation tax revenues followed the above trends and rebounded strongly. Hotel tax revenue increased by 89 per cent over 2021 to \$6,567,406 and overall revenue for the bureau returned to pre-pandemic levels at \$9,363,824.

Our focus in 2022 became wider and centred on re-engaging all segments of the visitor economy. Reconnecting with the American traveller to improve our mix of visitors was a large element and leveraging our new American agency MMGY Global, resonated well with the customer. This was all supported by our reduced overhead model while continuing to leverage government supports such as the provincial Business Events and Conferences restart fund.

The organization ended the year with a planned excess of expenses over revenue of \$481,782. Liquidating our reserves and deploying funds carried over from the previous year allowed us to strategically time our recovery initiatives well in 2022 and remain in a strong financial position to drive an aggressive 2023 business plan simultaneously.

Destination Greater Victoria is a not-for-profit organization. Its mandate does not include generating large surpluses and management is committed stewards of stakeholders' funds. Expenditures occur when appropriate and aligned with the organization's core mission and strategic objectives.

The organization is the eligible entity for City of Victoria Municipal and Regional District Tax (MRDT) funds. The agreement with the City of Victoria to become the eligible entity came into effect on January 1, 2017. It has the full support of industry and government partners, providing funding stability for Destination Greater Victoria's sales and marketing programs.

MUNICIPAL AND REGIONAL DISTRICT TAX

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs, and projects. Affordable housing was added as a permissible use of funds in Budget 2018.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Tourism, Arts and Culture Destination British Columbia. The MRDT program is one of many supports available to enhance tourism marketing in BC.

The MRDT program is intended to help grow BC tourism revenues, visitation, jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace.

To promote a coordinated and efficient use of funds, the following MRDT program principles are adopted by MRDT recipients, including Destination Greater Victoria:

- Effective tourism marketing, programs, and projects
- Effective local-level stakeholder support and inter-community collaboration
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics
- Fiscal prudence and accountability.

From: Municipal and Regional District Program Requirements – Summer 2018 (Government of British Columbia)

Management Financial Analysis

Destination Greater Victoria is a not-for-profit, member-based organization. Visitor Services and Member Services are funded predominantly by membership fees, member-exclusive advertising opportunities on Destination Greater Victoria's website and print publications, as well as at the Visitor Centre. Revenue is also generated from member events.

REVENUES

Municipal and Regional District Tax (MRDT)

MRDT revenue increased by 89 percent - from \$3,466,009 in 2021 to \$6,572,632 in 2022. A significant increase from 2021 but also exceeds the pre-pandemic levels of 2019. Destination Greater Victoria receives MRDT from the City of Victoria and the District of Saanich, and these funds form most of the destination marketing budget.

The incremental MRDT revenue related to the "online accommodation platform" (or Airbnb revenues) was \$1,192,515 (2022: \$633,915). These funds are committed to municipal affordable housing initiatives and therefore have no net impact on the revenues of Destination Greater Victoria.

Destination Marketing Fee

The DMF is administered by the Victoria Hotel Destination Marketing Association (VHDMA) as a one per cent voluntary marketing fee applied to the hotel rate for guests. 20 hotels in Greater Victoria are voluntarily involved in this program, which began June 1, 2011. The funds generated from this fee go to Destination Greater Victoria exclusively for sales and marketing initiatives with the express purpose of generating room nights.

VHDMA Destination Marketing Fee (DMF) administrators released revenue was \$1,200,766 in 2022, up from \$482,067 in 2021. This represents a 149 per cent increase and a return to a more normalized pattern in this space. It is important to note that Destination Greater Victoria can only record DMF funds provided there is a corresponding expense to which the revenue can be matched. If more DMF funds are received than are expensed in a period, then the excess funds are recorded as deferred revenue liability on the balance sheet. The amount of DMF funds recorded as deferred revenue increased from \$695,193 in 2021 to \$1,198,153 in 2022.

Membership Services

Membership services revenues include fees for membership, advertising, events, and retail sales. Revenues in 2022 increased by 113 per cent compared to 2021. All member benefits were extended to cover

the 2020 and 2021 years during the pandemic and a lot of the advertising was also impacted during this time. This amount includes the Greater Victoria Sport Tourism Commission. This is a separate member-based organization that operates within Destination Greater Victoria's legal structure and has its own membership revenue component which was not collected during the pandemic.

Reservation and Ticket Commissions

Destination Greater Victoria sells members' tickets, bus passes, maps, and special-event tickets at the Visitor Centre. In 2022, commissions on revenue from these activities increased by 370 per cent to \$72,060 (2021: 15,330). The Visitor Centre was closed for half the year in 2021 and the demand from domestic travellers versus international was significantly reduced. 2022, while still below pre-pandemic levels, saw steady improvement throughout the year.

Grants

Municipal grants were received from the District of Saanich (\$17,500) in 2022. The funding was used to support the operation of Destination Greater Victoria's Visitor Centre and the Greater Victoria Sports Tourism Commission. Grant applications are submitted annually. Additionally, the following municipalities also support Destination Greater Victoria through membership: the City of Victoria, the District of Saanich, the District of Oak Bay, the Township of Esquimalt, the Town of Sidney, and the City of Langford.

Federal grants were provided through the Employment and Social Development of Canada for accessibility improvements at the Visitor Centre at 812 Wharf Street for a total of \$11,434.

Provincial Grants were provided through the Ministry of Finance for phase one of the Business Events and Conferences restart program of \$614,455.

In 2022, Destination Greater Victoria ceased leveraging the Canadian Emergency Wage Subsidy program and the Canadian Emergency Rent Subsidy.

EXPENSES

Marketing Services

Marketing Services include activities that promote Greater Victoria as a destination, such as advertising, media relations, travel trade, business events, website activities, and market research. 2022 Marketing Services expenditures were \$7,393,824, which was an 82 per cent increase from 2021. Q1 saw a slow start with Omicron, but the remainder of the year saw health restrictions lift and a strong desire for consumers to travel again. Destination Greater Victoria was ready for this and marketed aggressively during 2022, using our reserve funds. 2022 saw the deployment of our largest-ever spring and fall campaigns and the resulting year was one all our member businesses could be proud of.

General and Administrative

There was an increase in general and administrative expenses from 2021 to 2022 by 33 per cent. This increase was due to the business scaling back up after the devastating effects of the pandemic on all functional areas operational once again. 2022 saw Destination Greater Victoria continue to operate a leaner organizational model.

In 2016 Destination Greater Victoria committed \$1,000,000 over ten years to the David Foster Pathway. In 2022 Destination Greater Victoria paid \$150,000 to this obligation Destination Greater Victoria's remaining obligation was \$130,000 at the end of 2022.

Information Services

Visitor and Information expenses include all personnel and overhead costs associated with Visitor Services and the Visitor Centre at 812 Wharf Street. Expenses increased by 128 per cent from 2021 to 2022. The Visitor Centre was closed of half the year in 2021 due to ongoing public health orders and the Canadian Emergency Rent Subsidy was leveraged to offset costs.

Membership Services

Membership Services expenses include all overhead costs associated with personnel who work in the Member Services area, as well as costs associated with member events, activities, and initiatives. Expenses in 2022 were 95 per cent more than in 2021.

Amortization

Amortization expenses relate to the expensing of assets owned by Destination Greater Victoria, including furniture, computer equipment, significant marketing collateral, trademarks, goodwill, and leasehold improvements. Amortization expenses were 31 per cent more in 2022 compared to 2021.

Balanced Scorecard

2021 was the seventh full year that Destination Greater Victoria deployed the Balanced Scorecard performance management framework. The Balanced Scorecard provides a clear and concise framework for implementing and tracking targets across multiple dimensions focused on each pillar of strategy. Below are results for the 2017 to 2021 Enterprise Balanced Scorecards.

GREATER VICTORIA TOURISM INDUSTRY INDICATORS ¹

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Accommodation Occupancy Rate	%	76.43	73.52	36.39	49.90	68.85
Average Daily Room Rate	\$	184.20	189.10	149.10	186.70	236.31
RevPAR	\$	140.77	139.03	54.25	93.17	162.71
Conference Centre Delegate Days	#	121,430	118,661	15,756	20,018	87,256
YYJ Airport Arrivals	#	2,048,627	1,924,385	574,837	673,748	1,490,039

1. FINANCIAL PERSPECTIVE

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Marketing Campaign ROI	ratio	59:1	53:1	NA ²	22:1 ³	22:1 ³
Business Events Confirmed Room Nights	#	34,184	37,951	7,305	12,114	26,203
Victoria Conference Centre Revenue	\$	1,508,427	1,350,171	243,945	403,326	1,071,540
Visitor Centre Ticket Sales	\$	1,994,912	1,753,500	78,000	153,300	720,000
Gross DGV Membership Services Revenue	\$	1,124,832	1,114,451	480,000	387,014	454,500
Gross GVSTC Membership Revenue	\$	---	82,250	0	0 ⁴	56,500
Room Nights Attributable to Sport Tourism - Sponsored	#	---	16,486	2,500	5,117	15,017
Room Nights Attributable to Sport Tourism - Bids	#	---	---	---	---	13,564
Proportion of Gross Revenue Allocated to Labour	%	32.4	33.4	39.0	26.8	28.3

2. CUSTOMER PERSPECTIVE

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Sessions on TourismVictoria.com – Total Digital Platform	#	1,942,040	2,623,025	926,564	1,291,421	2,109,298
Travel Media and Influencer Editorial Placements	#	328	439	80	261	535
Incremental Overnight Tour Programs	#	37	35	0	2	26
Consortia, Ferry and Airline Partnerships Room Nights	#	---	---	-----	---	10,454

3. INTERNAL PROCESS PERSPECTIVE

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Experiences Strategy and Digital Platform Renewal	---	---	---	---	Part Scoped	Underway
E-Commerce Opportunity Exploration	---	---	---	---	Deferred	Part Scoped
Equity, Diversity and Inclusion Action Plan	---	---	---	---	Complete	Underway
Indigenous Tourism Plan	---	---	---	---	Complete	Part Scoped

4. LEARNING & GROWTH PERSPECTIVE

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Employee Engagement Composite Measure	%	68.6	71.4	NA ²	NA ²	NA ²
Median Years of Employee Tenure	#	---	2.4	NA ²	NA ²	NA ²
Employee Value Proposition	%	---	---	---	---	Developed

5. FOUNDATION

Measure	Unit	2018 Result	2019 Result	2020 Result	2021 Result	2022 Result
Member Satisfaction Rate (Satisfied or Neutral)	%	90	93	NA ²	NA ²	91
Board and Committee Meetings Participation	%	---	70	77	79	80
Local Media Placements	#	117	119	121	138	152
Political Briefings or Opportunities	#	55	49	37	53	51
Community Support for Tourism	---	98% Positive	Monitor	Assess	98% Positive	Deferred ⁵
DGV Environmental Carbon Offset and Reduction Plan	---	---	---	Measure	Carbon Neutral	Carbon Positive

¹ Source: Chemistry Consulting Group, Victoria Tourism Bulletins.

² Not assessed or not applicable due to impacts of the COVID pandemic.

³ Result is lower than previous years because ROI was assessed for the Vancouver market rather than Seattle and spending by Canadian visitors is lower.

⁴ Invoices for GVSTC membership were issued in December 2021 and payments will reflect in 2022 revenues.

⁵ Assessment deferred to be a component of the 2023 Tourism Master Planning process and in view of focusing funds on marketing for recovery in 2022.

Financial Statements of

**GREATER VICTORIA VISITORS
& CONVENTION BUREAU**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP
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Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITOR'S REPORT

To the Members of Greater Victoria Visitors & Convention Bureau

Report on the Financial Statements

Opinion

We have audited the financial statements of Greater Victoria Visitors & Convention Bureau (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

Victoria, Canada
February 24, 2023

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Financial Position

December 31, 2022, with comparative information for 2021

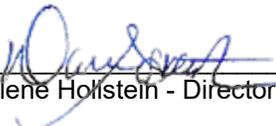
	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 4,076,378	\$ 3,645,387
Investments (note 7)	-	983,917
Accounts receivable	1,636,800	1,415,320
Inventories	4,774	5,821
Prepaid expenses	108,046	122,618
	<u>5,825,998</u>	<u>6,173,063</u>
Capital and intangible assets (note 2)	761,983	233,070
Investments (note 7)	710,868	-
	<u>\$ 7,298,849</u>	<u>\$ 6,406,133</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 2,313,690	\$ 1,650,664
Deferred revenue (note 4)	449,930	702,499
Deferred destination marketing fees (note 5)	1,198,153	695,193
	<u>3,961,773</u>	<u>3,048,356</u>
Leasehold inducements	474,958	14,781
Accumulated equity loss in Canadian Tourism Legacy Conferences Ltd. (note 6(a))	1,356	452
Net assets:		
Internally restricted reserve fund (note 7)	710,868	983,917
Unrestricted	2,149,894	2,358,627
	<u>2,860,762</u>	<u>3,342,544</u>
Commitments (note 8)		
	<u>\$ 7,298,849</u>	<u>\$ 6,406,133</u>

See accompanying notes to financial statements.

On behalf of the Board:


 Darlene Hollstein - Director


 Madone Pelan - Director

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Municipal regional district tax	\$ 7,765,147	\$ 4,099,924
Contribution towards affordable housing	(1,192,515)	(633,915)
	<u>6,572,632</u>	<u>3,466,009</u>
Destination marketing fees (note 5)	1,200,766	482,067
Membership services:		
Membership fees	419,671	213,357
Advertising fees	65,550	155,771
Retail sales	35,566	3,670
Sundry	20,080	20,158
Events	334,110	17,886
	<u>874,977</u>	<u>410,842</u>
Government grants:		
Provincial	614,455	1,119,652
Federal	11,434	469,232
Canadian Emergency Wage Subsidy	-	376,032
Canadian Emergency Rent Subsidy	-	213,242
Municipal	17,500	15,000
Reservation and ticket commissions	72,060	15,330
	<u>9,363,824</u>	<u>6,567,406</u>
Expenses:		
Marketing services (note 9)		
Advertising and publications	3,770,188	2,378,256
Media relations	471,239	88,854
Travel trade	456,423	487,558
Research	284,379	136,984
Business events	2,100,871	779,511
Web marketing	310,724	180,480
	<u>7,393,824</u>	<u>4,051,643</u>
General and administrative	1,577,762	1,186,652
Information services	596,078	260,984
Membership services	177,516	90,838
Amortization of capital assets	92,022	72,255
Amortization of intangible assets	7,500	3,750
	<u>9,844,702</u>	<u>5,666,122</u>
Loss in Canadian Tourism Legacy Conferences Ltd. (note 6(a))	(904)	(12,047)
Excess (deficiency) of revenues over expenses	\$ (481,782)	\$ 889,237

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Changes in Net Assets

Year ended December 31, 2022, with comparative information for 2021

	Internally Restricted Reserve Fund	Unrestricted	Total
Balance, December 31, 2020	\$ 982,522	\$ 1,470,785	\$ 2,453,307
Excess of revenues over expenses	-	889,237	889,237
Transfer to reserve fund	1,395	(1,395)	-
Balance, December 31, 2021	983,917	2,358,627	3,342,544
Deficiency of revenues over expenses	-	(481,782)	(481,782)
Release of funds for sales and marketing	(400,000)	400,000	-
Transfer to reserve fund	126,951	(126,951)	-
Balance, December 31, 2022	\$ 710,868	\$ 2,149,894	\$ 2,860,762

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenues over expenses	\$ (481,782)	\$ 889,237
Items not involving cash:		
Amortization of capital & intangible assets	99,522	76,005
Amortization of leasehold inducements	(42,728)	(35,472)
Equity losses in related parties	904	12,047
	(424,084)	941,817
Changes in non-cash operating working capital:		
Accounts receivable	(221,480)	(869,946)
Inventories	1,047	(1,928)
Prepaid expenses	14,572	(91,306)
Accounts payable and accrued liabilities	663,026	327,031
Deferred destination marketing fees	502,960	341,514
Deferred revenue	(252,569)	(59,251)
	283,472	587,931
Financing:		
Leasehold inducements	502,905	-
Investing:		
Purchase of capital and intangible assets	(628,435)	(171,050)
Decrease (increase) in investments	273,049	(1,395)
	(355,386)	(172,445)
Increase in cash and cash equivalents	430,991	415,486
Cash and cash equivalents, beginning of year	3,645,387	3,229,901
Cash and cash equivalents, end of year	\$ 4,076,378	\$ 3,645,387

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

Nature of operations:

Greater Victoria Visitors & Convention Bureau (the "Bureau") is registered under the Societies Act (British Columbia) as a non-profit organization as described in paragraph 149(1) of the Income Tax Act. The Bureau is exempt from income taxation. Its principal business activity is the promotion of tourism in the Greater Victoria area.

1. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook. The Bureau's significant accounting policies are as follows:

(a) Revenue recognition:

The Bureau follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Revenue from membership dues is recognized on a straight-line basis over the term of the membership. Revenue from advertising spaces is recognized on a straight-line basis over the term of the contract. Government grants are either recorded as revenue on a straight-line basis over the term of the grant or recorded as revenue in the period in which the related expenses have occurred. Reservation and ticket sales are collected on behalf of members and the net commissions are recognized as revenue when a service has been rendered for which a fee is chargeable. The municipal regional district tax revenue and online accommodation platforms revenues are recognized in the period in which the related room sales occur. Destination marketing fees are recorded as revenue in the period in which the related expenses have occurred.

(b) Capital and intangible assets:

Capital assets and intangible assets are recorded at cost, less accumulated amortization. Amortization is provided using the following methods and annual rates:

Asset	Basis	Rate
Office furniture and equipment	Straight-line	5 years
Computer equipment	Straight-line	3 years
Leasehold improvements	Straight-line	remaining lease term
Tradeshow equipment	Straight-line	3 years
Computer software	Straight-line	3 years
Intangible assets	Straight-line	3 - 20 years

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Municipal regional district tax	\$ 7,765,147	\$ 4,099,924
Contribution towards affordable housing	(1,192,515)	(633,915)
	<u>6,572,632</u>	<u>3,466,009</u>
Destination marketing fees (note 5)	1,200,766	482,067
Membership services:		
Membership fees	419,671	213,357
Advertising fees	65,550	155,771
Retail sales	35,566	3,670
Sundry	20,080	20,158
Events	334,110	17,886
	<u>874,977</u>	<u>410,842</u>
Government grants:		
Provincial	614,455	1,119,652
Federal	11,434	469,232
Canadian Emergency Wage Subsidy	-	376,032
Canadian Emergency Rent Subsidy	-	213,242
Municipal	17,500	15,000
Reservation and ticket commissions	72,060	15,330
	<u>9,363,824</u>	<u>6,567,406</u>
Expenses:		
Marketing services (note 9)		
Advertising and publications	3,770,188	2,378,256
Media relations	471,239	88,854
Travel trade	456,423	487,558
Research	284,379	136,984
Business events	2,100,871	779,511
Web marketing	310,724	180,480
	<u>7,393,824</u>	<u>4,051,643</u>
General and administrative	1,577,762	1,186,652
Information services	596,078	260,984
Membership services	177,516	90,838
Amortization of capital assets	92,022	72,255
Amortization of intangible assets	7,500	3,750
	<u>9,844,702</u>	<u>5,666,122</u>
Loss in Canadian Tourism Legacy Conferences Ltd. (note 6(a))	(904)	(12,047)
Excess (deficiency) of revenues over expenses	<u>\$ (481,782)</u>	<u>\$ 889,237</u>

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

1. Significant accounting policies (continued):

(f) Significantly influenced profit-oriented enterprises:

The Bureau accounts for its significantly influenced profit-oriented enterprise using the equity method. Under the equity method, the Bureau records its investment initially at cost and the carrying amount is adjusted thereafter to include the Bureau's pro rata share of post-acquisition earnings of the investee, computed by the consolidation method. The adjustments are included in the determination of net income by the Bureau, and the investment accounts of the Bureau are also increased or decreased to reflect the Bureau's share of capital transactions and changes in accounting policies and corrections of errors relating to prior period financial statements applicable to post-acquisition periods. Profit distributions received or receivable from investees reduce the carrying amounts of the investments. Unrealized inter-entity gains or losses are eliminated.

(g) Inventories:

Inventories are recorded at the lower of actual cost and net realizable value.

(h) Use of estimates:

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the amortization period and rates for capital assets and provisions for impairment of accounts receivable.

2. Capital and intangible assets:

	2022		
	Cost	Accumulated amortization	Net book value
Office furniture and equipment	\$ 237,919	\$ 141,228	\$ 96,691
Computer equipment	117,866	93,156	24,710
Leasehold improvements	548,168	46,336	501,832
Tradeshaw equipment	22,113	22,113	-
	926,066	302,833	623,233
Intangible assets	277,199	138,449	138,750
	\$ 1,203,265	\$ 441,282	\$ 761,983

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

2. Capital and intangible assets (continued):

	2021		
	Cost	Accumulated amortization	Net book value
Office furniture and equipment	\$ 185,220	\$ 152,965	\$ 32,255
Computer equipment	93,880	81,063	12,817
Leasehold improvements	314,343	272,595	41,748
Tradeshow equipment	22,113	22,113	-
	615,556	528,736	86,820
Intangible assets	277,199	130,949	146,250
	\$ 892,755	\$ 659,685	\$ 233,070

3. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$24,473 (2021 - \$19,758) which includes amounts payable for payroll remittances, employer health tax, sales tax and workers' safety insurance.

4. Deferred revenue:

	2022	2021
Membership dues	\$ 416,813	\$ 488,390
Marketing funds	18,313	7,000
Major events	-	181,021
Grants	14,654	26,088
Deferred vacation guide advertising	150	-
	\$ 449,930	\$ 702,499

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

5. Deferred Destination Marketing fees:

The Bureau has entered into an agreement with the Victoria Hotel Destination Marketing Association ("VHDMA") to conduct destination marketing funded by destination marketing fees collected from member hotels. The continuity of these revenues is as follows:

	2022	2021
Balance, beginning of year	\$ 695,193	\$ 353,679
Amounts received	1,399,268	698,856
Amounts receivable	304,458	124,725
	2,398,919	1,177,260
Revenue recognized	1,200,766	482,067
Balance, end of year	\$ 1,198,153	\$ 695,193

6. Related parties:

(a) Canadian Tourism Legacy Conferences Ltd:

The Bureau has a 25% equity interest in the above for-profit company, which is accounted for using the equity method. The purpose of the company is to create a high quality conference (IMPACT Sustainability Travel & Tourism) that focuses on innovation, sustainability and creating a lasting legacy in the tourism industry.

The negative carrying value of \$1,356 (2021 - negative carrying value of \$452) represents the Bureau's share of accumulated equity to date.

During 2022, the Bureau contributed \$48,800 to the company as sponsorship and support (2020 - \$39,300). Additionally, the Bureau contributed staff time, effort and expertise which are not recorded in these financial statements.

(b) Capital City Comic Enthusiasts Society:

The Bureau is one of three not-for-profit partners in the above society. The purpose of the society being to provide and support comic and gaming activities in the greater Victoria region. Most notably through the management of the annual Victoria Capital City Comic Convention.

During 2022, the Bureau contributed \$48,050 (2021 - \$30,000) as sponsorship and support. Additionally, the Bureau contributed staff time, effort and expertise which are not recorded in these financial statements. After the 2022 event, the Destination Greater Victoria Board of Directors moved that the Bureau's involvement in this society will pause to assess this society's future viability.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

6. Related parties (continued):

(c) Victoria Military Sports Society:

The Bureau is one of five partners in the above society. The purpose of the society is to support the Victoria military and sporting community by bidding on the Invictus Games.

During 2022, the Bureau contributed \$nil (2021 - \$nil) to the society as financial support for the bid. Additionally, the Bureau contributed staff time, effort and expertise which are not recorded in these financial statements.

This society is in the process of being dissolved.

(d) Greater Victoria 55+ BC Games Society:

On March 8, 2021, the Bureau incorporated the Greater Victoria 55+ Games Society. The Bureau appointed the majority of the Society's Board of Directors. The purpose of the Society is to plan, organize and stage the 2022 55+ BC Games. The Society is incorporated under the Societies Act and is a non-profit organization.

The net assets and results from operations of the Society as at and for the year ended October 31, 2022 are not included in the statements of the Bureau but are detailed below. In line with the Bureau's policy, contributed services are not recognized in these financial statements.

	2022	2021
Financial position:		
Total assets	\$ 42,257	\$ -
Total liabilities	64,594	2,462
Net assets	\$ (22,337)	\$ (2,462)
Results of operations:		
Revenue	\$ 603,776	\$ -
Expenses	623,651	2,462
Deficiency of revenue over expenses	\$ (19,875)	\$ (2,462)
Cash flows from operating activities	\$ 26,577	\$ -

No material transactions or events have occurred between November 1, 2022 and December 31, 2022. The Society completed its purpose and hosted the games in September 2022 and is in the process of being dissolved.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

7. Internally restricted reserve:

To maintain Destination Greater Victoria's financial stability, an internally restricted reserve has been designated to provide for wind down costs, operating costs, for a period of up to six months, and recovery initiatives in the event of a significant economic decline. Now that recovery from the COVID-19 pandemic is firmly underway this reserve has been restructured in line with the Bureau's new funding agreement through to 2026 to be rebuilt to a Board of Directors approved target of \$1,000,000. These internally restricted funds are available only at the approval of the Board of Directors.

As at December 31, 2022, the amount accumulated in the internally restricted reserve was \$710,868 (2021 - \$983,917). Since December 2018, the Bureau has segregated the investments relating to the internally restricted reserve in a separate investment account. The account contains a mixture of low-risk and medium-term investments, which is accordance with the Bureau's Investment Strategy Statement.

The Internally restricted reserve investments are measured at fair value at each reporting date with all changes in fair value included in net income in the period in which they arise.

8. Commitments:

(a) Leases:

The Bureau leases the premises it occupies. The lease at Suite 600 - 765 Broughton Street is for the period June 1, 2022 to May 31, 2032. The lease for the Visitor Centre on Wharf Street is for the period January 1, 2016 to December 31, 2025. Minimum future lease payments over the next five years are as follows:

	Broughton St.	Visitor Center	Total
2023	\$ 130,883	\$ 81,457	\$ 212,340
2024	130,883	81,457	212,340
2025	130,883	81,457	212,340
2026	130,883	-	130,883
2027	136,254	-	136,254

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

8. Commitments (continued):

(b) David Foster Harbour Pathway:

The Bureau entered into an agreement in 2016 to contribute one million dollars to the building of the David Foster Harbour Pathway (“DFHP”). Payment will be made to the City of Victoria in the amount indicated in the following schedule. The Bureau may increase payment in any year and such increase shall count toward the total contribution.

During 2022, the Bureau contributed \$150,000 (2021 - \$150,000) to the City of Victoria for the DFHP (cumulative contributions to December 31, 2022 are \$870,000). The contribution is included on the statement of operations in general and administrative expenses.

These payments are firm and will not be adjusted with inflation:

	DFHP Contributions	Accumulated Contributions
2023	\$ 71,667	\$ 941,667
2024	58,333	1,000,000

9. Allocated expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain general and administrative support expenses to departments by identifying the appropriate basis of allocating and applying that basis consistently each year. Support salaries and benefits are allocated proportionately on the basis of activity in the department. Support expenses are allocated proportionately based on the square footage of office space in each department. The allocations are as follows:

	2022	2021
Advertising and publications	\$ 227,640	\$ 144,524
Media relations	155,669	35,381
Travel trade	180,627	124,500
Research	45,949	124,379
Business events	180,447	42,426
Web marketing	60,213	107,078
	\$ 850,545	\$ 578,288

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2022

10. Financial risks and concentration of risk:

The Bureau believes that it is not exposed to significant interest rate or cash flow risk arising from its financial instruments. Liquidity risk is limited as all investments are held in instruments that are highly liquid and can be disposed of to settle commitments. The Bureau also maintains a line of credit arrangement to enable short term borrowing if needed.

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Bureau limits its exposure to credit risk on cash and cash equivalents and short-term deposits by investing in instruments issued by high credit quality financial institutions. The Bureau is also exposed to credit risk with respect to accounts receivable. The risks are minimal as the most significant receivables relate to amounts due from various governments. The Bureau monitors member and other receivables to ensure amounts remain current. Historically, the extent of receivables not recovered has not been significant.

Market risk is the potential for financial loss to the Bureau from changes in the values of its financial instruments due to changes in interest rates, currency exchange rates or equity prices. The investments of the Bureau are subject to normal market fluctuations and to the risk inherent in investment in capital markets.

The Bureau is exposed to interest rate risk on its fixed interest rate medium term deposits however all such investments are generally held to maturity as the Bureau does not trade in such securities.

The Bureau is exposed to currency risk as a result of exchange rate fluctuations and the volatility of these rates.

The Bureau is exposed to equity price risk on its investments in equities, unit trusts and partnerships and mutual funds.

There has been no change to the risk exposures outlined above from 2021.

11. Societies Act remuneration disclosure:

In 2022, the bureau paid 11 individuals (2021 - 7) with remuneration of \$75,000 or greater, and the total remuneration paid to these individuals was \$1,417,203 (2021 - \$887,868). No amounts were paid to directors as remuneration during 2022 or 2021.

2022 Board of Directors

Officers



CHAIR

Darlene Hollstein
Chair, Governance, Human Resources and Risk Committee
General Manager, The Bay Centre
Retail and Restaurants



VICE CHAIR

Brett Soberg
Chair, Transportation and Destination Management Committee
Owner/Operator, Eagle Wing Whale & Wildlife Tours
Recreation and Outdoor Adventure



VICE CHAIR

Chris Watson
General Manager, Best Western Plus Carlton Plaza Hotel
Director at Large



PAST CHAIR

Kimberley Hughes
Chair, Sales and Marketing Committee
General Manager, Delta Hotels by Marriott Victoria Ocean Pointe Resort
Accommodation – More than 149 Rooms

Directors



Allison Fairhurst
Chair, Sales and Marketing Committee
General Manager, Abigail's Hotel
Accommodation – 25 Rooms or Fewer



Robert Bettauer
Chair, Sport Tourism Committee
Chief Executive Officer, Pacific Institute for Sport Education (PISE)
Greater Victoria Sport Tourism Commission Appointee



Trina White
Co-Chair, Sustainability Committee
General Manager, The Parkside Hotel & Spa
Director at Large



Eda Koot
General Manager, Inn at Laurel Point
Accommodation – More than 149 Rooms



Madone Pelan
General Manager, Oak Bay Beach Hotel
Accommodation – From 26 to 149 Rooms



David Gudgel
Chief Operating Officer, Kenmore Air
Transportation and Sightseeing



Theresa Ito
Principal, Blue Mountain Solutions
Director at Large



Samantha Wilson-Newton
Brand Manager, The Wilson's Group of Companies / Sightseeing Victoria Attractions



Raymond Chan
Principal Consultant, RCA Consulting
Tourism Vancouver Island Appointee



Spencer Walker
Director & Team Lead, Commercial Banking, CIBC
Greater Victoria Chamber of Commerce Appointee



Stephen Andrew
Councillor, City of Victoria
City of Victoria Appointee



Susan Brice
Councillor, District of Saanich
District of Saanich Appointee