

DESTINATION GREATER VICTORIA

2024 Business Plan



DESTINATION GREATER
VICTORIA

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MESSAGE FROM THE CEO

Two years have passed since the world faced the unprecedented challenges of the global pandemic, and since then, our dedication and resilience have not only allowed us to reopen but to thrive. It is against this backdrop that we share the progress and vision for the upcoming year in our 2024 Business Plan.

In 2023, we experienced a remarkable year marked by growth, innovation, and unwavering commitment. Building upon this momentum, we move into the new year with a theme for 2024: "Taking Stock and Moving the Needle." As we enter the third year of our five-year plan, this year is dedicated to reflection and strategic action, as we focus on several critical pillars of our organization.

Our commitment to excellence drives us to continuously assess and enhance our strategies. In 2024, we will plan for sustainable growth, further prioritize Equity, Diversity, and Inclusion (EDI) initiatives to create a more equitable workplace and destination, and accelerate efforts to minimize our environmental impact. Sustainability is not just a goal; it is a core value and Destination Greater Victoria (DGV) will continue to advocate for responsible tourism practices.

Our brand is our most valuable asset. Investing in strengthening its visibility, reputation, and resonance in the market will ensure it remains at the forefront of our success.

In challenging economic times, the visitor economy is more crucial than ever. Collaborating with our partners and stakeholders, we will enhance and diversify our tourism offerings. Despite potential economic headwinds, our commitment to growth remains resolute. Our efforts will center on updating foundational research, unveiling a ten-year tourism master plan as well as a new website, and investing in air route development for improved accessibility.

The following sections of this business plan will provide comprehensive insights into our strategies, initiatives, and goals for 2024. The journey ahead is filled with promise and opportunity. Together we are embarking on a year of taking stock, moving the needle, and setting new standards of excellence.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Nursey". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Paul Nursey

CEO, Destination Greater Victoria

BACKGROUND AND SITUATION ANALYSIS

Greater Victoria’s visitor economy has enjoyed two strong recovery years in 2022 and 2023. While there is a solid framework plan in place, some adjustments are required in 2024 for continued recovery and improvement. The primary focus of this year is to take stock and assess our progress after two years of extensive recovery efforts, adjust as necessary, and continue to move the needle forward for the betterment of our members and community partners.

State of Recovery

Almost two years after substantive reopening of the Greater Victoria visitor economy, recovery has been strong on an aggregate basis, but some uneven patches remain. However, the overall story is near full recovery in hotel occupancy levels and strong revenue gains. ¹

	Full Year 2019	Full Year 2021	Variance 2021 vs 2019	Full Year 2022	Variance 2022 vs 2019	Year to Date October 2023	Variance 2023 vs 2019 ^A
Occupancy	71.9%	49.7%	- 30.8%	65.9%	- 8.3%	70.8%	- 3.7%
Average Daily Rate	\$193.27	\$179.49	- 7.1%	\$237.82	+ 23.1%	\$254.77	+ 27.0%
RevPAR	\$138.90	\$89.18	- 35.8%	\$156.76	+ 12.9%	\$180.36	+ 22.4%

^A Variance is YTD October 2023 compared to YTD October 2019, where Occupancy was 73.5%, Average Daily Rate was \$200.54, and RevPAR was \$147.36.

The varied pace of recovery among tourism businesses in Greater Victoria can be attributed to different source markets reopening at different rates. It is also evident that while 2022 and 2023 brought about two good top-line revenue years, they will not completely offset the severe losses businesses experienced in 2020 and 2021. However, overall, there is a clear sense that the destination is heading in the right direction with many positive trends and accolades for the destination, along with growing interest in investment. This interest is exemplified by new hotel development proposals, of which there are currently five in progress in Victoria and others in suburbs, as well as interest in initiatives aimed at rejuvenating attractions. Furthermore, important public investment files such as the Belleville Terminal project have moved forward.

Strong Brand with Worldwide Attention

During the pandemic in 2020 and into 2021, Destination Greater Victoria undertook a brand refresh project in partnership with its newly procured agency of record MMGY Global to attempt to best position Greater Victoria for recovery from the COVID-19 pandemic when restrictions ultimately were lifted, and travel resumed. The new brand supported our record investment in a recovery campaign in 2022, which was extended into 2023, along with carefully integrated media and public relations efforts. The brand had two central features: putting sustainability at its core and emphasizing the uniqueness of Greater Victoria.

¹ Table Data Source: STR Travel Greater Victoria Accommodation Report

Key Accomplishments from this effort include:

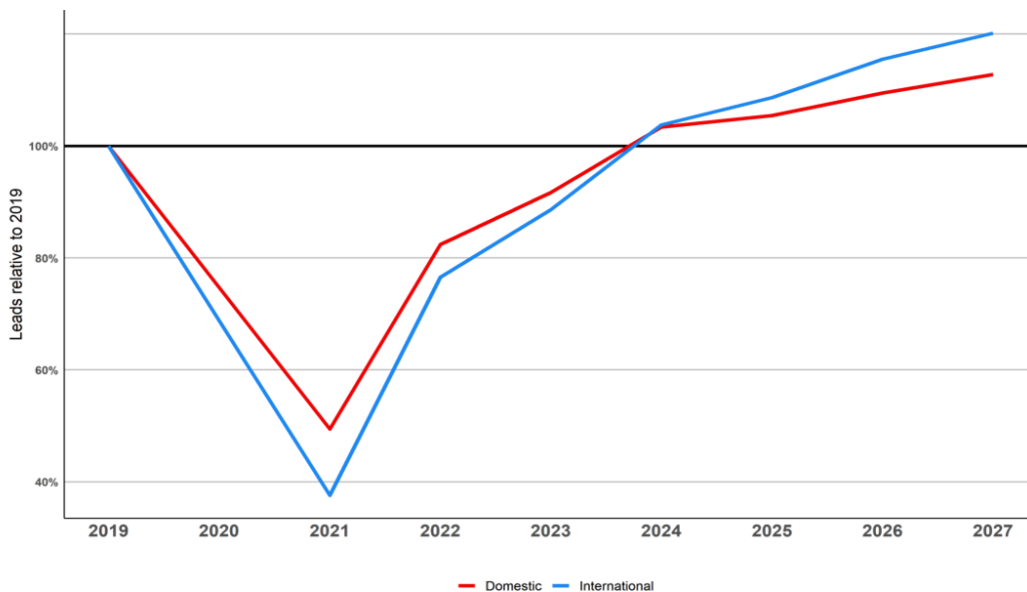
- Leading BC and Canada in terms of recovery in 2022
- Editorial accolades including:
 - Named #1 Best Small City in the World in 2023 ([Conde Nast Traveler](#))
 - Listed in [Travel + Leisure](#)'s 50 best places to travel.
 - Recognized as the Most Walkable City in the World (outside the US) by [TravelAwaits](#).
 - Listed as one of [Sunset Magazine](#)'s best city getaways in 2023.
- Strong attributable advertising results as measured in advertising tracking and conversion studies.

As we continue with recovery, Destination Greater Victoria has a world-leading brand as a pillar to rely on.

Recovery of Business Events Market

One of the key drivers of Greater Victoria's visitor economy recovery has been on the business events side of the business, also known as meetings and conferences. Rebooking of meetings and programs affected by COVID-19 drove foundational success in 2022 and 2023. By 2023 new leads were on par with 2019 levels and new booking leads in 2024 and beyond have now surpassed 2019 levels. Greater Victoria's results align with the broader Canadian trend of meetings leads surpassing 2019 levels.

The chart below shows expected business events leads for Canada from domestic as well as international source markets in 2024. Source: Destination Canada, Business Events Canada Trends Update, Fall 2023.



The Destination Greater Victoria Business Events team is working effectively with its hotel partners and the broader membership community to drive business. This creates foundational business opportunities for years to come.

Visitor Economy More Important Than Ever

Despite these positive trends, there are challenges to overcome in our destination. To be successful, all destinations rely on a mix of locals and visitors to thrive. Greater Victoria and its downtown core have long benefited from a mix of visitors, residents, and workers to sustain a vibrant, interesting shopping and dining experience.

One of the foundational changes to the Greater Victoria economy during the pandemic was the BC Government's implementation of a work-from-home policy.² Greater Victoria has long relied on public sector workers to support the local economy. As the economy adjusts to a new reality from this change, tourism is being relied on more than ever to support the business community as transitions unfold in the years ahead.

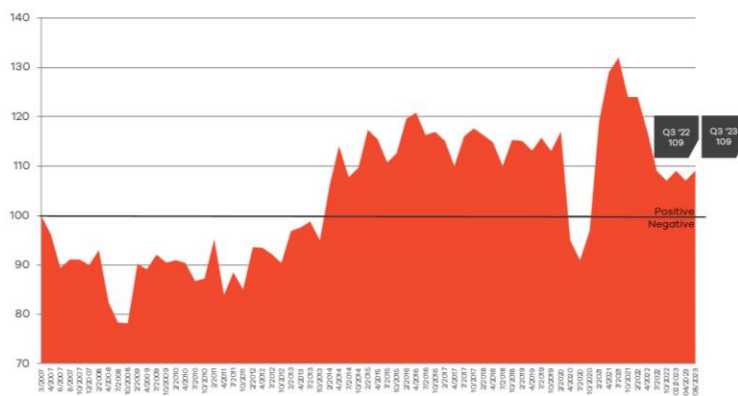
For this reason, Destination Greater Victoria launched its "Every Visitor Counts" campaign in the fall of 2023 to communicate how beloved local businesses and amenities rely on both visitors and locals to survive and add to the vibrancy of our community.

State of Economy

It is quite clear that both the Canadian and global economies are currently experiencing a slowdown, if not officially in contraction or recession. How this situation unfolds in the next year, upon which this business plan is built, and the severity of any downturn or contraction, remains uncertain at this time. Many experts predict a recession ranging from a "soft landing" to a more serious contraction in the winter of 2023/2024 and into the spring of 2024.³ There is little doubt that Canadians and travellers from key international source markets are feeling the dual pinch of rising costs through inflation and increasing interest rates.

Despite this, travel intentions remain positive. The MMGY Travel Traveller Sentiment Index™ remains unchanged from a year ago.

Traveler Sentiment Index™ (TSI): Unchanged From One Year Ago.



The Traveler Sentiment Index™ (TSI) consists of six variables, including interest in travel, time available for travel, personal finances available for travel, affordability of travel, quality of service and safety of travel. It provides a glimpse into how U.S. adults are feeling about travel this year compared to the same time a year ago. MMGY Travel Intelligence has calculated and reported the TSI quarterly since March 2007; therefore, we are able to compare the indices to February 2020 (pre-pandemic levels) to track how the traveler mindset has changed throughout the COVID-19 pandemic.

Base: U.S. adults (n=4,515)

Source: MMGY Global's *travellhorizons*™/2023 *Portrait of American Travelers*™ *Fall Edition*

MMGY Travel Intelligence

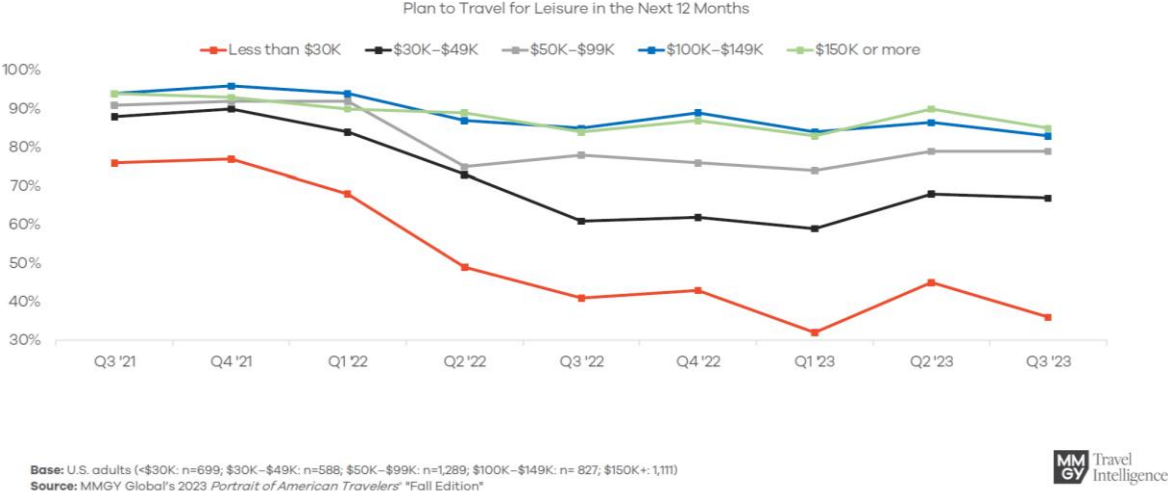
² "Victoria Businesses Worry about Work from Home Policy" [Arrthy Thayaparan](#) · CBC News · Posted: Apr 04, 2023

³ "Is Canada Headed for a Recession in 2023?" BNN/Bloomberg, September 2023

Households continue to prioritize travel over other investments, with 63 per cent of active travellers planning to spend more on travel in the next 12 months than they have spent in the previous two years.⁴ Travel remains a priority and households are making adjustments and adapting as best they can.

One key takeaway is that compared to last year, travel intentions from those with higher household incomes are unchanged, while those with lower incomes are down.⁵

Compared to Last Year, Travel Intentions of Those With Higher Household Incomes Are Unchanged, While Those With Lower Incomes Are Down.



If softening is to occur, it is expected to affect lower-star level hotels first from USA and international markets. Short-haul getaway markets and regional travel can help to mitigate this downside risk.

Focus on Transportation

One of the everlasting and enduring foundations of building a successful visitor economy in Greater Victoria is the vital importance of transportation connections. This was reinforced in 2023 as the region faced challenges in ferry service, both in terms of capacity on BC Ferries and the suspension of the Washington State Ferries route from Anacortes to Sidney until 2030. This was further compounded by the slower-than-anticipated restoration of direct flights from the United States source market.

Air Route Development:

Destination Greater Victoria has put a major emphasis on reconnecting air routes. Significant investment started with Air Canada in July 2020 to restart the vital Toronto-Victoria air route. Making that important co-marketing investment at a time when even our own organization had significantly reduced income levels and faced an uncertain future was a bold and important move. Destination Greater Victoria has

⁴ MMGY Travel Intelligence, Portrait of the American Traveller, Fall 2023 Release. Page 11.

⁵ MMGY Travel Intelligence Bulletin. 2023 Fall edition.

continued steadfastly to invest in air route marketing partnerships to help rebuild. However, progress has been slower than we would like.

A variety of factors are coming together to suggest that the winter of 2023/2024 could be the critical time when vital transborder services could come into play. These factors include:

- North American airlines are making major fleet purchases to modernize and grow their fleets.
- The transition of many regional flights to the Embraer E-175 and E-195 is complete with pilots trained on new planes.
- While pilot and crew shortages remain, they are not as acute as they were once were.
- Airlines in general have re-established major routes and are turning their attention to secondary airports such as Victoria International Airport.
- Construction at both the terminal and north runway at Vancouver International Airport will make airports such as Victoria and Kelowna attractive alternatives.

Air route development is an essential function for airports planning to attract new services and destinations seeking further investment in the region through increased visitors and hospitality developments.⁶ Airports attract new routes with a series of inducements including discounting or waiving landing and gate fees for a period, and tourism boards support the effort by partnering with airlines to raise awareness of new flights through marketing and promotion efforts. This strategy reduces the risk of the new city-pair and makes the airline more interested in choosing one destination/airport for investment over another. Airline co-marketing is designed as a short-term program to help a well-researched city-pair reach viability in a short period of time and should be differentiated from air route subsidies or revenue guarantees whereby governments subsidize air routes on an ongoing basis to achieve a variety of economic and social benefits. Destination Greater Victoria is proud to engage in co-marketing but does not support the practice of air route guarantees.

Unlike many provinces, British Columbia does not have an air route development fund. As the key air route development partner of Victoria International Airport, Destination Greater Victoria must be ready for a key window of time even though results are uncertain. As a result, Destination Greater Victoria's management team has earmarked a record number of resources for air route development efforts and will seek to partner with the Victoria Hotel Destination Marketing Association as needed to try and be ready to capitalize on this important recovery window for flights.

Private Sector Ferry Partnerships:

One of the key learnings from 2023, is that BC Ferries is operating at more than 90 per cent capacity on an ongoing structural basis on its most popular major route between Tsawwassen (Vancouver) and Swartz Bay (Victoria). Until new ferries are added to the fleet and terminal improvements are completed in roughly seven years, growth on this route will be limited to foot passengers. Vancouver vehicle getaway traffic will still be significant, but its upside growth potential is constrained. That said, we are encouraged that BC Ferries has begun the process of procuring new major vessels to service routes between Vancouver Island and the Lower Mainland as early as 2029.

⁶ Forward Keys, A DMO Ally. Air route development definition.

As previously mentioned, the Washington State Ferry route between Sidney and Anacortes is currently on hiatus until 2030 when a new route is developed. As a result, ferry operators from Washington State, namely FRS Clipper and Black Ball Ferry line, are becoming more strategically important than ever as further recovery and growth is possible from those access points. Destination Greater Victoria intends to partner with private ferry operators on co-marketing initiatives to consumers in key source markets in the spring of 2024.

Importance of Regional Markets

Greater Victoria is fortunate to be geographically located in an area where there are significant sources of high yielding customer segments who are keen travellers and have strong unaided awareness of Greater Victoria as a destination. Destination Greater Victoria understands these source markets very well thanks to ongoing research, online metric and data analysis and campaign evaluation tools such as advertising and conversion studies. In times of global strife, it is reassuring to know that these critical source markets for our destination are close to home and can sustain us.

Destination Greater Victoria focuses on the key source markets through direct-to-consumer advertising, travel trade and media and public relations efforts:

Key Source Markets for Destination Greater Victoria include:

- Metro Vancouver, British Columbia
- Seattle, Washington
- Calgary, Alberta
- Toronto, Ontario
- San Francisco, California

For 2024, Destination Greater Victoria is researching the following source markets and may trial some communications initiatives to test response:

- Portland, Oregon
- Edmonton, Alberta

Destination Greater Victoria also supports Destination BC and Destination Canada in their efforts in longer haul markets. Destination Greater Victoria sees and does business with customers from all over the world by providing business to business leads, itinerary suggestions, hosting qualified familiarization tours etc., and responding to leads at trade shows.

Environmental Scan

A PESTEL analysis is a framework or tool used to analyse and monitor the macro-environmental factors that may have a profound impact on an organisation's performance.⁷

P – Political: Elections and the possibility for government change are a theme for 2024. There will be a provincial election in 2024, there is a possibility of a Canadian election in 2024, if not 2025, and the United States will also have a Presidential election in November 2024. Ongoing global conflicts will dominate the global political agenda.

E – Economic: The likelihood of a recession or downturn in the spring of 2024 is widely understood. Increased interest rates and inflation have affected households in key source markets.

S – Social/Societal: With two major wars underway, travellers will be looking for destinations with a track record of safety and security. Experience from previous decades indicates that Canada tends to perform well during these periods and is viewed as a haven for travellers during times of conflict.

T – Technological: The role of Artificial Intelligence is undeniable. Professionals in all industries, including Destination Marketing and Management must adapt.

E – Environmental: The crucial role of sustainable and regenerative tourism will remain at the centre of Destination Greater Victoria's business plan and destination brand.

L - Legislative: Two items will directly impact our landscape in the coming year. British Columbia is finalizing a Tourism System Renewal project, and the Province of BC announced a new legal and regulatory framework around Short Term Vacation Rentals in the fall of 2023 which is expected to be enacted in early 2024.

⁷ "Scanning the Environment, a PESTEL Analysis" Business Tools to You, Online Edition. September 2016

Third Year of 2022 – 2026 Five Year Plan

2024 is the third year of Destination Greater Victoria's five-year strategy under the 2022 to 2026 MRDT funding cycle. The five-year Strategic Plan includes four over-arching strategic objectives and significant progress has already been made towards each of these:

1. Recover from COVID-19 quickly and efficiently.

The target for this objective is to recover from the impacts of the COVID pandemic in line with or ahead of Destination Canada's benchmarks. These benchmarks anticipated recovery across varying timelines subject to industry sector, broadly from 2024 to 2026. Greater Victoria's visitor economy has broadly recovered to pre-pandemic levels of business ahead of forecast timelines. Results for 2022, notably in terms of commercial accommodation metrics which are key industry indicators, were aligned with or ahead of results for 2019. While recovery has been uneven across sectors, significant and ongoing progress has been made towards this objective.

2. Set the tone for the visitor economy to operate in line with values of our community.

Dual targets for this objective are for Greater Victoria's tourism industry to achieve and maintain a world-leading third-party sustainability accreditation, and for Destination Greater Victoria to maintain or improve its carbon-neutral operations. Both targets are aligned with community values, and both have largely been achieved. Destination Greater Victoria has led the process of Biosphere certification in collaboration with DGV members, who have access to the Biosphere program free for one year as a membership benefit, resulting in Greater Victoria gaining Biosphere Certification in March 2023.

In 2024 work will continue on the Biosphere program and initiatives, including helping member businesses with their certification journeys. Destination Greater Victoria will also continue its partnership with the City of Victoria on the Global Destination Sustainability (GDS) Index, where Victoria ranked #2 in Canada for 2023. Additionally, and reflecting a long-term commitment to sustainability, a key focus for 2024 will be developing a circular economy strategy for Greater Victoria's visitor economy. Alongside this, DGV will continue to minimize, track, and offset its organizational carbon footprint, and over the past four years has improved from carbon-friendly to carbon-positive through Ostrom Climate.

3. Focus on higher yielding, year-round customers in all target segments.

Targets for this objective are (a) recovering annual revenue per available room (RevPAR) to the level of 2019 (\$139.03) by 2023, with further increases to 2026, and (b) continuing to address and reduce seasonality as part of building a visitor economy supporting businesses and jobs year-round. RevPAR was \$156.76 for the full year 2022 and \$183.99 year-to-date September 2023, almost a 33% increase compared to pre-pandemic level. Further growth in RevPAR is anticipated going forward. Destination Greater Victoria also continues to address and reduce seasonality by building business year-round, through its business events, sport tourism strategies, and highly effective seasonal marketing campaigns.

4. Support our member businesses and communities.

The target for this strategic objective is to develop, implement and refine an integrated experiences strategy for the destination that is recognized as industry-leading by 2026. Work towards this target is ongoing and will be complemented by launching a significantly refreshed digital platform for Destination Greater Victoria in 2024.

Destination Greater Victoria's management team believes these high-level strategic objectives continue to remain relevant for 2024 and recommends ongoing work in each area.

Pillars of 2024 Business Plan

1. Pushing Growth and Recovery in the Face of Economic Headwinds:

There is little doubt that the Canadian and global economy is going through a period of slowdown if not officially in contraction or recession currently. Many experts predict a recession ranging from a “soft landing” to a more serious contraction in the winter of 2023/2024 and into the spring of 2024. In spite of this most member properties surveyed are budgeting for revenue increases of 4-5% in 2024 compared to 2023. At Destination Greater Victoria we will aim to support growth in line or better than our members expectations.

2. Focus on Transportation Connections:

The location of Greater Victoria at the southern tip of Vancouver Island necessitates a diverse range of transportation choices to support the thriving visitor economy. Whether it's by ferries, float planes, or commercial airlines, there are many options for travellers to access our world-class destination. Unlike other destinations that are not located on an island, a disruption to any mode of transportation can have an immediate and widespread ripple effect within the visitor economy.

DGV's Transportation and Destination Management Committee is comprised of members with a vested interest in connectivity. Air route development and partnerships with private sector ferry companies will be a key focus in 2024 and beyond as some other modes of transportation reach capacity.

3. Continuing Emphasis on Sustainable Tourism:

Sustainable tourism will continue to be a core element of Destination Greater Victoria's strategy and business activities during 2024. This strong ongoing focus on sustainability is not only good business practice but also directly aligned with community values. Research with industry stakeholders as well as Greater Victoria residents has consistently shown that our communities assign significant importance to sustainable tourism and consider it a high priority for Destination Greater Victoria going forward. Engagement with local residents during the Tourism Master Plan process in 2023 reaffirmed that sustainability should be a major and foundational pillar for the destination into the future.

In 2024 Destination Greater Victoria will continue to take the lead on maintaining and extending destination-level Biosphere Certification for Greater Victoria, while also continuing to help DGV members as they work with the Biosphere program towards certification for their business. No-cost first-year access to the Biosphere program will continue to be available to DGV member businesses. Destination Greater Victoria will also maintain its partnership with the City of Victoria on the Global Destination Sustainability (GDS) Index. Victoria currently ranks #2 across Canada and in the top 50 globally on the GDS Index. Working to extend its sustainability initiatives and impact over the year, DGV's aim for 2024 is to not only increase Victoria's overall score on the Index but also to move into the top 40 destinations world-wide. To further increase the destination's sustainability standing and best practices, in 2024 Destination Greater Victoria will lead a rigorous and collaborative process of developing a circular economy strategy for the destination. Work towards a circular economy strategy commenced in 2023 as a central component of DGV's five-year Strategic Plan; this will gain significant momentum throughout 2024 and involve multiple partners, stakeholders, and community groups.

4. Identifying Priorities in the Destination Master Plan:

In late 2022 Destination Greater Victoria commenced the process of developing a comprehensive forward-looking ten-year Tourism Master Plan for Greater Victoria, drawing upon the expertise of two globally recognized partners in MMGY NextFactor and FLOOR13. Work on the Plan continued throughout 2023, including extensive data collection and engagement with industry leaders, tourism businesses, local governments, residents, and community organizations. Because the Master Plan is intended to inform and guide future directions for Greater Victoria's visitor economy, the approach to its development has been highly consultative and collaborative. Stakeholder recommendations and insights on priorities are being collated in Q4 2023, and the final Plan document is scheduled for completion in Q1 2024. Destination Greater Victoria's main focus in this area for 2024 will be identifying next steps and priority initiatives to move forward.

5. Continued Efforts to Keep DGV focused, lean and scalable.

Several obligations and business initiatives will be complete in 2023/2024. After many years of discussion and decades of advocacy, the Belleville Terminal redevelopment project is moving ahead. This is a major accomplishment of which we, as well as our stakeholders, are proud. While there are many projects and initiatives on the horizon for 2024, we are keeping our model simple and ensuring all work strategically aligns. We will review major events to ensure support for events that demonstrate measurable impact are prioritized.

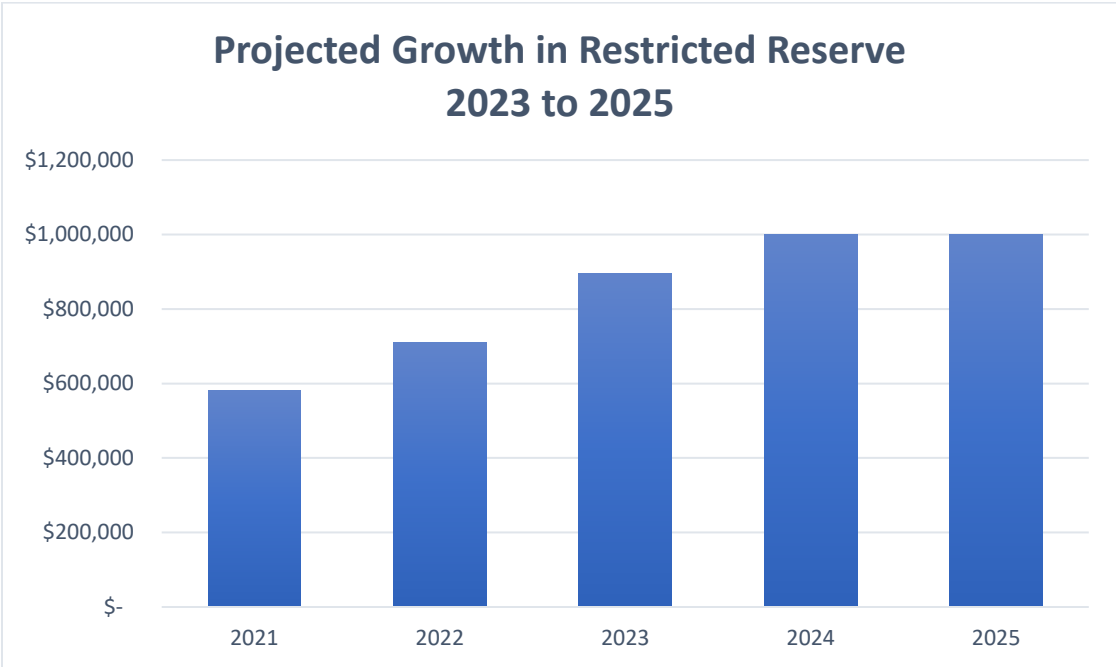
Organizational Priorities

Destination Greater Victoria maintains a solid organizational strategy for its restricted reserves post-pandemic, including a robust investment strategy policy and professional third-party management of the restricted reserve funds.

Rebuilding Strategic Reserves

The Destination Greater Victoria restricted reserves are for an orderly wind-down of the organization should its funding not be continued. The next MRDT renewal period is 2026.

Destination Greater Victoria’s goal is to have \$1 million in restricted reserves by the end of 2025 by investing \$100,000 in each of 2023, 2024, and 2025. Strong revenue recovery for our sector should allow \$150,000 to be invested in 2023 bringing us to our target a year earlier than planned, accelerating our plans to re-invest the investment gains on the portfolio directly back into marketing and sales efforts.



Equity, Diversity, and Inclusion

In 2023, we developed our organizations Equity, Diversity, and Inclusion (EDI) Strategy Plan. This document was informed by invaluable information and insights gathered from the findings generated using Destinations International EDI Assessment Audit Tool. We are poised to advance with these strategic priorities in 2024. We have established an internal committee comprising dedicated staff members with a mission to cultivate an inclusive, supportive, and safe workplace environment where employees from all backgrounds and demographics can collaborate. This committee is responsible for devising processes, resources, and program initiatives that align directly with the strategic objectives of both our organization and Destinations International. Our key areas of concentration encompass recruitment, training, accessibility, and membership. In our commitment to these areas, we have set specific targets pertaining to EDI to monitor and assess the efficacy of our EDI initiatives.

Embracing diversity and inclusivity lies at the core of our mission, and in late 2023 Destination Greater Victoria achieved Rainbow Registered accreditation.

The Rainbow Registered Program is a voluntary process that recognizes businesses or communities for demonstrating compliance with the quality standard (i.e., National Guidelines). This accreditation signifies that Destination Greater Victoria is market ready for the 2SLGBTQI+ community and has earned the right to be associated with the program's distinguished designation mark – Rainbow Registered®.

DGV has achieved Rainbow Registered accreditation by meeting a set of rigorous criteria. This includes the implementation of non-discriminatory policies, diversity training, public education efforts, demonstrated leadership in inclusion, and establishment of an affirming 2SLGBTQI+ inclusive organizational culture.

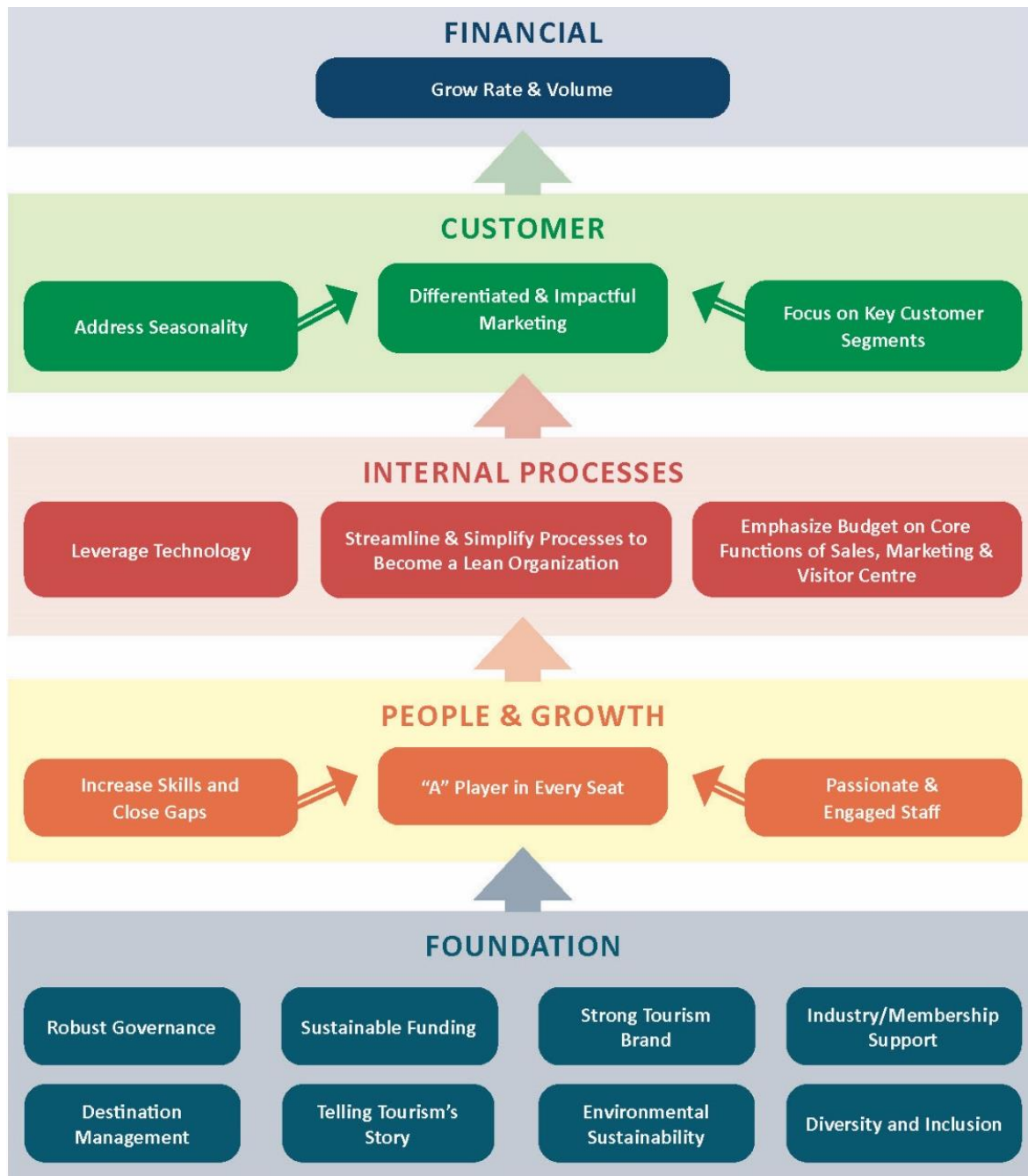
Balanced Scorecard

Destination Greater Victoria will continue to use the Balanced Scorecard approach to strategic performance management in 2024. Balanced Scorecard aligns key elements of business operations across four perspectives (financial, customer, internal processes, and learning and growth) which are built upon foundational drivers of success. Assigning performance measures and targets across each perspective and the foundational factors interlinks strategy with operations, to ensure organizational units are functioning effectively and driving strong results.

Destination Greater Victoria has used a Balanced Scorecard framework successfully for more than seven years and works to cascade the scorecard to all levels of the organization. Foundational drivers for 2024 will continue to be robust governance, sustainable funding for longer-term strategic planning, a strong tourism brand, support from industry and members, effective destination management, telling tourism's story, sustainability, and diversity and inclusion. These key drivers underpin Destination Greater Victoria's Strategy Map (below) and support strategies within the four Balanced Scorecard perspectives.

DGV's enterprise-level Balanced Scorecard is tracked throughout the year and reviewed and updated annually. For 2024 there will be continued emphasis on strategic priorities as well as emerging areas of focus. Aspects for expansion of DGV's enterprise scorecard in 2024 will include destination stewardship and sustainability, strategic initiatives in public affairs and membership, and corporate communications and community relations.

Destination Greater Victoria's Strategy Map



BUSINESS ACTIVITIES

Consumer Marketing and Travel Media

STRATEGY

In 2023, Destination Greater Victoria continued marketing communications activities to build back demand across sectors of the visitor economy. While 2022 saw good results for hotels, for some restaurants, retail and attractions, the lack of international visitors meant that Greater Victoria did not return to 2019 levels.

In 2023, Greater Victoria is experiencing continued, broad recovery. At the same time, there are conditions that have hampered visitation and recovery: service interruptions on BC Ferries during the peak summer season, the devastating wildfire season in British Columbia that impacted bookings and cancellations, continued tight labour, and increased costs in the restaurants sector in particular. In looking at 2024 and beyond, it is important that we continue to grow off-peak visitation to ensure that as a destination we reduce reliance on summer peak season.

Higher interest rates and the higher cost of goods are expected to continue to impact household disposable income in 2024. Additionally, while coming out of the COVID-19 pandemic, travellers were willing to pay more and expect less. Expectations around service and value for money are likely to be higher in 2024.

Given these conditions, the Marketing Communications team will focus on eight strategic priorities in 2024:

1. Promoting Greater Victoria as a compelling, year-round destination.
2. Growing brand awareness and endearment for Greater Victoria.
3. Increasing length-of-stay to ensure spending across all sectors of the visitor economy.
4. Leaning into our new website to drive strong call-to-action (CTA) and measurable conversion.
5. Leveraging partnerships and co-investment opportunities with Destination BC, Destination Canada and other entities that align with Destination Greater Victoria's objectives.
6. Using data to hone targeting and access look-alike audiences, creative, messaging and mediums.
7. Leveraging our owned channels and growing our presence through collaboration.
8. Use AI to action efficiencies to stretch internal capacity.

Marketing Business to Consumer (B2C): Advertising, B2C promotion activity and content marketing

STRATEGY

In 2023, Destination Greater Victoria ran two core campaigns, supported by evergreen/always on. It also ran several smaller scale campaigns including an up-island campaign to drive demand in January through March, and a last-minute campaign to fill some holes in August and September. The cooperative campaign with Destination BC for Flavour Trails™ continued in 2023 and expanded to include partners in the Southern Gulf Islands.

In 2024, Destination Greater Victoria will continue to target high-value, fully independent travellers (FIT) and transient segments identified by personas such as:

- Nested Independents: Couples aged 55 and older who have flexible schedules and discretionary income to enjoy an array of activities, including cultural activities, and longer stays.
- Coastal Culturalists: Millennials and couples who place a high value on local experiences and food offerings. Coastal Culturalists often travel in the off-peak to maximize value and stretch their dollars.
- The Young with the Restless: These are parents travelling with children. They build itineraries and memories that put their children first. Their disposable income can range from high to moderate.

Destination Greater Victoria will continue to focus on its core markets on Vancouver and the Lower Mainland, Calgary, and Toronto in Canada; and Seattle and San Francisco/northern California in the US. The Edmonton and Portland markets are being actively monitored for inclusion.

The biggest project undertaken by the Marketing Communications team in 2023 was the new consumer website. Working with partners MMGY and VERB Interactive, a best-in-class website, aimed to be distinctively different from other DMO sites, will launch in December. In 2024, optimizing the new website and launching the corporate site are key priorities.

2023 saw changes across social media platforms with Twitter rebranding to “X” and Meta launching a Twitter-like offshoot of Instagram called Threads. Destination Greater Victoria took a “wait and see” approach with both of these changes, and that served the team well. Destination Greater Victoria will continue to lean into its owned channels, including the Destination Greater Victoria blog, e-newsletter, and social channels in 2024, putting more attention to YouTube, and exploring TikTok. To do this, we must find efficiencies, and we are looking at leveraging AI to create first drafts of blogs in 2024, as well as exploring similar possibilities with e-newsletter.

TACTICS

1. Drive visitation to Greater Victoria with continuous market presence augmented by incremental seasonal activity, with a focus on driving off-peak.
2. Lean into the new website backend “Control Tower” DXP, growing sophistication to leverage data to fine-tune content, messaging, and landing pages.
3. Continue to strategically increase Destination Greater Victoria’s social media following, engagement, and e-newsletter database by establishing a working relationship with a selection of impactful local influencers who can help share a local’s perspective, and by working to establish additional first-party data.
4. Use AI to action efficiencies to stretch internal capacity, to allow for additional focus on YouTube and exploration of TikTok.
5. Track and optimize the new Zau integration to allow for online booking of attractions and continue to use the Check-in Canada widget to pass leads through to hotel partners, optimizing media for conversion.

Travel Media: Identifying and pitching media outlets, journalists, and content creators.

STRATEGY

Travel Media activity is core to Destination Greater Victoria's top-of-funnel activity. In 2023, hosting the Samantha Brown's Places to Love production was a core activity, and in early 2024 that production will go live, and we will focus on activities to maximize the impact of that investment. Destination Greater Victoria is also targeting to bring one production into market in 2024.

In 2022, Destination Greater Victoria began a relationship with MMGY Global's public relations arm, NJF. NJF spearheads Destination Greater Victoria's travel US travel media efforts by actively pitching and vetting American journalists and content creators. The relationship has proven successful and will continue in 2024.

The Travel Media team will continue to focus on building relationships and securing quality earned coverage online, and in print, radio, social channels and on television. While part of the team's efforts will remain responsive, as was the case in 2023, it will incorporate proactive outreach in 2024 to align with stories that will actively promote Greater Victoria's destination brand. Opportunities will be evaluated based on demographics of audiences, engagement, story angles, content creator trajectory, and reputation/value alignment.

Identified themes and stories that will set Greater Victoria apart include sustainability, culinary, family-friendly, pet-friendly travel, and health and wellness.

Destination Greater Victoria will continue to work with the Destination BC Travel Media Team and access their Visiting Journalist Program to help offset journalist travel costs.

TACTICS

1. A successful media event was executed in LA in 2022. In 2024, Destination Greater Victoria will execute one in New York.
2. Collaboration with Destination BC and Destination Canada where possible to maximize exposure and access cost saving opportunities.
3. Continue relationship with NJF public relations firm in Los Angeles (a branch of MMGY Global), to drive strong results within the US market.
4. Continue to participate in media missions into key markets with the DBC, Vancouver, Whistler travel media partnership (Toronto, Seattle, California – potential for Texas in 2024 TBD).
5. Attend key conferences such as International Media Marketplace to create new relationships and maintain established ones.
6. Explore bringing in one production in 2024 – news show either from Seattle market or Canada national.
7. Experiment strategically by targeting one notable podcast (i.e., AFAR) within earned coverage in 2024.

Business Events

STRATEGY

Promoting Victoria as a premier Business Events Destination, the focus is to generate leads and secure bookings for hotel room nights, attractions, and activities across Greater Victoria to stimulate economic growth. An emphasis is placed on driving Citywide Conferences at the Victoria Conference Centre.

TACTICS

Marketing

Digital Marketing Campaign Utilize digital channels such as social media, email marketing, and paid advertising to target event planners and potential attendees. Share engaging content, including success stories, videos, and testimonials highlighting Victoria as an ideal location.

Content Marketing Create high-quality, informative content about Victoria's attractions, venues, and the benefits of hosting events in the region. Publish blog posts and articles to provide valuable content to event planners. Victoria Conference Centre will share guides, videos and other content that showcase the venue's expertise and address common event planning challenges.

Host Familiarization (FAM) Trips and Site Visits

Familiarization trips focused on target groups:

1. Society of Incentive Travel Executives (SITE) Clients
2. Meeting Encore Partners & Clients
3. Incentive Client Focus Group

Site visits individualized for client groups that have specific requirements for Victoria.

Victoria Conference Centre

Local Host Program: partner with local organizations through series of speaker sessions to educate about the Local Host Program to drive leads and locals' understanding on positive impacts of Conferences to our Community. Engaging with the local community and business leaders to foster relationships to garner support for hosting events.

Marketing: Refresh branding and marketing materials. New Website to be user-friendly, informative, and optimized for conversions. Include high-quality photos, 360 tours, and detailed information about event spaces, technology infrastructure, and amenities.

Client Focus Group - Incentive Market

Bring together key clients in the Incentive Travel Market to advise how we can become a more competitive Meetings Destination. Clients will experience our Destination from an Incentive Travel perspective and provide strategic feedback based on their experiences in Destination.

Leverage Industry Associations

Collaborate with industry associations and organizations related to business events to gain exposure and access to their networks. (MPI, FICP, PCMA, CSAE, SITE, AMC, ICCA, APIC)

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
- CA – San Francisco
- DC – Washington
- Midwest (Incentive Houses)

Market Segment Focus

Business Events Victoria will tailor its marketing strategies, services, and incentives to cater to the specific needs and interests of each market segment they target.

Incentive Travel: Promote Victoria as an attractive destination for incentive travel programs. Encourage companies to reward top-performing employees with trips to Victoria, showcasing the region's unique attractions and experiences.

Corporate Meetings and Conferences: Targeting corporate events such as annual meetings, training sessions, and product launches can be a lucrative market. Victoria's venues and accommodations can cater to various sizes and types of corporate gatherings.

Association Conferences: Associations host annual conferences, conventions, and meetings. By partnering with relevant industry associations, Business Events Victoria can attract these events to the region.

Sustainability and Green Events: Promote Victoria's commitment to sustainability and eco-friendliness, attracting events focused on sustainability, renewable energy, and environmental conservation. Highlighting Victoria's commitment to sustainability and eco-friendliness can be a significant factor for many modern event planners.

Business Events Victoria will work to develop a comprehensive marketing and promotion strategy that combines several of these tactics to maximize their reach and impact within the business events industry. Flexibility and adaptability to changing trends and circumstances will be crucial for long-term success.

Attend Trade Shows and Conferences: Participate in relevant industry trade shows and conferences to network with event planners and showcase Victoria as a prime destination for business events.

TRADE SHOW/EVENT	CITY	DATE
Canadian Society of Association Executives (CSAE) Tete-a-Tete/Destination Direct	Ottawa	February
GM Mission Client Events	(Mississauga/Toronto/Ottawa/Montreal)	March
SITE Texas	Vancouver	April
Destinations International: Business Events Industry Week	Washington, DC	April 9-11
SMU University (Northstar)	New York City	March 11-13
MPI Northern California Annual Conference & Expo	San Francisco	TBC
MPI The Event		May
Vancouver Client Event	Vancouver	April
Prestige Event	Seattle	TBC
Venue Series	Vancouver	TBC
IMEX Frankfurt	Frankfurt	May 14-16
Incentive Research Foundation Invitational	Nassau	May 28-31
CanSPEP Conference	Victoria	June 25-27
CSAE Trillium Summit		July
ACCESSE24	Toronto	July 23-24
Canada Meeting & Event Expo (CMEE)	Toronto, ON	August
CONNECT National	Milwaukee	August
SITE Classic	Miami Beach	Sept 9-12
Venue Series or Executive Travel Show	Calgary	Fall
Executive Travel Show	Vancouver	September
IMEX AMERICA	Las Vegas, NV	Oct 7-10
CSAE National Conference & Showcase	Ottawa	October
GM Mission Client Events	Seattle/San Francisco	October
PCMA Canadian Innovation Conference	Saskatoon	November
IBTM	Barcelona	Nov 19-21
MPI & CSAE Holiday Events	Toronto/Vancouver	December
SITE Holiday SoCal	SoCal	December

Travel Trade

Travel Trade is the distribution network between domestic and international buyers and sellers of travel products and services. It includes tour operators, wholesalers, travel agents. Destination Greater Victoria supports Travel Trade business-to-business (B2B) relationships through partnership program support, joint marketing agreements and in-market support.

STRATEGY

Travel Trade will develop new strategies and identify partners with which to collaborate to address year-round business with a particular focus on shoulder seasons, Spring, and Winter with the objective of increasing the number of overnight stays. Maintaining existing travel trade/B2B relationships will be key to reoccurring business in conjunction with attracting new partnerships for additional business. Collaboration with Destination British Columbia and Destination Canada will be significant for international markets to increase dispersion. Education will also be an import piece for local receptive tour operators, consortia, and airline partners. Priority source markets will be the United States and Canada in addition to segment focus for higher yield customers.

TACTICS

- Travel Trade will partner with consortiums to define partner programs for US and Canadian markets. Our consortia programs will target the Canadian and U.S markets to create new tour programs and increase the total length of stay in Victoria and the surrounding area.
- Strategic segment focus for higher yield customers.
- Airline partnerships will continue throughout 2024 to connect Victoria internationally and domestically.
- Travel Trade will develop a US sales mission led by the Travel Trade manager with the support of the trade department to targeted US source markets.
- Facilitation of familiarization tours to key clients from our targeted markets as a tactic to showcase our destination with a continued effort on commitment to delivering ROI.
- Collaboration with local Canadian based RTO's, Destination BC, and Destination Canada to leverage their activities and in-market opportunities to drive business.
- Travel Trade will attend high volume B2B tradeshows in key source markets in efforts to build business opportunities for Victoria.

Geo-Markets

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

Primary Markets

- 1) Canada
- 2) United States
- 3) Mexico
- 4) United Kingdom
- 5) Australia

Secondary Markets

- 1) Germany
- 2) France
- 3) Japan
- 4) South Korea

Tradeshow / Market Development

TRADESHOW/MARKETPLACE	2024 DATE	LOCATION
Go West Summit	February 26 – 29	Lake Tahoe
FRS Clipper Boot Camp with extended sales mission	April	Seattle
Black Ball Sales Initiative	April	Port Angeles
Rendez-vous Canada	May 14 -17	Edmonton
Focus Canada Mexico	October	Mexico
Signature Travel	November	Las Vegas
West Coast Agent Training Mission	TBD	TBD

Major Events and Conferences

STRATEGY

Destination Greater Victoria executes and sponsors major events that align with the destination’s business objectives. These events drive hotel room nights, engage the community, and bring positive economic impact to the destination.

TACTICS

Stakeholder in Major Events

Destination Greater Victoria is a stakeholder in the planning and execution of these events:

- **Dine Around and Stay in Town**
The city’s best-known culinary festival, Dine Around and Stay in Town Victoria, involves the collaboration of several restaurants and hotels in Greater Victoria. Restaurateurs offer fixed, multiple-course experiences ranging from \$20 to \$60. Local hotels also participate by offering discounted deals on room bookings. In partnership with the BC Restaurant and Food Services Association (BCRFA), this event drives restaurant and hotel business during the off-peak season. It is an annual event with strong interest from visitors and residents alike.
- **IMPACT Sustainability and Travel Tourism Conference**
IMPACT Sustainability Travel & Tourism Conference (IMPACT) is presented by a partnership between Destination Greater Victoria, Synergy Enterprises, Tartan Bond and Starrboard Enterprises. As the pre-eminent sustainable tourism conference, IMPACT’s mission is to drive, inspire and demonstrate innovative and collaborative sustainable solutions for positive tourism development across Canada. 2024 will see IMPACT entering its seventh year as it continues to enhance our destination's profile and commitment to sustainability. In 2024 IMPACT will be held from January 21 to 24.

- **Northwest Deuce Days**

Northwest Deuce Days is the successful and popular Northwest Deuce Days classic car show. Previous owner Al Clarke built a small community car show into the largest gathering of Deuce Coupes in the world. 2024 will see Destination Greater Victoria continue this legacy as the new owners of this community asset and begin preparations for the next event. Northwest Deuce Days is held every three years. The next show will be held from July 17 to 20, 2025.

Partnership in Local Events

Destination Greater Victoria sponsors important events in the destination that bring people to Greater Victoria and create synergies with key community partners. The following are some of the local events Destination Greater Victoria sponsors:

- Canada Day
- Victoria Indigenous Cultural Festival
- Victoria Symphony's Symphony in the Summer Festival
- TD Victoria International Jazzfest
- Rifflandia

Greater Victoria Sport Tourism Commission

The Greater Victoria Sport Tourism Commission (GVSTC) continues to strengthen its position within the Capital Region as the primary point of contact for provincial, national, and international events interested in the area. In 2023, the GVSTC provided sponsorship support for 25 events, bolstering existing and new endeavours to attract visitors to our region. These sponsorships have not only injected vibrancy into Greater Victoria but have also played a pivotal role in engaging our youth.

STRATEGY

Our overarching strategy revolves around positioning sport tourism as a critical driver of visitation to our destination, recognizing sports unique contribution to tourism and society. With our enviable natural surroundings and well-established hosting infrastructure, Greater Victoria is a formidable host for many successful sporting events.

In 2024, the GVSTC will continue its efforts to secure significant national and international sporting events through its three-pillar strategy:

- Foundational Annual Events
- Tentpole Events
- Sport Tourism Express Program

This endeavour aims to elevate the profile of Greater Victoria as a sport tourism hub, with a strong emphasis on generating a positive return on investment (ROI) and fostering economic growth.

TACTICS

Our primary focus in 2024 remains on supporting local events in Greater Victoria while actively seeking out and welcoming exciting new events to the Island. Additionally, we will intensify our efforts to spotlight and expand our membership base, enhancing the visibility of existing members and attracting new participants to the GVSTC.

2024 Initiatives

- Sport VIP Program: Enhancing awareness for GVSTC member businesses.
- Sport Hosting Toolkit: Equipping event hosts with essential tools.
- GVSTC Membership: Increase partners in our membership-driven Commission.
- Greater Victoria Sports Awards and Sports Summit

Timeframe

Our efforts are ongoing throughout the year, with particular attention given to event bidding during the spring, fall, and winter seasons.

Evaluation

We will assess the success of our sport tourism initiatives using the following metrics:

- Potential Room Nights
- Confirmed Room Nights
- Local and Provincial Room Nights for Sports Events (new for 2023)
- Number of Bids
- Significance of Bids and Sports Legacy
- National and International Media Visibility
- Membership Revenue

Signature Sport Tourism Event for 2024: Scotiabank Hockey Day in Canada

In January 2024, Greater Victoria will host Scotiabank Hockey Day in Canada for the first time. This four-day celebration of hockey will showcase Victoria's rich hockey history, including the 1924-25 Stanley Cup-winning Victoria Cougars. The event will encompass a banquet, an NHL alumni game, and 12-14 hours of live national coverage from an artificial rink at Ship Point. The GVSTC is proud to be a major sponsor of this event.



Visitor Services

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

STRATEGY

Apply destination knowledge, leverage technologies, and deliver 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 sales for our members.
- Grow rate and volume.
- Address seasonality.
- Remain highly rated in the membership survey.



TACTICS

- Professional and continuous sales training for all frontline staff to ensure the product is understood, sales targets and customer service initiatives are adhered to, and a strong growth mentality is fostered.
- Collaboration with members and potential partners.
- Leverage technologies to enhance digital offerings to visitors. Specifically enhancing e-commerce opportunities on DGVs platforms.

- Collaborate with Songhees Nation and Esquimalt Nation to create a placemaking experience within the Centre.
- Increase the relevance of the Visitor Centre to augment foot traffic.
- Enhancement of the volunteer program and elevating their presence to see a growth in volunteer numbers, hours, and impact.

Partnerships

Visitor Services partners with the City of Victoria, District of Saanich, Songhees Nation, Esquimalt Nation, Greater Victoria Harbour Authority, Destination British Columbia, Destination Canada, Downtown Victoria Business Association, Attractions Victoria, Les Clefs d'Or Canada and the Victoria Guest Services Network.

Member Services

Destination Greater Victoria is a member-based organization comprising a diverse array of tourism and hospitality businesses. These businesses are not only the foundation of the organization but also drive Greater Victoria's visitor economy. When member businesses are operating fully and most effectively, they bring considerable new incremental money into the economy, generating jobs, tax contributions, and further business opportunities, along with a vibrant and sustainable industry. Destination Greater Victoria provides a wide range of services and benefits to strategically support its members.

Key activities and tactics for 2024 include:

- Providing ongoing value, support, benefits, and services for Destination Greater Victoria's members.
- Continuing to assign categories of membership within the member services team, to provide more personalized and specialized member support.
- Focusing on providing the resources, information, and networking opportunities most valuable to members as they recover and grow post-pandemic and explore potential new opportunities.
- Continuing to recruit new members to the organization, building back to pre-pandemic levels of membership and ensuring a diverse and fully representative membership base.
- Further streamlining membership renewal processes, including online forms and payments.
- Developing interactive, multi-media onboarding materials, tools, and information for new and existing members, extending Destination Greater Victoria's member value proposition.
- Further alignment of membership processes with the Greater Victoria Sport Tourism Commission (GVSTC) and collaborating towards a GVSTC member value proposition.
- Incorporating required membership criteria into member recruitment and renewal processes.

Corporate Communications and Community Relations

The corporate communications function within Destination Greater Victoria plays a pivotal role in providing support to various business units across the organization. Its purpose is to tell the story of the local visitor economy to the broader community, as well as keep members informed of relevant news, events, and engagement opportunities.

Corporate Communications develops and executes a comprehensive range of communication strategies. This includes crafting and disseminating news releases, managing media relations, curating informative newsletters, orchestrating high-profile events, and producing compelling videography. All of these initiatives are purposefully designed to highlight the work of Destination Greater Victoria and its members, the importance and value of the visitor economy, and industry alignment with community values.

Media and stakeholder interest in Greater Victoria's tourism industry is high, and it is the responsibility of the corporate communications team to tell our story, show our value and convey timely, accurate information.

STRATEGY

Our communication strategies are thoughtfully shaped by Destination Greater Victoria's 2022 – 2026 Strategic Plan. This forward-looking approach increasingly places emphasis on critical themes such as sustainability initiatives, the cultivation of relationships and partnerships with Indigenous communities, and the promotion of major events.

Key activities for 2024 include:

- Rolling out a multi-channel communications campaign themed around DGV's 50th anniversary.
- Launching DGV's podcast, centred on in-depth commentaries and the behind-the-scenes stories of the visitor economy.
- Developing comprehensive communications plans for major events.
- Building and nurturing relationships with media outlets by pitch interesting and relevant stories about the visitor economy to secure media coverage.
- Fostering engagement with the local community through outreach and partnerships with local businesses that showcase how Destination Greater Victoria contributes to the community's well-being.
- Ensure that all communication efforts reflect inclusivity and diversity.

TACTICS

Destination Greater Victoria's corporate communications will continue to include traditional media, social media, member newsletters, videography, in-person speaking engagements, and other public-facing mediums including podcasts to highlight the numerous positive contributions of the organization, its members, and Greater Victoria's visitor economy. Thought leadership will be woven in as appropriate.

There will also be promotion of events, member and industry successes, and developments as well as disseminating information about government programs and opportunities relevant to Destination Greater Victoria's members. Because destination marketing and management organizations are community-based organizations, it is imperative that Destination Greater Victoria maintains and

enhances its productive relationship with stakeholders. Organizational messaging to promote the work of Destination Greater Victoria and its members is a powerful tool for building and sustaining relationships in the local community.

In tandem with corporate communications, community relations activities in 2024 will support community events that add value and vibrancy to the local visitor economy, and support community organizations with mandates that align with DGV's values. Destination Greater Victoria will maintain positive community relations to help the organization build stronger relationships with local residents, businesses and organizations that will have a significant impact on DGV's effectiveness and long-term success.

Destination Management

Destination Management encompasses three areas: Sustainability, Public Affairs and Destination Stewardship, and Research and Governance.

Sustainability

Destination Greater Victoria is committed to being a global leader in sustainable tourism development, recognizing that embracing sustainability is the right thing to do and also good for business. Reflecting our ongoing efforts, DGV has achieved and will maintain destination-level Biosphere Certification for the Greater Victoria region, and also provides access to the Biosphere Program as a member benefit, actively supporting businesses as they work towards certification at organizational level. Building upon this foundation, Destination Greater Victoria will continue to lead by collaborating with diverse stakeholders to create a comprehensive circular economy strategy for Greater Victoria's visitor economy, reducing environmental impacts and creating new economic opportunities. DGV's sustainability initiatives are guided by its Sustainability Advisory Committee, which will become a full standing committee reporting to the Board of Directors in 2024.

Key activities and tactics for 2024 include:

- Developing and beginning to implement a collaborative multi-stakeholder Circular Economy Strategy for Greater Victoria's visitor economy.
- Maintaining destination-level Biosphere Certification through DGV's corporate Biosphere Action Plan.
- Offering the Biosphere Certification program to our members as a member benefit and providing coaching, guidance and support for members seeking to become Biosphere Committed and Certified.
- Further aligning DGV's operations with the UN Sustainable Development Goals through the Biosphere Program and participating in the Global Destination Sustainability (GDS) Index, with the aim of improving our GDS Index score and ranking year over year.
- Providing training and workshops related to sustainability, sharing best practices, and raising awareness of sustainability opportunities among DGV's membership and staff.

- Working to reduce our corporate carbon and waste footprint and maintaining carbon neutrality by offsetting emissions that cannot be eliminated.
- Demonstrating and encouraging thought leadership in sustainable tourism practices, including partnering to host the IMPACT Sustainability Travel and Tourism Conference.
- Establishing criteria for extending membership opportunities for values-aligned partners, sustainable enterprises, circular economy-focused businesses, and Indigenous-owned ventures.
- Supporting projects and partnerships that showcase the potential of regenerative tourism and support local ecological restoration.

Public Affairs and Destination Stewardship

Destination Greater Victoria has a pivotal stewardship role throughout Greater Victoria, fostering sustainable growth in the tourism sector while aligning with local community values and priorities. The visitor economy is vital to our community and DGV must continuously showcase its value to policymakers, stakeholders and residents while navigating a landscape with multiple priorities. To achieve this, strategic relationships are maintained with local governments, including core MRDT partners the City of Victoria and District of Saanich, as well as provincial and federal authorities. Destination Greater Victoria is committed to strengthening its relationships with Songhees Nation and Esquimalt Nation, on whose traditional territory DGV's office is located, and also with First Nations across the region. DGV also participates in industry groups, conferences, and advocacy to support Greater Victoria's visitor economy and promote sustainable tourism development.

Areas of focus for public affairs and destination stewardship in 2024 include:

Saanich Peninsula Tourism Strategy

Facilitating the development of a Saanich Peninsula Tourism Strategy, encouraging collaboration among key stakeholders, and cultivating the potential of this sub-region.

Tourism Master Plan Implementation

Embarking on executing the priorities outlined in the Tourism Master Plan, which is on track to be completed and available in late 2023.

Indigenous Tourism Strategy

Crafting a collaborative dedicated Indigenous Tourism Strategy to guide Destination Greater Victoria's efforts in supporting reconciliation and Indigenous tourism development as well as strengthening relationships with First Nations throughout the region.

Key activities and tactics for 2024 include:

- Maintaining robust and positive relationships with stakeholders and community leaders to ensure an inclusive approach to destination stewardship.
- Proactively monitoring issues and policies affecting the visitor economy and the experiences of members, promptly addressing any opportunities or concerns.
- Advocating sensitively to policymakers on behalf of members and Greater Victoria's visitor economy, championing issues vital to the industry's well-being and advancement.
- Facilitating strategic collaboration among stakeholders, including First Nations, governments, and tourism operators, including development of the Saanich Peninsula Tourism Strategy.
- Actively participating in regional and national forums such as PNWER, Future Borders and the Destinations International Advocacy Committee to contribute to discussions and initiatives shaping the future of the visitor economy.
- Providing briefings and insights to government leaders, highlighting Destination Greater Victoria's pivotal role in the community, opportunities for partnership, and emphasizing the significance and value of the visitor economy.

Research and Governance

The focus of Destination Greater Victoria's research, evaluation and governance activities is to develop insights and implement processes to support DGV's strategic planning and initiatives, while ensuring effective organizational oversight and performance. These continue to be particularly important as the visitor economy recovers and rebuilds from impacts of the pandemic. Destination Greater Victoria's research and evaluation activities aim to inform business development and provide members, partners, and other stakeholders with information to support timely and effective decision making. Destination Greater Victoria's governance activities are geared to delivering best-practice governance in line with DGV's Constitution and Bylaws, while supporting the Board of Directors and advisory Committees to represent members and partners, oversee organizational performance and provide strategic input.

Key activities and tactics for 2024 include:

- Informing and supporting the roll-out and implementation stages of the Greater Victoria Tourism Master Plan, developed in 2023 and based on extensive research and stakeholder engagement.
- Completing an updated comprehensive assessment of the economic impacts of Greater Victoria's visitor economy. The most recent assessment was undertaken pre-pandemic based on 2016 and 2018 data, and it would be informative to reassess in light of potential shifts across the industry.
- Undertaking an all-season visitor intercept study to update the most-recent research completed during 2018 and 2019. The study will provide up-to-date comprehensive insights about visitors to Greater Victoria while also identifying changes in visitation since the pandemic.
- Disseminating information to support ongoing business recovery and growth for members.

- Analyzing and reporting tourism industry data from multiple sources to help inform Destination Greater Victoria's strategies and business unit activities, and to add value for members.
- Providing industry information and reports as resources for members, partners, and stakeholders, including a refresh and expansion of the Business-on-Books forward booking pace program.
- Monitoring and evaluating Destination Greater Victoria's performance on key strategic measures using the Balanced Scorecard framework.
- Helping to ensure best practices in governance and providing access to governance resources; for example, through the Institute of Corporate Directors (ICD).
- Completing reviews and updating of selected DGV Bylaws where appropriate to ensure effective representation of members and improve operations.
- Providing support and tools for efficient Board and advisory Committee activities, including collating meetings packages, facilitating meetings, maintaining governance records as well as the Board and Committee Portal, and coordinating Board and Committee nominations.

DESTINATION GREATER VICTORIA

2024 Enterprise Balanced Scorecard

December 6, 2023

Unit	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target	2024 Target
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Greater Victoria Tourism Industry Indicators ¹

Accommodation Occupancy Rate	%	73.52	36.39	49.90	68.85	69.00	70.00
Average Daily Room Rate	\$	189.10	149.10	186.70	236.31	245.00	255.00
RevPAR	\$	139.03	54.25	93.17	162.71	162.00	170.00
Conference Centre Delegate Days	#	118,661	15,756	20,018	87,256	90,000	87,000 ²
YYJ Airport Arrivals	#	1,924,385	574,837	673,748	1,490,039	1,800,000 ³	1,800,000 ³

1. Financial Perspective

Marketing Campaign ROI	ratio	53:1	N/A ⁴	22:1 ⁵	22:1 ⁵	40:1	40:1
Business Events Confirmed Room Nights	#	37,951	7,305	12,114	26,203	30,000	35,000
Victoria Conference Centre Revenue	\$	1,350,171	243,945	403,326	1,071,540	995,000 ⁶	1,095,000 ⁶
Visitor Centre Ticket Sales	\$	1,753,500	78,000	153,300	720,000	1,200,000	1,200,000
Digital Platform E-Commerce Revenue	\$	---	---	---	---	---	108,000 ⁷
Gross DGV Membership Services Revenue	\$	1,114,451	480,000	387,014	454,500	650,000	595,000
Gross GVSTC Membership Revenue	\$	82,250	0	0	56,500	65,000	60,000
Room Nights Attributable to Sport Tourism – Sponsored	#	16,486	2,500	5,117	15,017	16,000	16,000
Room Nights Attributable to Sport Tourism – Bids	#	---	---	---	13,564	18,000	18,000
Proportion of Gross Revenue Allocated to Labour	%	33.4	39.0	26.8	28.3	33.0	33.0

2. Customer Perspective

Sessions on TourismVictoria.com Total Digital Platform	#	2,623,025	926,564	1,291,421	2,109,298	2,100,000	2,400,000 ⁸
Travel Media & Influencer Placements	#	439	80	261	535	500	500
Consortia, Travel Trade, Marketing Partnerships Room Nights	#	---	---	---	---	---	2,000
Air Route Development Partnerships ⁹	#	---	---	---	---	---	3
Sport Tourism Express Program Events Supported	#	---	---	---	---	---	25

2024 Enterprise Balanced Scorecard

December 6, 2023

Unit	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target	2024 Target
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3. Internal Processes Perspective

Experiences Strategy	---	---	---	Part Scoped	Underway	Underway	Refresh
Hotel Booking Platform Review	---	---	---	---	---	---	Completed
Destination Master Plan	---	---	---	---	Underway	Completed	Actioning
Indigenous Tourism Plan	---	---	---	---	Part Scoped	Developed	Developed
Greater Victoria Tourism Economic Impact Assessment	---	---	---	---	---	---	Completed

4. Learning and Growth Perspective

Employee Engagement Composite Measure	%	71.4	N/A ⁴	N/A ⁴	N/A ⁴	70.0	72.0
Median Years of Employee Tenure	#	2.4	N/A ⁴	N/A ⁴	2.1	2.0	2.5

Foundational, Stewardship and Governance

Member Satisfaction Rate (Satisfied or Neutral)	%	93	N/A ⁴	N/A ⁴	91	90	90
Board and Committee Meetings Participation	%	70	77	79	80	80	80
Local Media Placements	#	119	121	138	152	160	200
Political Briefings or Opportunities	#	49	37	53	51	60	70
Community Support for Tourism	---	Monitor	Assess	98% Positive	Deferred ¹⁰	98% Positive	98% Positive
Community Relations Engagements ¹¹	#	---	---	---	---	---	20
Destinations International EDI Assessment Tool Mean Score	%	---	---	---	---	Completed	65
Members Linking to DGV on the Biosphere Platform	#	---	---	---	---	60	75
Destination Circular Economy Strategy	---	---	---	---	---	---	Developed
DGV Environmental Carbon Offset and Reduction Plan	---	---	Measure	Carbon Neutral	Carbon Positive	Carbon Positive	Maintain offsets and reduce carbon footprint

¹ Sources: STR / CoStar, Victoria Destination Reports and Chemistry Consulting Group, Victoria Tourism Bulletins.

² Target is 5% above forecast actual results for 2023.

³ Victoria Airport Authority forecast.

⁴ Not assessed or not applicable due to impacts of the COVID pandemic.

⁵ Results are relatively lower because ROI was assessed for the Vancouver market rather than Seattle and spending by Canadians is lower.

⁶ Target aligns with the City of Victoria's budget for Victoria Conference Centre.

⁷ Target is a first year estimate based on 1,500 transactions multiplied by mean 2023 Visitor Centre ticket sale value of \$72.

⁸ Target reflects shifts in data analytics, including narrower session definition, through Google Analytics 4 from mid-2023.

⁹ Defined as increased service frequency and/or gauge, or a new city pair.

¹⁰ Assessment deferred in 2022 to be a component of the Tourism Master Plan process in 2023.

¹¹ Community events sponsored, promoted, or attended, community partnerships and collaborations, and community outreach or speaking engagements.

Greater Victoria Visitors and Convention Bureau 2024 Budget Overview

Ordinary Income/Expense	BUDGET	FORECAST	BUDGET	Reference
	2023	2023	2024	
Income				
Total Commission Revenue	217,509	121,182	150,000	R1
Total Destination Marketing Fee (DMF)	2,000,000	2,075,000	2,275,800	R2
Total Grant Revenue	15,000	672,744	115,000	R3
Total Hotel Tax Revenue	6,014,596	7,301,716	7,557,405	R4
Total Membership Services	536,000	477,232	511,500	R5
Total Miscellaneous Revenue	9,000	87,495	63,674	R6
Total Retail Sales	48,226	38,289	12,830	R7
Total Sports Tourism	75,000	56,552	60,000	R8
Total Income	8,915,331	10,830,210	10,746,210	
Total COGS	41,956	31,022	11,163	
Gross Profit	8,873,375	10,799,188	10,735,047	
Expense				
Marketing Expenses				
Total Advertising	1,847,500	2,050,962	1,984,700	S1
Total Business Events Victoria	1,111,145	1,305,381	1,266,020	S2
Total General Marketing	39,900	32,144	31,000	S3
Total Major Events & Conferences	105,000	135,018	90,000	S4
Total Publications	9,900	14,409	25,075	S5
Total Research	241,300	205,806	191,900	S6
Total Corp Comms & Community Relations	158,400	301,435	273,800	S7
Total Public Affairs, Dest Stewardship & Sustainability	0	0	263,600	S7
Total Sports Tourism Commission	210,000	480,908	242,000	S8
Total Travel Media	230,850	274,315	288,400	S9
Total Travel Trade	311,350	335,671	777,000	S10
Total Website	288,500	508,143	165,100	S11
Total Marketing Expenses	4,553,845	5,644,192	5,598,595	
Operating Expenses				
Amortization	90,000	85,706	85,000	O1
Total Communications	83,516	90,135	92,603	O2
Total Facilities Rent & Taxes	327,263	298,168	300,218	O3
Total General Travel & Conferences	83,900	124,203	142,200	O4
Total Grants & Sponsorships	171,667	266,531	100,000	O5
Total Interest & Bank Charges	56,831	60,205	58,500	O6
Total Membership Events	105,900	74,301	134,400	O7
Total Operating Supplies	206,463	294,933	310,414	O8
Total Professional Services	226,851	374,391	268,589	O9
Total Utilities & Premises	22,268	162,938	122,800	O10
Total Operating Expenses	1,374,659	1,831,511	1,614,724	
Total Wages & Benefits	2,944,871	3,234,472	3,521,728	W1
Total Expense	8,873,375	10,710,175	10,735,047	
Net Income	0	89,013	0	

NOTES

DESTINATION GREATER
VICTORIA 