



DESTINATION GREATER VICTORIA

# 2026 Business Plan

DESTINATION GREATER  
**VICTORIA**

Destination Greater Victoria respectfully acknowledges that it operates on the traditional territories of the Lək'wəŋən People (Songhees Nation and Xwsepsum Nation), the W̱SÁNEĆ Nations (W̱JOŁEŁP (Tsartlip), BOKÉĆEN (Pauquachin), S̱ÁUTW̱ (Tsawout), W̱SIKEM (Tseycum), MÁLEXEŁ (Malahat)), as well as the Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht Nations.

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# MESSAGE FROM THE CEO

Dear valued members and community partners,

As the management team at Destination Greater Victoria prepares the 2026 Business Plan, we are focused on continuing to deliver the strong suite of successful initiatives that have worked to help deliver a series of strong recovery years from the ravages of the COVID-19 pandemic. We are currently in October 2025 and it is clear that the visitor economy will set new heights in terms of accommodations revenue, arrivals on BC Ferries' major route connecting Vancouver (Tsawwassen) with Victoria (Swartz Bay), arrivals at Victoria International Airport, and cruise passenger visitors. The foundation of success is a very strong conference business at the Victoria Conference Centre and within hotel properties, along with Victoria's emerging place in the global incentive travel market. The Greater Victoria Sport Tourism Commission continues to support successful locally developed events, such as the record setting Royal Victoria Marathon and other sporting events, combined with bidding on marquee events. All of this combined with strong brand and media stewardship, as well as destination stewardship, puts Greater Victoria in an enviable position both within British Columbia and worldwide. By working together, researching, learning, and refining tactics, over the years we have developed the tools and strategies to really drive business success, even when there are macroenvironmental or political challenges.

Preparing for 2026 is like every other recent year – we are working to drive our success on our own terms and control our destiny as a community. While much of Canada is concerned about a very weak conference year across the nation, Victoria will perform comparatively well with 26 city-wide conferences (at the time of writing) contracted on the books for 2026. There are major sporting events taking place such as the Grand Slam of Curling in October 2026, which will drive significant business and hotels are already sharing a strong pace of business into 2026.

Globally and in North America, economic headwinds driven by trade challenges, cost of living, and layoffs are a concern. Despite these challenges, we are confident that Greater Victoria is poised to continue to have a well-balanced visitor economy which thrives in challenging and prosperous times. At Destination Greater Victoria, we have identified 12 source markets and vertical niches, and our goal is to have as many of these firing in any year, providing for broad diversification.

The big unknown for 2026 is related to the FIFA World Cup 2026™ being held across North America, but specifically with games being held in Vancouver and Seattle. There are pros and cons to this event, and much will depend on which teams are specifically drawn to play in those cities and if those countries have fan bases that travel. As such, at Destination Greater Victoria, we are preparing for FWC26 with some realistic initiatives, but we are not relying on the event to deliver business to Greater Victoria. Many will remember that the 2010 Vancouver Olympic Winter Games came with many promises of spill over business to Greater Victoria, and little materialized. The good news is that Greater Victoria is already a highly successful destination. If we can put together another solid year in 2026, as we know how to do, and FWC26 proves to provide incremental business, we will be pleased. However, we do not want to put ourselves in a position where we rely on FIFA World Cup 2026™ and end up being disappointed.

There is continued investment in our destination with reinvestment in current hotel inventory, the prospect of new hotels, ambitious plans for Victoria International Airport, interesting concepts for refreshed attractions and museums including the Greater Victoria Art Gallery and the Future of History Project. Destination Greater Victoria continues to be committed to sustainability and stewardship in our destination and working to uplift our First Nations partners.

Building and deepening relationships with the Songhees Nation and Xwsepsum Nation is not only important work for Destination Greater Victoria, but also personally meaningful to me and our entire team.

Our ongoing partnership with Songhees Tours at the Visitor Centre stands as a tangible example of how we can actively support economic reconciliation. By working closely with local First Nations across the region, supporting Indigenous-owned member businesses, and deepening our partnership with Indigenous Tourism BC, we are committed to creating new opportunities for Indigenous-led tourism in Greater Victoria. We are proud of our ongoing work in this area.

The team at Destination Greater Victoria works tirelessly to deliver consistently and reliably day in and day out, year after year, to serve our community. I thank them for their commitment. As we look ahead to 2026, I am confident that we have the skills, passion, and resilience needed to meet any challenge and seize every opportunity that comes our way. Together, we are well-prepared to continue driving success for Greater Victoria.

Sincerely,

A handwritten signature in dark ink, appearing to read "Paul Nursey", with a stylized, flowing script.

Paul Nursey  
CEO, Destination Greater Victoria



# BACKGROUND AND SITUATIONAL ANALYSIS

## 2026 Situation Analysis

This 2026 Business plan is being developed during a period in late 2025 where a variety of factors, combined with years of work across a series of initiatives have all combined to drive unprecedented success in 2025. Through September 2025, hotel occupancy in Greater Victoria was close to 81 per cent, up almost 6 per cent over 2024. This growth is particularly notable, as 2024 in itself was a strong year. The fourth quarter of 2025 is also on pace to be very strong.

In addition to the healthy state of the accommodations section, many different engines in the visitor economy are firing strongly. Between May 15 and August 21, 2025, BC Ferries transported a record 9.4 million passengers and 3.7 million vehicles<sup>1</sup>. Routes connecting Metro Vancouver, Vancouver Island, and the Sunshine Coast alone accounted for 4.7 million passengers and 2.1 million vehicles, reflecting the strong travel connection between Vancouver and Victoria. While domestic ferry travel was strong, challenges for cross-border ferry services between Washington State and Greater Victoria are still present.

At the airport, Victoria International welcomed a record number of passengers this summer. August 2025 was the busiest month ever recorded at YYJ with 227,613 passengers, surpassing all previous monthly totals and continuing a strong trend of record-breaking traffic that carried through September to close out the quarter<sup>2</sup>. Victoria International expects to surpass 2 million arrivals for the first time.

The cruise sector has also performed exceptionally well in 2025, with just under one million cruise passengers visiting Victoria. Victoria's 2025 cruise season wrapped up with 311 total calls, which brought approximately 990,000 passengers and 377,000 crew members to the city<sup>3</sup>.

And, DGV is on track to have a near-record year for business events. In September 2025, the Victoria Conference Centre (VCC) reached new heights with more than 10,750 delegate days and a record 7,071 room nights achieved. It was a busy month as the VCC hosted three major city-wide conferences, including the Union of British Columbia Municipalities, which brought over 1,200 delegates who stayed at multiple hotels across the city. The momentum will continue throughout the fall season, with eight more city-wide conferences rounding out 2025.

All factors combined have made for a robust and well diversified visitor economy across the accommodation, transportation, and other sectors of the industry. The business challenge now is to maintain momentum and to seek new pockets of growth and opportunity.

2025 also had a unique flavour to it with Canadians choosing to travel domestically as opposed to overseas. Attractive leisure destinations such as Victoria no doubt benefited in the short term. United States visitation remained steady, although one unique concern, as noted earlier, was the important international ferry operators who suffered declines in both Canadians travelling southbound and Americans travelling northbound. A pleasant surprise was that U.S. visitation to Victoria remained steady through Alaska Airlines in Victoria International Airport and hotels on aggregate reported modest increases in U.S. travellers compared to 2024.

2026 will once again present unique and dynamic challenges and opportunities. Greater Victoria is well positioned to outperform competitive sets. Victoria has a solid 26 city-wide conferences booked for the

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<sup>1</sup> <https://www.bcferrries.com/news-releases/bc-ferrries-wraps-up-record-breaking-summer-focused-on-reliability-and-customer-experience>

<sup>2</sup> <https://www.timescolonist.com/local-news/vvi-records-busiest-quarter-month-in-history-11382600>

<sup>3</sup> <https://gvha.ca/about-gvha/newsroom/victorias-2025-cruise-season-closes-strongly-on-saturday/>

year and their spacing through the calendar is good. There are significant sports events coming in the fall of 2026, such as the Grand Slam of Curling which will provide additional certainty.

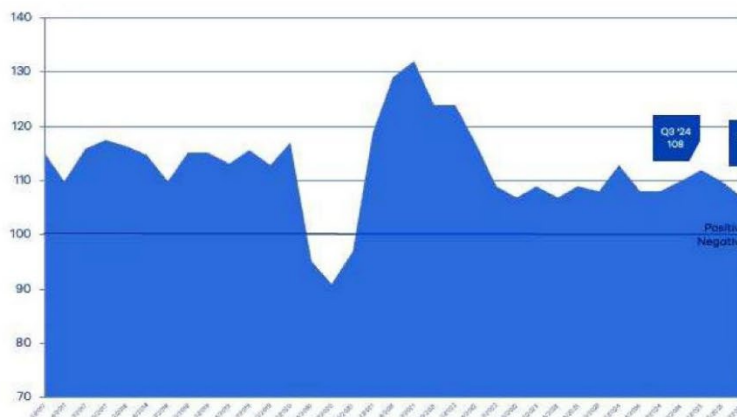
## 2026 Economic Outlook

The Conference Board of Canada's economic outlook for 2026 predicts modest growth, with GDP growth projected to be around 1.1 per cent. This growth is expected to be driven by increased trade clarity, lower interest rates, and a recovery in exports and business investment. Tourism is also expected to continue its recovery, reaching pre-pandemic levels for overseas visits by 2026.

The Government of British Columbia has an economic outlook of GDP growth of 1.9 per cent for 2026 however, the Business Council of British Columbia has a bleaker outlook, noting that government figures are often revised down. Toronto Dominion Bank has identified 1.3 per cent GDP growth as realistic for British Columbia in 2026.

Washington State has the third strongest growth economy in the United States (source: Deloitte) however, growth is expected to slow considerably in 2026 due to layoffs in the tech sector, impacts on tariffs on export sectors, and slow downs in construction and real estate related sectors.

## Traveller Sentiment Index (TSI)<sup>4</sup>: Decreased from Start of 2025



- Declines are noted across all attributes of the travel index. Interest in travel remains relatively flat but stark declines are noted in perceptions of the safety of travel and time available for travel.
- Consumers broadly report making cuts in other areas of discretionary spending in order to afford travel. While expected travel spend in the next 12 months is up, the average number of intended trips is down, increasing competition.

## Portrait of the American and Canadian Traveller

Every year, MMGY Global's Research and Insights division publishes a comprehensive report on the state of the American, and now Canadian, traveller. Over the years, this research has provided valuable insights, even when publishing contrarian views. For example, in early 2025, MMGY Global noted that U.S. travel intention for Canada was holding firm, even as others predicted declines. Destination Greater Victoria maintained its investment in key U.S. source markets and saw modest growth as a result, while many other Canadian destinations that expected declines from the United States, re-allocated resources and experienced declines.

<sup>4</sup> Source: MMGY Global's 2025 Portrait of American Travelers "Fall Edition"



Key Insights from the latest report<sup>5</sup>:

- Spending on international vacations has increased by over \$1,200 since 2024, showcasing the strength of the demand for vacations abroad among American travellers.
- Canadian travellers have significantly altered their travel plans due to U.S. policy of tariffs:
  - 45 per cent of Canadians have altered travel plans due to tariffs.
  - 54 per cent of Canadians have altered travel plans due to tariffs.
- While there was significant anti-American sentiment towards travel from Europe, the UK and Mexico during 2024, this is easing somewhat for 2025. Hence, Canada may not get a lift as the numbers suggest it did in 2024.

These insights are helpful and provide useful context. Greater Victoria has a proven track record of driving success from its key markets supported by foundational base business.

## Business Events Outlook

At the time of writing this business plan (early October 2025), the Victoria Conference Centre has 26 city-wide conferences contracted for 2026. This is four less than the 2025, which was a very strong year. Proposals remain active in the market and there is a possibility that some more may contract, further closing the gap. Delegate days are tracking well, and future prospects look strong.

### Delegate Days:

AUGUST 2025		PACE CHANGE <sup>6</sup>
2026	95,455	-4.08%
2027	73,613	+31.51%
2028	45,509	+22.89%

### Room Nights:

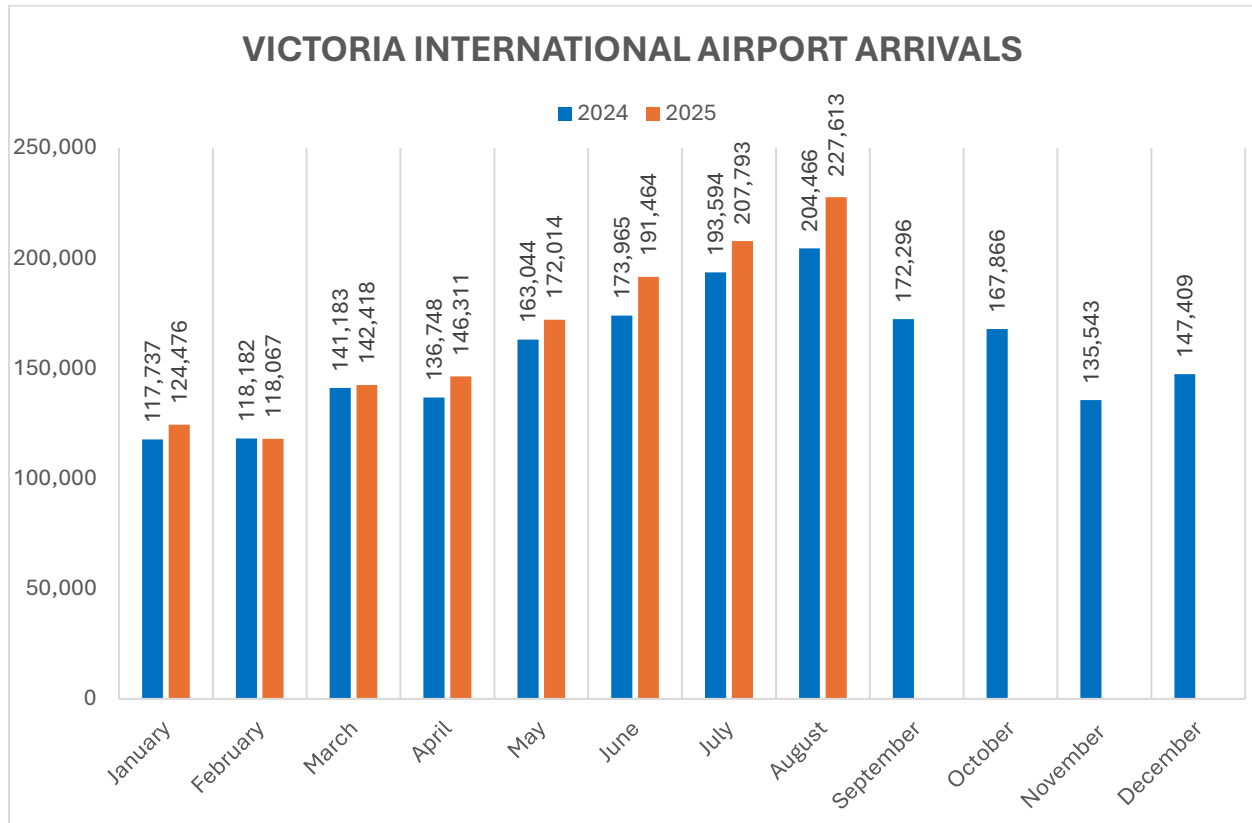
AUGUST 2025		PACE CHANGE <sup>6</sup>
2026	27,118	-13.92%
2027	26,466	+61.12%
2028	12,878	-21.40%

While 2026 will not be as strong as a near-record year in 2025, it is still a very solid year and 2027 and 2028 are already pacing very well.

<sup>5</sup> 2025 Portrait of American & Canadian International Travelers™

<sup>6</sup> Pace change methodology: Pace change reflects the percentage increase or decrease in bookings compared to the same calendar date in the prior year, aligned by years out from the reporting date. This approach ensures that year-over-year comparisons reflect the same point in the booking window rather than total bookings for the full year.

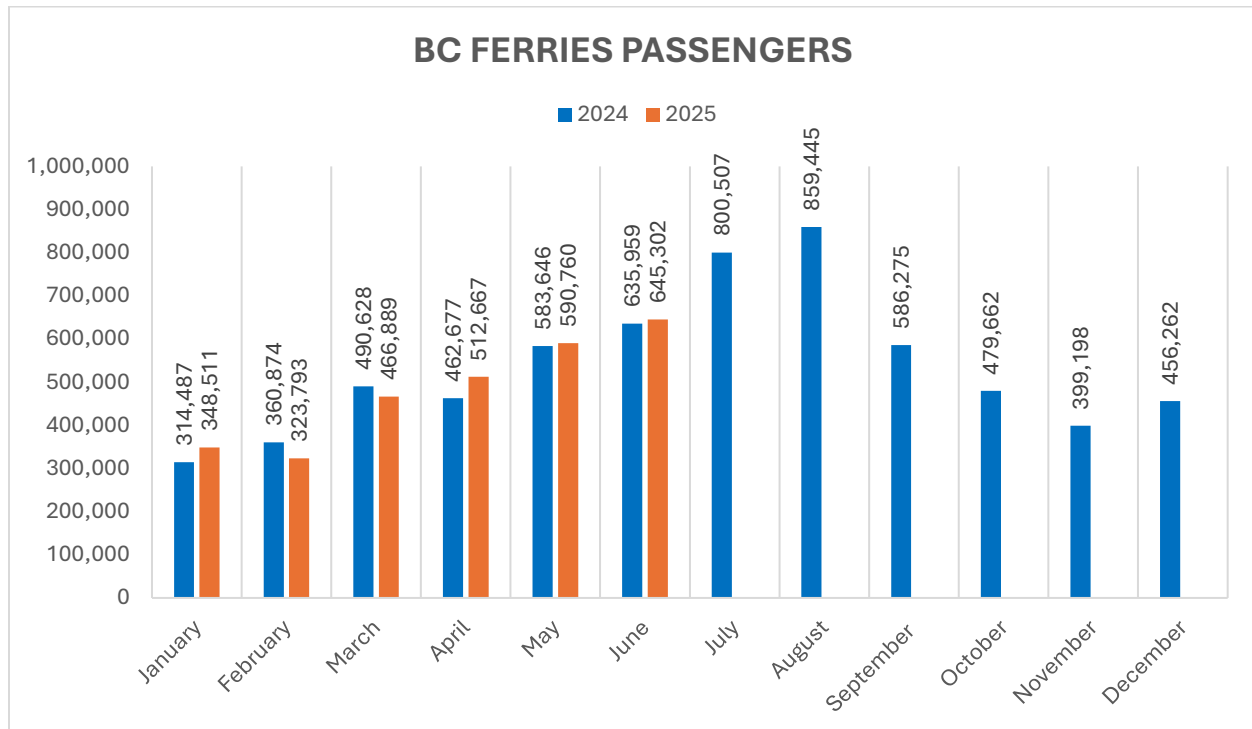
## Air Connectivity Outlook



Victoria International Airport (YYJ) had a strong growth year in 2025 and is on track to finish the year with over 2 million arrivals. There has been strong growth in domestic city pair connections with new services to Ottawa (YOW) and increases in service to Toronto (YYZ), Calgary (YYC) and Edmonton (YEG). Alaska Air increased the frequency of its service of its Embraer 175 service to five times daily during the summer season. However, future U.S. city pair growth, that supports inbound tourism, remains unlikely in the short term as transborder city pairs have been reduced across Canada by carriers as travel to the United States by Canadians declined, making new routes riskier in the short to medium term.

The introduction of Seair Seaplanes service into Victoria Inner Harbour (YWH) will incrementally add capacity in Vancouver Harbour to Victoria Harbour service and will introduce competition on a route that previously did not have competition.

## Ferry Service Outlook

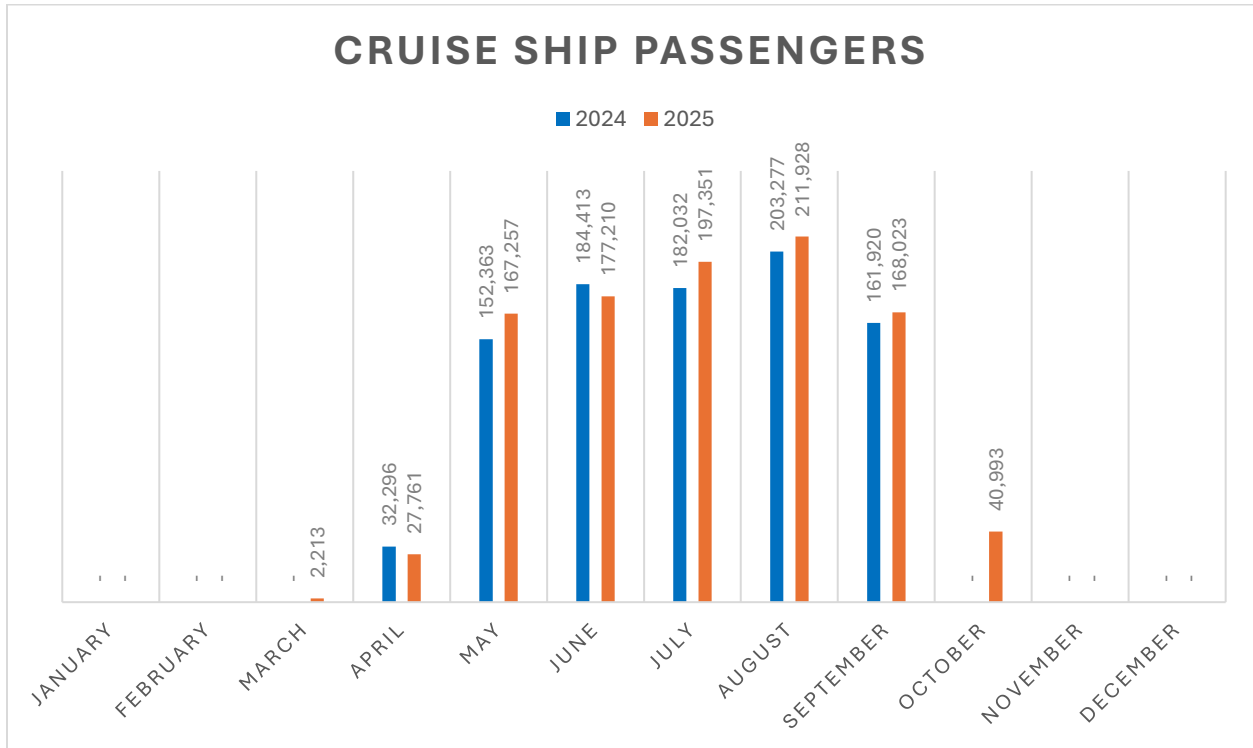


Domestic ferry service provider BC Ferries carried a record number of passengers in summer 2025. Between May 15 and August 31, 2025, BC Ferries carried 9.4 million passengers and 3.7 million vehicles across all routes – up 2.2 per cent and 2 per cent respectively, compared to the same period in 2024. On the busiest corridors between Metro Vancouver, Vancouver Island, and the Sunshine Coast, 4.7 million passengers and 2.1 million vehicles travelled with BC Ferries this summer.

Crews delivered over 1,000 additional sailings on major routes to keep people and goods moving. Despite this heavy lift, service reliability improved over last year. Between May 15 and August 31, on-time performance increased to 80.4 per cent, a 3.7 per cent improvement over last year, with cancellations reduced to 0.24 per cent of scheduled sailings, compared to 0.42 per cent over the same period last year. BC Ferries is currently operating with load factors exceeding 90 per cent on its primary route between Tsawwassen (Vancouver) and Swartz Bay (Victoria).

The year 2025 presented significant challenges for international ferry service providers. Both FRS Clipper and Black Ball Ferry Lines (MV Coho) experienced setbacks rooted in political tensions, as decreased travel by Canadians to the United States impacted operations. While figures vary, declines of 15 to 25 per cent have been publicly communicated. Ferry operators have advised they are concerned about ongoing softness for the balance of this current presidential term. Destination Greater Victoria remains committed to partnering with both operators to mitigate the challenging situation.

## Cruise Outlook

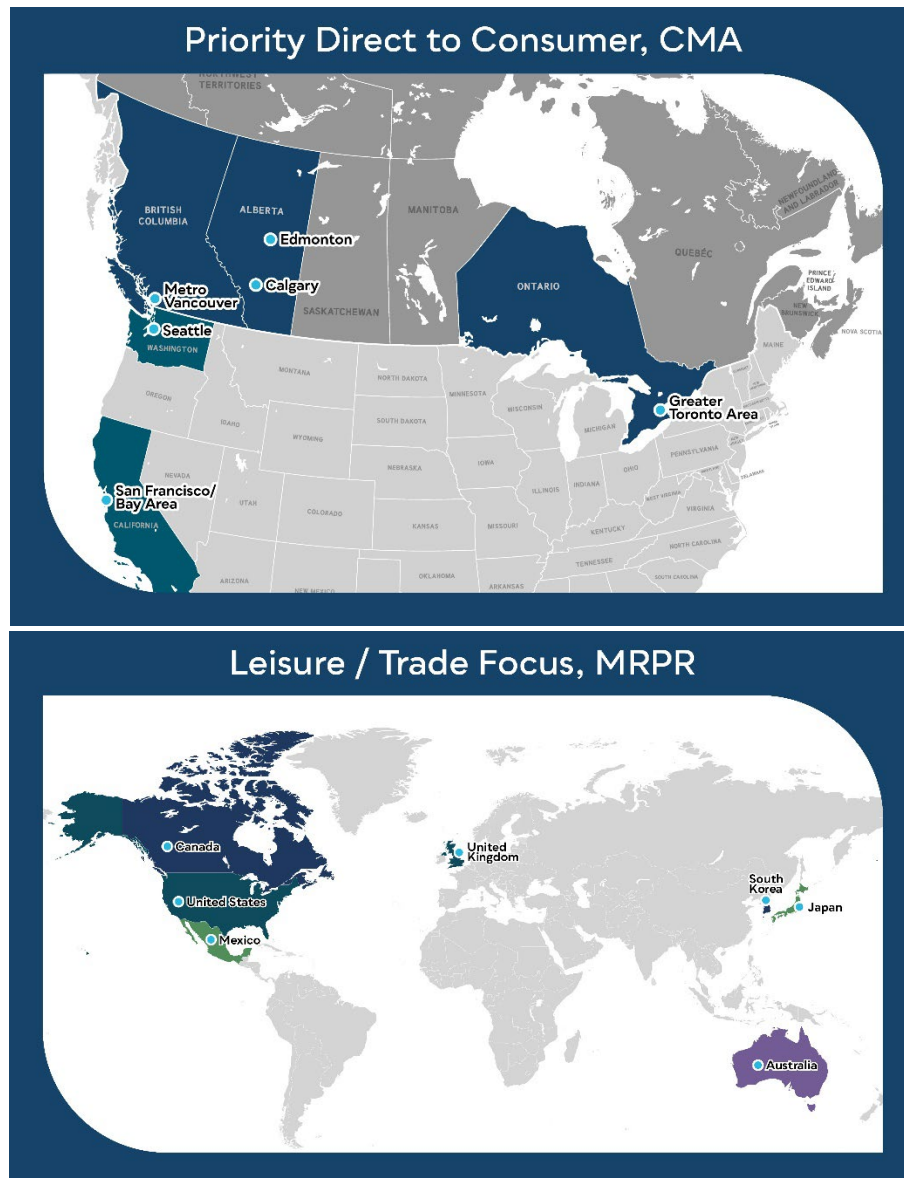


The Greater Victoria Harbour Authority (GVHA) expects the 2026 cruise season to match 2024 and 2025, with about one million visitors and 300,000 crewmembers. The GVHA typically releases its full cruise schedule in early January. 2026 marks the second year of our MOU with the GVHA, and we look forward to deepening initiatives in this important area for our members.

## Key Source Markets

Destination Greater Victoria is a highly disciplined organization that relies on research, and insights from its members and customers to help drive business and exploit new niche markets.

The organization is clear on its key foundational markets and key source markets in both the business-to-business channels as well as business-to-consumer marketing communications. These are depicted graphically below.



## 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 the organization's performance.<sup>7</sup> For 2026 PESTEL considerations include:

**P - Political:** Deficit- and debt-burdened governments at both federal and provincial levels recognize how the visitor economy creates jobs and generates tax revenue in a changing world. Nevertheless, they reduce appropriations for Destination Canada and Destination BC as part of government-wide efficiency or deficit reduction measures.

**E - Economic:** There are two primary factors at play. Ongoing trade disruptions, economic uncertainty, and sustained concerns about the cost of living continue to pose challenges for typical North American households. Meanwhile, advancements in technology, artificial intelligence, and related sectors are contributing to the emergence of a new group of extremely wealthy elites.

**S - Societal:** Households and individuals continue to prioritize experiences rather purchasing things or hard durables, keeping the visitor economy in a strong position to capture a significant portion of consumer spending.

**T - Technological:** AI is reshaping how destination organizations are engaging in digital communications.

**E - Environmental:** Despite decreasing prevalence of environmental and sustainability issues in the headlines worldwide, the concept of sustainability remains core to the values and beliefs of residents in Greater Victoria.

**L - Legislative:** Across North America, there are a range of laws and regulations related to consumer protection around fees and taxes, including those for transient accommodation. existing frameworks carry heightened short-term risk, and adjustments may be required.

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



## Fifth Year of a 2022-2026 Business Plan

Destination Greater Victoria operates under the Municipal Regional District Tax (MRDT) system in the province of British Columbia and partners with the two largest municipalities in the Greater Victoria region on the MRDT program, Victoria and Saanich.

In Victoria, Destination Greater Victoria is the eligible entity under the MRDT system. A three per cent tax rate is applied on accommodation stays and DGV currently has a mandate from 2022-2026. In Saanich, the District of Saanich is the eligible recipient of the MRDT resources, and a two per cent tax rate is applied. Destination Greater Victoria completed a fresh Memorandum of Understanding with the District of Saanich in 2024, modernizing and clarifying our relationship.

This business plan is being drafted concurrently to Destination Greater Victoria seeking a mandate renewal under the MRDT framework for the 2027-2031, however, 2026 represents the final year of the 2022-2026 five-year plan under the provincial MRDT framework. It has been a successful plan focused on recovering quickly and effectively from the effects of the COVID-19 pandemic and building a series of sustainability initiatives designed to better align the members of the visitor economy with the community values of Greater Victoria. Both the business success metrics and resident support for the visitor economy show that Greater Victoria has either the right amount or not enough visitors<sup>8</sup>. The findings of a recent resident survey also reinforce the value residents place on tourism, with 93 per cent stating that tourism is good at supporting jobs for people living in Greater Victoria and 91 per cent agree it benefits local businesses. The tourism sector supports some 25,000 jobs across the region, with approximately one in four families directly or indirectly supported by tourism. This data provides solid proof that the 2022-2026 plan has delivered.

The 2027-2031 five-year strategy required for MRDT renewal must be submitted ahead of the June 30, 2026 deadline. While these overarching objectives remain relevant at a high level, each fiscal year has an evolving business environment and as such Destination Greater Victoria identifies annual business plan foundations to provide additional focus for that business year. Destination Greater Victoria released its ten-year Destination Plan in November 2024. Some of the priorities in the Destination Plan are being advanced in the 2026 Business Plan and will continue to be developed in the 2027-2031 five-year plan, rounded out by marketing and sales additions.

The foundations for the 2026 fiscal year are identified in upcoming sections of this document. Additional priorities for 2026 gleaned from the Destination Plan include:

- Establishing and working with the Greater Victoria Hotel Development Working Group
- Refining Convention Centre options for beyond 2037
- Sustainability

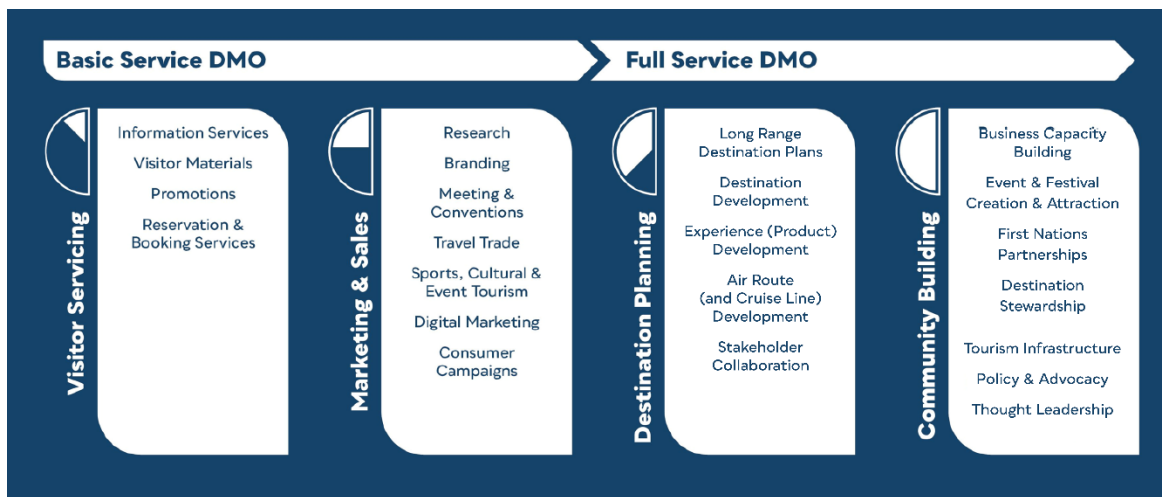
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<sup>8</sup> DGV's most recent resident survey conducted in late 2024 and early 2025 revealed more than 87 per cent of residents feel that current visitor levels are just right, or they would like to see more.

# ORGANIZATIONAL PRIORITIES

## Destination Greater Victoria – A Full Service DMO

Destination Greater Victoria is a full-service Destination Marketing and Management Organization that is highly developed on both the destination promotion and destination stewardship skills and expertise. This is consistent with all large urban DMOs in North America that serve their communities holistically. Greater Victoria is an urban gateway to British Columbia. The full range of services is highlighted below.



## Shared Community Values

At Destination Greater Victoria, community values are not an external consideration. They serve as the organization's core strategic compass. Residents form the foundation of the local visitor economy, and their aspirations, quality of life, and pride in place ultimately shape the kind of destination that is represented to the world.

Sustainability and responsible stewardship sit at the centre of this alignment. What began as a commitment to reflect the values of the community has evolved into a deeper purpose: ensuring that Greater Victoria remains a destination worth caring about, both for the people who live here today and for those who will visit or choose to call it home in the future.

A destination that visitors want to experience is, fundamentally, a destination where residents thrive. For this reason, Destination Greater Victoria prioritizes community benefit alongside economic success. The organization champions initiatives that enhance livability, protect the region's natural environment, and strengthen its social and cultural fabric. By doing so, it elevates Greater Victoria's reputation as an exceptional place to visit while also supporting a dynamic environment in which to build a life, a career, or a business.

Destination Greater Victoria believes in sustaining this positive cycle in which tourism supports community prosperity and a prosperous community attracts sustainable tourism. By aligning strategies with shared values and long-term goals, the organization helps ensure that Greater Victoria continues to flourish as a vibrant, resilient, and welcoming destination for all.

## THE WORK OF A DESTINATION ORGANIZATION

### 1. VISIT

If you built a place where people want to visit, then you have built a place where people want to live.

### 2. LIVE

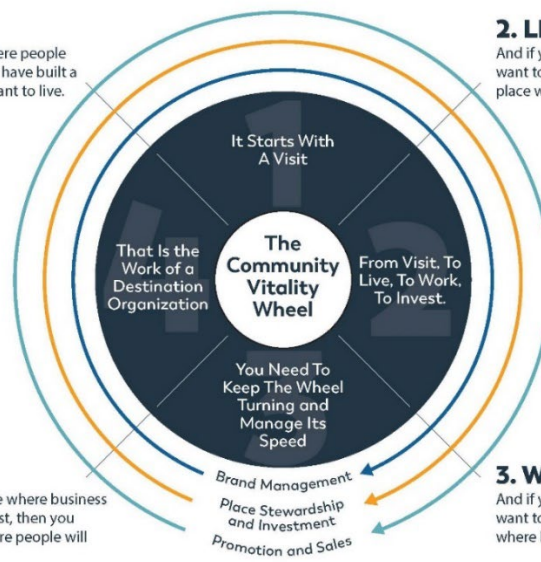
And if you built a place where people want to live, then you have built a place where people want to work.

### 4. INVEST

And if you built a place where business and residents will invest, then you have built a place where people will want to visit.

### 3. WORK

And if you built a place where people want to work, then you have built a place where business and residents will invest.



## Community Support for Tourism

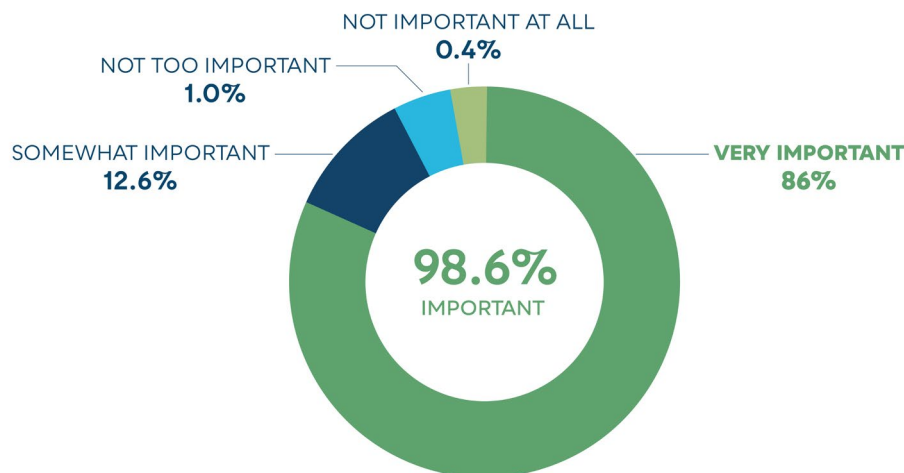
DGV initiates resident surveys every few years to ensure that the perspectives and priorities of local residents are central to the region's tourism strategy. The survey provides valuable insights into the community's outlook on responsible growth, and the benefits tourism brings to Greater Victoria.

Destination Greater Victoria contracted an experienced, qualified third party Canadian firm, Discovery Research, to conduct the most recent resident survey in November and December 2024, and in February and March 2025. A total of 1,450 respondents from 13 Greater Victoria municipalities participated in the survey, making it the largest number of participants for a DGV-led resident survey to date.

The comprehensive survey of residents in Greater Victoria reveals that sentiment toward tourism is overwhelmingly positive. Nearly 99 per cent of respondents agree tourism is important or very important for Victoria and the surrounding region.

### 2024-2025 Resident Survey

How Important Is Tourism For Victoria And The Surrounding Region?



One of the most revealing findings comes from the question: "Does Greater Victoria attract too many, not enough, or just the right amount of visitors?" According to respondents, 87.5 per cent of residents feel that current visitor levels are just right, or they would like to see more.

## 2024-2025 Resident Survey

Does Greater Victoria Attract Too Many, Not Enough, Or Just The Right Amount Of Visitors?



\*of these, 99% stated this was seasonal rather than all year and 60% stated only in Summer

The findings also reinforce the value residents place on tourism, with 93 per cent stating that tourism is good at supporting jobs for people living in Greater Victoria. 91 per cent agree it benefits local businesses.

## Economic Impact

DGV's latest Economic Impact Report<sup>9</sup>, released in October 2024, reinforces the importance of the visitor economy in Greater Victoria. The report revealed that the sector supports some 25,000 jobs across the region, with approximately one in four families directly or indirectly supported by tourism. In 2023 alone, Greater Victoria welcomed 4.9 million visitors, and the visitor economy generated \$3.5 billion in business sales outputs. However, DGV's work is about more than just numbers; it's about building a sustainable, vibrant, and resilient community for all.



InterVISTAS



<sup>9</sup> <https://www.destinationgreatervictoria.com/about-us/research-plans-strategies/Economic-Impact-of-Tourism-in-Greater-Victoria-October-2024.pdf>

# BUSINESS ACTIVITIES

## Marketing Communications

### Strategy

In 2026, Destination Greater Victoria's Marketing Communications program will build on our strong foundation, reinforcing our position as a leading destination in Canada and internationally. Our strategic focus for the year prioritizes driving visitation during both peak and off-peak periods, maintaining core market momentum while expanding our reach to capitalize on emerging opportunities. This approach is informed by evolving traveller behaviour, new digital platforms, changing search environments, and the need to continually advance our brand presence in an increasingly dynamic marketplace.

We will continue to track key Balanced Scorecard metrics including website visits, advertising return on investment (with third-party research in Western Washington), and earned media placements. For 2026, we are also introducing metrics tied to surfacing in Generative AI and Large Language Model (LLM) search, specifically monitoring Share of Voice and the number of citations referencing tourismvictoria.com and destinationgreatervictoria.com.

**Key activities and tactics for 2026 include:**

#### **Marketing Campaigns**

DGV's integrated marketing campaigns will target core markets of Vancouver, Calgary, Toronto, Seattle and San Francisco, with an expansion to include Edmonton. These initiatives will take advantage of direct air access, a favourable domestic environment, and the opportunity presented by a weaker Canadian dollar. While the spring/summer campaign will continue to promote peak season visitation and reinforce Victoria's vibrant appeal, there will be increased efforts to drive demand during shoulder and off-peak periods—a multi-year priority now gaining meaningful traction. Key off-peak initiatives include Dine Around & Stay in Town Victoria, Intention: A Wellness Getaway in Victoria, Arts & Culture Month (November), and a holiday/Christmas campaign, ensuring Victoria remains top of mind for travellers throughout the year.

After two successful years with the “Let Yourself Be Moved” creative platform, DGV will work closely with its agency partner to refine our campaign creative, building on existing brand awareness and addressing subtle shifts within primary audiences. This strategy will ensure messaging remains relevant, resonant, and effective.

#### **Owned Media**

##### Website

The landscape of digital search is undergoing rapid change, with Generative AI platforms such as ChatGPT and Perplexity increasingly shaping the way prospective visitors discover destination information. In 2026, DGV will sustain a proactive approach, leveraging tools like Ahref's Brand Radar, and similar monitoring services, to track and adapt content so that Destination Greater Victoria properties continue to surface in both traditional and AI-driven searches.

For the website to truly deliver, it must serve two distinct audiences: first by delivering timely, relevant, and engaging content that meets the needs of today's travellers and travel planners; and second, by providing keyword, key phrase and contextual content that is easily digestible by bots.

The website strategy is aligned with ongoing optimization driven by data and emerging technology. Website visits and performance in AI/LLM-driven search will be closely monitored as top Key Performance Indicators (KPIs).



## Social Media

In 2026, Destination Greater Victoria will continue its growth in the rapidly evolving social media space, building on the successful launch of TikTok in 2025 alongside DGV's established Meta channels. The decision to step away from X, and migrate to Threads remains in effect, and Destination Greater Victoria's presence on TikTok in particular has shown strong growth and engagement with younger travel audiences.

The Social Ambassador initiative continues to develop as an essential part of the content strategy, allowing the organization to highlight local creators, amplify a local perspective, and produce authentic, destination-focused storytelling. Further development of this program is planned for 2026, with additional opportunities to spotlight community voices and user-generated content, helping to keep Greater Victoria top of mind in both established and emerging digital spaces.

## E-Newsletter

While DGV has seen strong performance from its e-newsletter, in 2026 the organization will refresh the e-newsletter template to achieve better alignment with the website and advertising creative, ensuring a more cohesive look and feel. The lead generation campaign in social media will continue, with the aim to grow the subscriber database.

DGV will also review its software platform, HubSpot, to assess whether it remains the most suitable option for the organization in terms of pricing and functionality.

## **Earned Media**

Earned media will remain an essential driver of awareness, credibility, and demand for Greater Victoria. DGV's established partnerships with MMGY PR in the United States and United Kingdom continue to deliver strong results in priority long-haul markets. The Destination Greater Victoria team will attend hallmark industry events—including International Media Marketplace NY, TMAC in Richmond, B.C., and Travel Classics in New Mexico—while undertaking media missions to Toronto, New York, and California, and coordinating special events in the U.S. and London.

The core objective for 2026 is to secure 500 earned media placements, ensuring a sustained share of voice and reinforcing Victoria's position as a must-visit destination. Media engagement will continue to reflect a strategic mix of proactive pitching, influencer collaborations, and tailored familiarization tours, with ongoing measurement and optimization to drive results.

## **Evaluation/Key Performance Indicators**

- Marketing Campaign ROI
- Sessions on tourismvictoria.com total digital platform as well as citations/share of voice from AI search.
- Travel media and influencer placements

## Business Events Victoria

Business Events Victoria (BEV) is the division of Destination Greater Victoria responsible for all aspects of meetings, events, and conferences at the Victoria Conference Centre (VCC). BEV also facilitates events at the other venues Greater Victoria has to offer, such as castles, wineries, boats, and galleries.

### Strategy

Business Events Victoria will position Greater Victoria as a premier destination for conferences, meetings, and incentive travel by leveraging innovation, sustainability, and strategic partnerships. The 2026 strategy is designed to unlock new growth opportunities, drive economic impact, and reinforce Victoria's reputation as a leader in the business events sector. To achieve this, BEV will proactively identify and pursue emerging market segments, focusing on international, incentive, and association groups that align with Victoria's strengths and values. Marketing and strategic partnerships will amplify Victoria's visibility and appeal in key domestic and international markets.

### Key activities and tactics for 2026 include:

#### Marketing

Coordinated marketing initiatives targeting priority market segments and geographic regions:

##### **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

Midwest (Incentive Houses)

#### Priority market segments

- Incentive/Corporate Segment – continuing growth in this segment and leveraging increase in domestic opportunities through targeted tradeshow participation, FAMs and marketing initiatives
- Association Segment – following up from hosting Canadian Society of Association Executives (CSAE) Conference to further opportunities for Citywide National Association Conferences.

#### Custom Site Visits and Group FAMS (Familiarization Tours)

- Increase focus on opportunities for custom site visits to convert leads into bookings
- Group FAMS to target key markets

#### Strategic Partnerships

- Engage with industry organizations and third-party organizations to maximize marketing impact and event delivery.

#### Sustainability

- Development of the "Impact & Legacy Program" to collaborate with local organizations to create authentic experiences that showcase Victoria's commitment to environmental stewardship and social responsibility.

## Victoria Conference Centre

- Development of Victoria Conference Champions Network (VCCN) with annual recognition event, website update and marketing initiatives to empower local leaders and drive conference business.
- Refresh Marketing collateral to showcase VCC's unique value proposition – photography, proposals, event documents

**Sales activities** (outlined below) to drive leads and room nights.

TRADE SHOW/EVENT	CITY	2026 DATE
<b>GM Mission Client Events</b>	Toronto/Ottawa/Montreal	<b>Q2</b>
<b>Canadian Society of Association Executives (CSAE) Tete-a-Tete &amp; Destination Direct</b>	Ottawa	<b>Feb 23-26</b>
<b>Vancouver Client Event</b>	Vancouver	<b>Feb/Mar</b>
<b>Northstar Luxury &amp; Wellness Event</b>	Healdsburg	<b>Mar 1-3</b>
<b>Incentive Canada</b>	Yellowknife	<b>Mar 9-12</b>
<b>Venue Series</b>	Vancouver	<b>April</b>
<b>Prestige Partner Conference</b>	San Diego	<b>April 1-3</b>
<b>Amazon Tradeshow</b>	Seattle	<b>April 21-22</b>
<b>U.S. FAM</b>	Victoria	<b>May 3-6</b>
<b>IMEX Frankfurt</b>	Frankfurt	<b>May 18-21</b>
<b>Incentive Research Foundation</b>	Scottsdale	<b>May 26-29</b>
<b>Northstar Incentive Live</b>	Florida	<b>June 21-23</b>
<b>CanSPEP Conference</b>	Regina	<b>June 21-26</b>
<b>CSAE Trillium Summer Summit</b>	London	<b>July 8-10</b>
<b>CVent Connect</b>	Nashville	<b>July 13-16</b>
<b>Canada Meeting &amp; Event Expo (CMEE)</b>	Toronto	<b>August 10-13</b>
<b>SITE Classic</b>	Puerto Rico	<b>August 24-27</b>
<b>US FAM – Pacific NW</b>	Victoria	<b>September</b>
<b>Venue Series</b>	Calgary	<b>September</b>

<b>Executive Travel Show</b>	Vancouver	<b>September</b>
<b>MPI The Event</b>	TBC	<b>Fall</b>
<b>MPI Ottawa Prix Prestige</b>	Ottawa	<b>Fall</b>
<b>IMEX AMERICA</b>	Las Vegas	<b>October 13-15</b>
<b>Prestige Client Summit</b>	Chicago	<b>October 26-28</b>
<b>Prestige Evening Reception</b>	San Jose	<b>October</b>
<b>CSAE National Conference</b>	St. John	<b>Fall</b>
<b>ICCA</b>	Panama City	<b>Nov 8-11</b>
<b>PCMA Canadian Innovation Conference</b>	Edmonton	<b>Nov 21-24</b>
<b>IBTM</b>	Barcelona	<b>November 16-19</b>
<b>MPI &amp; CSAE Holiday Events</b>	Toronto/Vancouver	<b>December</b>
<b>Smart Meetings Incentive</b>	Mexico City	<b>December</b>

#### Evaluation/Key Performance Indicators

- Business Events confirmed room nights
- Victoria Conference Centre revenue
- Victoria Conference Centre delegate days

## 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. The role of the Travel Trade team is essential in connecting destinations with potential visitors, thereby boosting bookings and expanding market reach and awareness. 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 focuses on furthering strong partnerships within the travel industry, with tour operators, wholesalers, and travel agents, and leveraging these relationships to promote overnight itineraries to the destination. As a premier port of call on the world-renowned Alaskan cruise itinerary, Victoria continues to be a pivotal destination for the global cruise industry. Welcoming over 300 ships annually, Victoria continues to be Canada's busiest port of call for cruise. The cruise sector delivers essential benefits across our region, driving direct revenue, sustaining thousands of jobs, stimulating economic activity, and contributing to the vibrancy and resilience of Greater Victoria's tourism sector.

DGV's partnership with the Greater Victoria Harbour Authority is strategically vital for maximizing the economic, social, and environmental benefits of the cruise industry in the region. By collaborating through a Memoranda of Understanding, DGV and GVHA align their efforts to attract and manage cruise traffic, jointly participate in industry tradeshow, and execute destination marketing initiatives that amplify Victoria's profile among global cruise operators. This partnership enables coordinated development of new programs, such as onboard shopping and local business engagement, while leveraging GVHA's stewardship of key harbour assets and DGV's expertise in destination management.

### Key activities and tactics for 2026 include:

#### Market Focus

1. Primary: U.S., Canada, UK, Germany, Australia
  2. Secondary: Mexico, Japan, China, South Korea, France
- Investments in Consortia Programs (Signature, Alberta Motor Association, Travel Leaders) targeting domestic and U.S. markets
  - Focusing on targeted co-op programs with key international markets
  - Facilitate FIFA World Cup 2026™ opportunities that align with the destination's needs

#### Cruise Development

DGV will actively participate in key industry tradeshow and market development events in partnership with GVHA and other member businesses to foster relationships, identify new business opportunities, and enhance our destination's profile.

TRADESHOW/MARKETPLACE	2026 DATE	LOCATION
<b>CLIA Pacific Northwest Symposium</b>	February 3 – 4	<b>Captain Cook, Anchorage</b>
<b>Alaska Cruise and Travel Show</b>	March	<b>Vancouver + Seattle</b>
<b>Seatrade Cruise Global</b>	April 13 – 16	<b>Miami</b>
<b>ATIA</b>	October	<b>Fairbanks, Alaska</b>

### Sponsorship of Key Cruise Events

- **Planners Lunch:** In conjunction with the Seatrade Conference, DGV will co-host the Annual Planners Lunch with the Greater Victoria Harbour Authority (GVHA), welcoming up to 75 top cruise line planner professionals.
- **WESTA Conference:** DGV will host a dedicated day during the 2026 Western Association of Travel Agencies annual conference, engaging approximately 200 cruise agency owners and agents, alongside 50 key suppliers including major cruise lines and leading tour operators.

### Marketing and Sales

- **Integrated Cruise Campaigns:** Execute joint campaigns with consortia partners, utilizing targeted emails, organic social posts, webinars, and newsletters to engage both B2C and B2B audiences.
- **Trade Engagement:** Collaborate with cruise agent specialists and tour operators to further develop pre- and post-cruise programs.
- **Shopping Program Launch:** Partner with member businesses to introduce a robust shopping program for the 2026 cruise season, featuring multimedia promotions, live events, and immersive experiences to drive visitor engagement to our member businesses.
- **Media Partnership Opportunities:** Secure high-impact partnerships with leading cruise media such as Porthole to feature Victoria in targeted editorial, digital, and social campaigns to maximize destination visibility and drive cruise to Victoria.

### Target Markets

Efforts will remain concentrated on top-producing cruise source markets, including the United States, Canada, Germany, the United Kingdom, and Australia. The U.S. and Canadian markets will be prioritized based on their significant share of the Alaskan cruise segment, representing the highest volume of passengers and the greatest potential for impact.

- Cruise Shopping Program
- Hosting of key cruise events
  - WESTA (Western Association of Travel Agencies)
  - Seatrade Planners Lunch (Cruise Line Planner Professionals)
- Marketing campaigns with cruise partners

### **Air Route Development/Airline Partnerships**

- Investing in airline marketing partnerships to bring new routes to YYJ
- Explore opportunities to host airline industry conferences to engage airline decision-makers and strengthen relationships

### **Evaluation/Key Performance Indicators**

- Consortia, Travel Trade, marketing partnerships room nights



## Greater Victoria Sport Tourism Commission

The Greater Victoria Sport Tourism Commission (GVSTC) has solidified its role as the primary point of contact for provincial, national, and international sporting events in the Capital Region. In 2025, the GVSTC provided sponsorship support for over 40 events, showcasing our ongoing commitment to fostering both established and emerging sports events that draw visitors to our region. These initiatives continue to energize Greater Victoria while also creating meaningful engagement opportunities for local youth.

### Strategy

GVSTC's strategy centres on positioning sport tourism as a critical driver of visitation to Greater Victoria. With a world-class hosting infrastructure set against a stunning natural backdrop, the region is ideally suited to attract a diverse array of sporting events. Guided by its Sport Tourism Strategy, GVSTC remains dedicated to setting the tone for the visitor economy in this arena, enhancing Greater Victoria's image as a premier destination for sports events and community engagement.

GVSTC will continue leveraging our three-pillar approach to secure high-profile events and bolster our established annual calendar.

### Key activities and tactics for 2026 include:

#### Maintaining a 3-Pillar Strategy

1. Ongoing local support - foundational annual events and active bidding
  2. Tentpole Events - larger national/international events every 1-2 years
  3. Sport Tourism Express Program - helping bring assistance to smaller local/provincial events
- Identify 2-3 actionable items from Facility Gap Analysis that align with Sport Tourism Strategy
  - Refine the Sport VIP Program
  - Boost GVSTC membership
  - Take part in annual sport tourism missions

#### The Beautiful Game in Beautiful Downtown Victoria

With FIFA World Cup 2026™ around the corner, DGV will explore an opportunity to join community partners (City of Victoria, Downtown Victoria Business Association, Greater Victoria Sport Tourism Commission) in developing an activation that celebrates “the Beautiful Game in Beautiful Downtown Victoria”, with a focus on driving foot traffic to downtown Victoria businesses during the international football tournament in summer 2026.

In tandem, DGV plans to:

- Host a website landing page for the tournament where members can share their event-related promotions and events
- Develop itineraries for pre- and post- stays
- Work directly with international operators on a tour series to divert from Vancouver to Victoria, encouraging longer stays in Greater Victoria and on Vancouver Island
- Keep DGV engaged in discussions and activities via the Destination BC committee, maintain regular updates for members, and host a workshop in Q1 2026

## Evaluation/Key Performance Indicators

- Room nights attributed to sports sponsorships
- Room nights generated by bids
- Number of events supported through the Sport Tourism Express Program
- Membership revenue growth

## Major Events and Conferences

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.

### Strategy

Destination Greater Victoria retains an ownership stake in the planning and execution of a variety of major events and conferences including Dine Around and Stay in Town, IMPACT Sustainability Travel & Tourism Summit (IMPACT). Participation in these activities aligns the visitor economy with the values of our community.

Key activities and tactics for 2026 include:

#### **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-price, multiple-course experiences ranging from \$25 to \$75. 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. The 22<sup>nd</sup> edition of Dine Around and Stay in Town Victoria runs January 23 to February 8, 2026.

#### **IMPACT Sustainability and Travel Tourism Summit**

IMPACT Sustainability Travel & Tourism Summit (IMPACT) is presented by a partnership between Destination Greater Victoria, Synergy Enterprises, Tartanbond 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. 2026 will see IMPACT entering its ninth year as it continues to enhance our destination's profile and commitment to sustainability. IMPACT 2026 will be held from January 26 to 28.

#### **Northwest Deuce Days**

Northwest Deuce Days is the successful and popular classic car show. Previous owner Al Clarke built a small community car show into the largest gathering of Deuce Coupes in the world. 2025 saw Destination Greater Victoria continue this legacy as the owners of this community asset, generating approximately \$2.9 million in economic impact and helping support 650 jobs. Northwest Deuce Days is held every three years. Preparations are underway for the next show, which will be held in July 2028.

### Evaluation/Key Performance Indicators

- Registration and Economic Impact

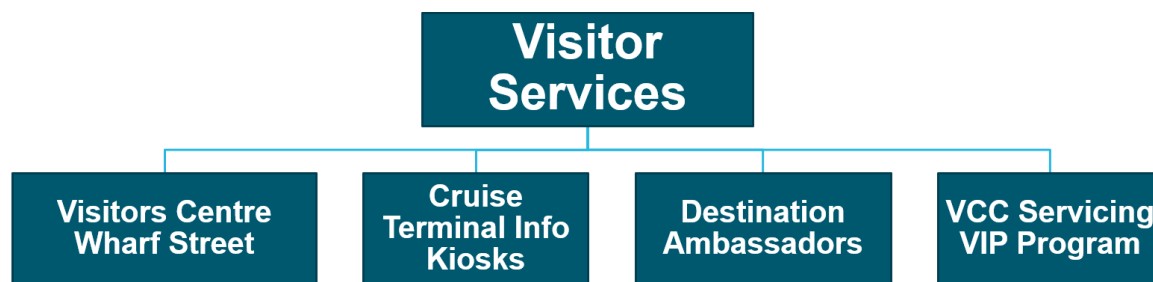
## Visitor Services

Visitor Services serves as a fundamental component of a major Destination Marketing Organization, providing essential support to member businesses and communities. The team is responsible for managing customer enquiries, recommending and selling member products, encouraging extended lengths of stay, professionally resolving issues, and promoting other locations within the Destination BC network. These activities are central to the mandate of Visitor Services.

### Strategy

In 2026, we will 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 alignment 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: 2019 satisfaction was 60 per cent



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.

### Key activities and tactics for 2026 include:

- Professional and continuous sales training for all front-line staff to ensure the product is understood, sales targets and customer service initiatives are adhered to, and a strong growth mentality is fostered
- Leverage technologies to reach the more digitally savvy individuals
- Deepen our working relationship with Songhees Tours
- 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

### Evaluation/Key Performance Indicators

- Visitor Centre ticket sales

## Corporate Communications

The corporate communications department at Destination Greater Victoria is essential in supporting the organization's various business units. 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. These activities are strategically designed to showcase the initiatives led by Destination Greater Victoria and its members, underscore the significance of the visitor economy, and demonstrate alignment with community values. With considerable interest from media and stakeholders in Greater Victoria's tourism sector, the corporate communications team is tasked with presenting the organization's story, emphasizing its value, and delivering timely and accurate information.

### Strategy

Corporate communications efforts in 2026 centre on a strategic plan aimed at setting the tone for the visitor economy to operate in line with community values, amplifying corporate messaging that promotes the value of DGV's work, and supporting member businesses and communities. This includes making available Destination Greater Victoria representatives to provide commentary in local media and proactively pitching stories to news outlets.

#### Key activities and tactics for 2026 include:

- Continue strong multi-channel storytelling, highlighting the value of the visitor economy through video and podcast series and other initiatives
- Amplify DGV's initiatives, campaigns, and promotions with engaging media relations and effective use of corporate communication channels
- Lead and enhance key corporate communications events

#### Evaluation/Key Performance Indicators

- Local media placements

## Community Relations

Destination Greater Victoria maintains 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.

Participating in community relations and activations is invaluable for Destination Greater Victoria. These efforts enhance the credibility of DGV, build strong partnerships, and contribute to sustainable destination growth. Through community connections and engaging in community events, DGV gains valuable insights into local preferences and trends, which help the organization refine its strategies to more effectively serve both residents and visitors.

## Strategy

In 2026, community relations will focus on deepening local engagement and maintaining strong community ties to strengthen Destination Greater Victoria's credibility and support. A diverse range of community relations activities offer various engagement opportunities in 2026.

### Key activities and tactics for 2026 include:

- Continue building the Victoria Hospitality Awards Program and support community and industry events to boost local engagement
- Deepen support for arts and culture by increasing sponsorships, engaging with arts organizations, and undertaking fact-finding to better understand the needs of arts and culture members
- Collaborate across business units to increase community support for DGV's initiatives and MRDT mandate renewal

### Evaluation/Key Performance Indicators

- Community relations engagements



## Member Services

Destination Greater Victoria is a member-based organization made up of a wide range of diverse tourism and hospitality businesses. These businesses are the foundation of the organization and drive Greater Victoria's visitor economy. Member businesses also bring significant incremental visitor expenditures into the broader economy, generating jobs, contributions to taxes, and further business opportunities. Destination Greater Victoria provides services and benefits to strategically support its members and ensure a vibrant and sustainable industry.

## Strategy

In 2026, Destination Greater Victoria will prioritize increasing member value by offering key resources, relevant information, and effective networking opportunities to encourage business development and identify new avenues for growth. These efforts are designed to benefit member organizations and the broader community, contributing to a vibrant and sustainable visitor economy in Greater Victoria.

### Key activities and tactics for 2026 include:

- Sustain delivery of valuable resources, networking, and support to all members, with improved processes and enhanced onboarding tools
- Consider enhancements to DGV's membership structure and framework, with a focus on better serving and representing Greater Victoria members and ensuring the best fit for all

### Evaluation/Key Performance Indicators

- Gross DGV membership services revenue
- Gross GVSTC membership revenue
- Member satisfaction rating

## Public Affairs and Destination Stewardship

Destination Greater Victoria plays a pivotal role as a steward of sustainable tourism growth, aligning the visitor economy with community values and priorities. Given that the visitor economy is a cornerstone of the region's overall economy, DGV focuses on demonstrating its importance to policymakers, stakeholders and partners, and residents.

### Strategy

Working collaboratively to build a thriving and regenerative visitor economy, DGV will maintain and strengthen strategic relationships with local governments, including our core MRDT funding partners, the City of Victoria and the District of Saanich, as well as provincial and federal authorities. DGV will continue to play a key destination stewardship role across Greater Victoria, convening partners and supporting the development of a rich visitor experience across the region. DGV will also continue to advocate for the visitor economy, and its important role in building sustainable, prosperous, and inclusive communities.

#### Key activities and tactics for 2026 include:

- Work collaboratively to demonstrate DGV's regional destination stewardship mandate
- Continue the Hotel Development Working Group and work with partners to action the group's recommendations and findings.
- Move key actions from the Destination Plan forward, including renewal of the Victoria Conference Centre
- Maintain robust and positive relationships with stakeholders and community leaders to ensure an inclusive approach to destination stewardship
- Providing briefings and insights to government leaders, highlighting Destination Greater Victoria's pivotal role in the community and partnership opportunities, emphasizing the significance and value of the visitor economy
- Advocate sensitively to policymakers on behalf of members and Greater Victoria's visitor economy, championing issues vital to the industry's well-being and advancement

#### Evaluation/Key Performance Indicators

- Political briefings or opportunities
- Destination Plan Implementation

## Sustainability

Sustainability is core to our community values. As an organization, we chose to put sustainability at the centre of our brand in 2020 because it reflects who we are as a community, and our commitment to taking care of this place that we love for future generations of residents and visitors. Greater Victoria's tourism brand has flourished since that decision. DGV has been actively involved in sustainability efforts since the 1990s, when our organization's first Environment Committee was established.

## Strategy

Destination Greater Victoria will maintain its leadership in sustainable tourism through program innovation and the delivery of core programs, such as the IMPACT Sustainability Travel and Tourism Conference and our destination-wide Biosphere Certification for the South Island. In 2026, the organization will expand efforts across key areas, including the implementation of guiding strategies: 2025 Sustainability Strategy, Circular Economy Strategy, and Climate Action Plan. With an enhanced focus on climate leadership, Destination Greater Victoria will expand initiatives that support members in taking climate action while reducing DGV's own corporate emissions. DGV's Biosphere Certification program will continue to offer greater support to members as they work toward certification through the Biosphere Accelerator Program. The Sustainability Advisory Committee will continue to guide all these efforts.

### Key activities and tactics for 2026 include:

- Continue core programs such as IMPACT Sustainability Travel and Tourism Conference, destination-level Biosphere Certification, and the Biosphere Accelerator Program
- Continue participation in the Global Destination Sustainability Index, working strategically to maintain and increase our score and destination ranking year over year
- Implement DGV's key sustainability strategies: Sustainability Strategy 2025, Circular Economy Strategy and Climate Action Plan, including completion of a Circular Economy pilot project
- Complete implementation of the Circular and Sustainable Drinking Water Project and consider next steps to further reduce single-use plastic waste and foster a culture of reuse
- Continue partnerships for ecological restoration and regeneration, including with Peninsula Streams Society, and CRFAIR

### Evaluation/Key Performance Indicators

- Track and reduce DGV's corporate carbon emissions
- Increase score on GDS Index
- Number of members who are Biosphere Certified, and linked

## First Nations Partnerships

Destination Greater Victoria respectfully acknowledges that it operates on the traditional territories of the Lək'wəŋən People (Songhees Nation and Xwsepsum Nation), the W̱SÁNEĆ Nations (W̱JOŁEŁP (Tsartlip), BOŲÉĆEN (Pauquachin), S̱ÁUTW (Tsawout), W̱SIKEM (Tseycum), MÁLEXEŁ (Malahat)), as well as the Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht Nations.

The visitor economy has the potential to be a powerful driver for Indigenous economic development, authentic cultural sharing, and economic reconciliation. Destination Greater Victoria prioritizes deepening relationships with local First Nations, particularly the Songhees Nation and Xwsepsum Nation, on whose traditional territory their offices are located. Arising from this work, including meetings at the leadership level, Songhees Tours operated out of the Visitor Centre for the 2025 summer season, a partnership that will continue through 2026.

## Strategy

Through building trusting relationships, actively creating supports and removing barriers for Indigenous led tourism ventures, DGV will expand its role in supporting economic reconciliation and Indigenous tourism development. This will require DGV to cultivate mutually beneficial partnerships, work collaboratively, and ensure that the organization has the knowledge, capacity, and cultural competency needed to do this work effectively and respectfully.

### Key activities and tactics for 2026 include:

- Build strong relationships with local First Nations, actively supporting economic reconciliation
- Continue the Visitor Centre partnership with Songhees Tours, providing prominent space within a hub of the visitor economy
- Deepen our partnership with Indigenous Tourism BC to support Indigenous owned tourism businesses in Greater Victoria and the growth of authentic Indigenous tourism
- Work collaboratively with the Songhees Nation and Xwsepsum Nation to deepen partnerships and invest in shared tourism priorities
- Support and sponsor the South Island Powwow and other significant reconciliation and Indigenous cultural events

### Evaluation/Key Performance Indicators

- No-cost memberships available for Indigenous-owned businesses through partnership with Indigenous Tourism BC
- Develop Indigenous Tourism Investment Fund in collaboration with Songhees Nation and Xwsepsum Nation

## Research and Data

Destination Greater Victoria has long prided itself on providing research reports, tools, dashboards and insights which support the organization and its valued members to make good strategic decisions, with a focus on the areas that it services. In 2026, the research will focus on evolution, placing less emphasis on backwards-looking research and social science, and instead moving towards adopting data platforms that are current and as forward-looking as possible, to help with business planning in today's interconnected, digital, and data environment.

### 2025 Foundations

As referenced in the 2025 Business Plan document, Destination Greater Victoria undertook a series of significant research projects in 2025 to understand and take stock of the visitor economy after two full years of recovery efforts from the COVID-19 pandemic. These reports will serve as important foundations of how the visitor economy compared before and after the disruption of COVID-19. These projects included:

- **Economic Impact Study:** To quantify and understand the contributions of the visitor economy to the Greater Victoria region in terms of economic production, jobs and taxes and fees contributed to our region.
- **Visitor Intercept Study:** To deeply understand important drivers such as source markets, travel motivators, trip purpose, and other important demographic profiles of visitors to Greater Victoria.
- **Resident Perceptions of the Visitor Economy:** To have a comprehensive view regarding the perceptions of Greater Victoria residents' attitudes, perceptions and support for the visitor economy.

These foundational reports are now complete and will be refreshed every few years as is appropriate and as business needs arise. These are significant pieces of work and do not need to be refreshed every year.

### Member Survey

Destination Greater Victoria consistently conducts annual surveys, fulfilling the Destination BC MRDT requirements for communities with a 3 per cent MRDT. In 2025, feedback reflected that the DGV Membership Survey could be shortened and presented more effectively. Work is underway and will continue into 2026 to improve this important tool.

### Research Tools

There are several research tools that will continue to be delivered in 2026.

- **Business on the Books:** Working in conjunction with hotels in the region, Destination Greater Victoria produces the "Business on the Books" platform. This is helpful in assessing pace going forward.
- **Internally Produced DGV Local Dashboard:** Leveraging Power BI, Destination Greater Victoria produces an ongoing tourism industry dashboard with captures and displays the most recent backwards-looking results across several important metrics including accommodations data, transportation and access related data, Victoria Conference Centre results, Victoria International Airport Authority results, BC Ferries statistics and cruise related arrival numbers.

- Marketing Campaign ROI Results: Destination Greater Victoria intends to continue with its advertising tracking and conversion study of

#### Key activities and tactics for 2026 include:

- Data Platforms and Forward-Looking Data
  - Most tourism boards at all levels have evolved to lessen their reliance on backwards looking reports and social science and lean into data platforms that are current, commercial in nature and in some cases off forward looking abilities. Organizations such as Destination Canada have created the “Data Collective” at the national level and Destination British Columbia is also researching tools. Most tourism boards at the city/resort level are transitioning to data platforms which aggregate and visualize disparate data sources, increasing efficiency and enabling consistent reporting through data visualization. In the fall of 2025, a needs assessment is being completed, and Destination Greater Victoria intends to issue an RFP for a well-established platform in early 2026.

#### Evaluation/Key Performance Indicators

- Completed refresh of Membership Survey to the satisfaction of the Board of Directors
- RFP issued and completed for data platform with implementation well underway in 2026

## Governance

Strong governance is key for Destination Greater Victoria, helping the organization stay true to its mission and goals. Good governance means having clear practices that support transparency, accountability, and strategic oversight, which are important for earning the trust of members, partners, and stakeholders. DGV's governance structure follows its Constitution and Bylaws and provides the Board of Directors and advisory committees with the tools they need to keep the organization on track and offer strategic guidance.

In 2026, DGV will continue enhancing its governance practices by providing access to governance resources and tools. This includes tapping into the expertise of the Institute of Corporate Directors (ICD) to ensure that governance activities align with best practices. Board and Committee work will be supported through meeting packages, facilitated meetings, and proper record keeping. Plus, a dedicated Board and Committee Portal will streamline access to essential documents and resources, helping leaders with their decision-making processes.

DGV manages Board and Committee nominations to bring together the right mix of skills and perspectives. This approach strengthens the governance structure and enhances the organization's ability to tackle challenges and seize new opportunities. By focusing on these key actions, DGV aims to uphold the highest standards of governance, building a culture of excellence and accountability and ensuring the organization's lasting success.

## Greater Victoria Visitors and Convention Bureau 2026 Draft Budget Overview

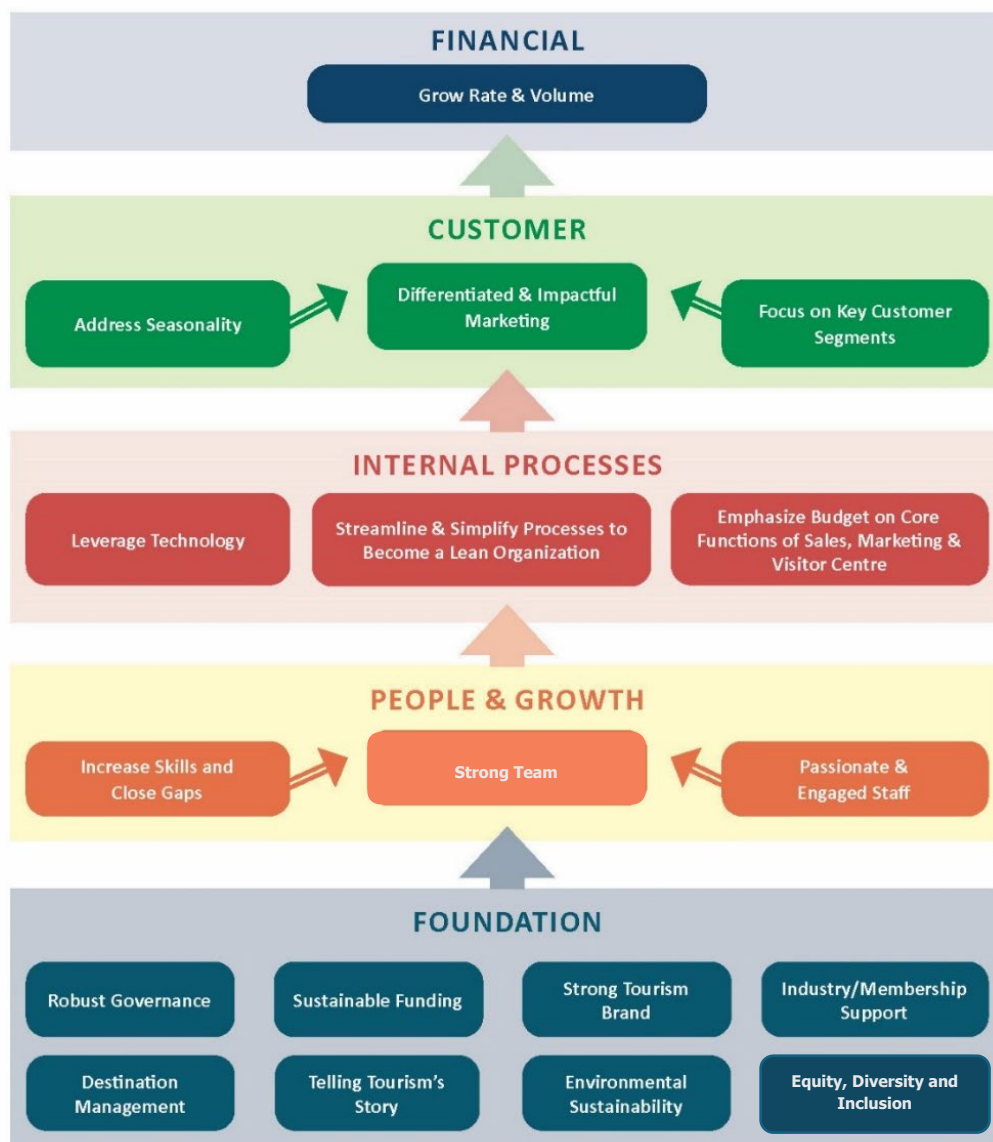
Ordinary Income/Expense	BUDGET 2025	BUDGET 2026	Reference
<b>Income</b>			
Total Commission Revenue	150,000	150,000	R1
Total Destination Marketing Fee (DMF)	2,535,000	2,250,000	R2
Total Grant Revenue	150,000	67,500	R3
Total Hotel Tax Revenue	8,778,650	9,223,991	R4
Total Membership Services	611,400	554,875	R5
Total Major Events Revenue	700,000	400,000	
Total Miscellaneous Revenue	150,000	150,000	R6
Total Retail Sales	12,755	12,754	R7
Total Sports Tourism	70,000	70,000	R8
<b>Total Income</b>	<b>13,157,805</b>	<b>12,879,121</b>	
<b>Total COGS</b>	11,120	11,120	
<b>Gross Profit</b>	13,146,685	12,868,001	
<b>Expense</b>			
<b>Marketing Expenses</b>			
Total Advertising	2,199,000	2,175,500	S1
Total Business Events Victoria	1,785,550	1,489,150	S2
Total General Marketing	31,000	57,000	S3
Total Major Events & Conferences	620,000	450,000	S4
Total Publications	32,000	55,000	S5
Total Research	231,000	178,400	S6
Total Corp Comms & Community Relations	261,200	288,632	S7
Total Public Affairs, Dest Stewardship & Sustainability	391,100	566,600	S7
Total Sports Tourism Commission	332,500	389,750	S8
Total Travel Media	350,750	368,280	S9
Total Travel Trade	384,500	384,500	S10
Total Access Development	788,500	706,500	S10
Total Website	179,100	275,500	S11
<b>Total Marketing Expenses</b>	7,586,200	7,384,812	
<b>Operating Expenses</b>			
Amortization	94,000	94,000	O1
Total Communications	94,000	94,280	O2
Total Facilities Rent & Taxes	305,090	321,879	O3
Total General Travel & Conferences	142,300	142,300	O4
Total Grants & Sponsorships	25,000	25,000	O5
Total Interest & Bank Charges	76,632	76,632	O6
Total Membership Events	152,000	132,800	O7
Total Operating Supplies	404,062	383,522	O8
Total Professional Services	291,704	280,601	O9
Total Utilities & Premises	22,800	22,800	O10
<b>Total Operating Expenses</b>	1,607,588	1,573,814	
<b>Total Wages &amp; Benefits</b>	3,952,897	3,909,375	W1
<b>Total Expense</b>	13,146,685	12,868,001	
<b>Net Income</b>	<b>0</b>	<b>0</b>	



# STRATEGY FOCUSED ORGANIZATION

## Destination Greater Victoria's Strategy Map

A Strategy Map and Enterprise Balanced Score Card are pivotal tools derived from Kaplan and Norton's "Strategy Focused Organization" approach, designed to help manage and align organizational activities with strategic objectives. The Strategy Map visually outlines an organization's goals and the cause-and-effect relationships between them, while the Enterprise Balanced Score Card tracks performance across multiple key areas, ensuring a balanced perspective on success. Destination Greater Victoria has successfully employed this framework for over a decade, demonstrating its effectiveness in driving strategic focus and achieving organizational goals.



# DESTINATION GREATER VICTORIA

## 2026 Enterprise Balanced Scorecard

November 2025

Unit	2020 Result	2021 Result	2022 Result	2023 Result	2024 Result	2025 Target	2026 Target
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### Greater Victoria Tourism Industry Indicators <sup>1</sup>

Accommodation Occupancy Rate	%	36.39	49.90	68.85	68.30	74.30	72.7 <sup>2</sup>	78.0
Average Daily Room Rate	\$	149.10	186.70	236.31	247.35	270.67	263.00 <sup>2</sup>	290.00
RevPAR	\$	54.25	93.17	162.71	169.05	200.97	191.00 <sup>2</sup>	206.00
Conference Centre Delegate Days	#	15,756	20,018	87,256	83,556	94,218	105,000	105,000
YYJ Airport Arrivals	#	574,837	673,748	1,490,039	1,740,107	1,872,033	1,883,200 <sup>3</sup>	2,000,000

### 1. Financial Perspective

Marketing Campaign ROI	ratio	N/A <sup>4</sup>	22:1 <sup>5</sup>	22:1 <sup>5</sup>	58:1	55:1	42:1	48:1
Business Events Confirmed Room Nights	#	7,305	12,114	26,203	43,905	48,687	47,000	50,000
Victoria Conference Centre Revenue	\$	243,945	403,326	1,071,540	1,307,264	1,340,282	1,200,000 <sup>6</sup>	1,250,000
Visitor Centre Ticket Sales	\$	78,000	153,300	720,000	1,118,424	1,092,299	1,260,000	1,300,000
Gross DGV Membership Services Revenue	\$	480,000	387,014	454,500	481,658	493,305	610,000	579,000 <sup>12</sup>
Gross GVSTC Membership Revenue	\$	0	0	56,500	61,775	53,842	70,000	60,000
Room Nights Attributable to Sport Tourism – Sponsored	#	2,500	5,117	15,017	16,251	15,035	16,000	22,000
Room Nights Attributable to Sport Tourism – Bids	#	---	---	13,564	12,523	14,898	19,000	18,000
Proportion of Gross Revenue Allocated to Labour	%	39.0	26.8	28.3	30.3	30.2	30.0	31

### 2. Customer Perspective

Sessions on TourismVictoria.com Total Digital Platform	#	926,564	1,291,421	2,109,298	2,320,206	1,827,000 <sup>7</sup>	2,000,000 <sup>7</sup>	1,700,000 <sup>14</sup>
AI Citations <sup>15</sup>	#	---	---	---	---	---	---	10,000
Travel Media & Influencer Placements	#	80	261	535	645	545	500	500
Website Partner Referrals	#	---	---	---	---	---	275,000	350,000
Consortia, Travel Trade, Marketing Partnerships Room Nights	#	---	---	---	---	4,083	4,300	9,000
Air Route Development Partnerships <sup>9</sup>	#	---	---	---	---	2	3	2
Sport Tourism Express Program Events Supported	#	---	---	---	---	22	25	30

## 2026 Enterprise Balanced Scorecard

November 2025

Unit	2020 Result	2021 Result	2022 Result	2023 Result	2024 Result	2025 Target	2026 Target
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### 3. Internal Processes Perspective

10-Year Destination Plan	---	---	---	Underway	Ongoing	Actioning	Implementing five initiatives	Hotel Development Working Group
Develop Indigenous Tourism Investment Program with Songhees Nation and Xwsepsum Nation	---	---	---	---	---	---	---	Co-developed
Sub-regional Convening 2026	---	---	---	---	---	---	---	3 Events or Gatherings
Research Data Platform	---	---	---	---	---	---	---	Procurement Complete, Implementation Underway

### 4. Learning and Growth Perspective

Employee Engagement Composite Measure	%	N/A <sup>4</sup>	N/A <sup>4</sup>	N/A <sup>4</sup>	76.2	69.8	72.0	72.0
Median Years of Employee Tenure	#	N/A <sup>4</sup>	N/A <sup>4</sup>	2.1	2.3	2.7	2.7	2.7

### Foundational, Stewardship and Governance

Member Satisfaction Rate (Satisfied or Neutral)	%	N/A <sup>4</sup>	N/A <sup>4</sup>	91	92	95	90	90
Board and Committee Meetings Participation	%	77	79	80	80	81	80	80
Local Media Placements	#	121	138	152	228	516	215	600
Political Briefings or Opportunities	#	37	53	51	77	78	80	85
Community Support for Tourism	---	Assess	98% Positive	Deferred <sup>10</sup>	88% Positive	99% Positive	98% Positive	Deferred <sup>13</sup>
Community Relations Engagements <sup>11</sup>	#	---	---	---	---	28	30 <sup>11</sup>	35
Destinations International EDI Assessment Tool Mean Score	%	---	---	---	---	62	65	65
Members Linking to DGV on the Biosphere Platform	#	---	---	---	53	70	75	76
Biosphere Certification Member Support Program	---	---	---	---	---	---	Underway	25
Global Destination Sustainability (GDS) Index Score Increase	#	---	---	---	---	---	2.0	2.0
Destination Circular Economy Strategy	---	---	---	---	---	Developed	Actioning	Execute Pilot Project
DGV Environmental Carbon Offset and Reduction Plan	---	Measure	Carbon Neutral	Carbon Positive	Carbon Positive	Carbon Positive	Maintain offsets and reduce carbon	Actioning Climate Action Plan

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

<sup>2</sup> Target is 5% above the result for 2023.

<sup>3</sup> Victoria Airport Authority forecast.

<sup>4</sup> Not assessed or not applicable due to impacts of the COVID pandemic.

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

<sup>6</sup> Target aligns with the City of Victoria's budget for Victoria Conference Centre.

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

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

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

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

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

<sup>12</sup> Membership revenue to include two cruise-related onboard buy-in opportunities, and contemplates slight reduction in membership due to geographic redistribution.

<sup>13</sup> Large residents survey in 2024/2025 demonstrating strong results, revisit in 2027.

<sup>14</sup> Organic web traffic is forecast to decline due to the rise of AI search.

<sup>15</sup> Measures how often a brand's content is referenced in AI-generated answers

## NOTES