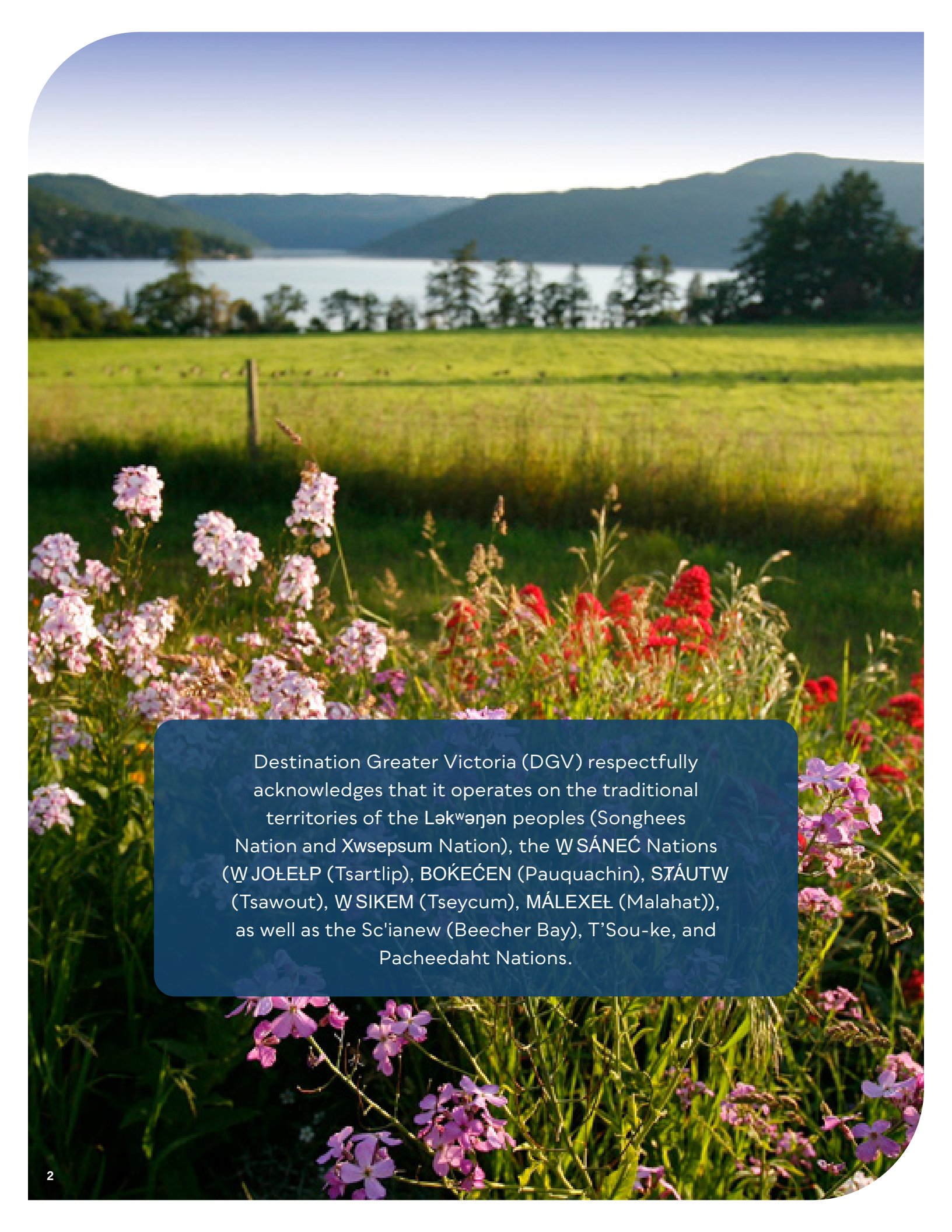


2025 Annual Report



DESTINATION GREATER
VICTORIA



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

Table of Contents

Message from the Chair	4
Message from the CEO	6
Our Mission and Vision	8
Giving Back to the Community	9
Business Discussion and Analysis	10
Key Functional Area Highlights	14
Destination Marketing	15
Business Events Victoria	20
Travel Trade	22
Air Route and Cruise Development	25
Greater Victoria Sport Tourism Commission	26
Major Events	28
Member Services	30
Corporate Communications and Community Relations	32
Visitor Services	34
Research and Data Insights	36
Destination Stewardship	38
Sustainability	40
First Nations Partnerships and Indigenous Tourism	42
Finance and Corporate Services	44
Management and Financial Analysis	45
Balanced Scorecard	48
Audited Financial Statements	51
2025 Board of Directors	58

Message from the Chair



David Gudgel
Chair, Board of Directors

At its core, Destination Greater Victoria is a stewardship organization. The role of the board is to ensure that the organization is well governed, financially sound, and guided by a clear sense of purpose.

The board provides oversight and sets strategic directions that supports management as they deliver on the organization's mandate. While we do not manage the day-to-day work, we ensure that the right questions are being asked, that risks are understood, and that decisions are grounded in long-term thinking. This year, the board remained focused on resilience, accountability, and the conditions required for sustainable success.

One of our greatest strengths is the diversity of experience around the board table. Directors bring perspectives from transportation, hospitality, events, community leadership, sustainability, and finance. It's an important mix. A wide range of expertise allows us to help steer the organization through both opportunity and uncertainty.

This strong governance is reflected in tangible outcomes. In 2025, Destination Greater Victoria-supported activity generated more than 115,000 measurable hotel room nights for the first time. This level of production speaks to Greater Victoria's strength as a resilient, year-round destination and to the effectiveness of an organization supported by engaged committees, an active board, and a clear strategic focus. Importantly, this performance was achieved while maintaining a commitment to sustainability and long-term value creation, ensuring that growth continues to align with community expectations and stewardship responsibilities.

Victoria continues to be a destination defined by welcome. That welcome is expressed through visitor experiences and the values that guide how the visitor economy is developed and managed. The board is committed to ensuring that Destination Greater Victoria reflects the community it serves and contributes positively to the region's economic and social fabric.

The broader operating environment remains complex. Cross-border relationships, shifting travel patterns, and global uncertainty continue to influence decision-making across the visitor economy. The board's role is not to react to every fluctuation, but to ensure the organization remains steady, adaptable, and aligned with its long-term mission.

I want to thank my fellow directors for their thoughtful contributions and their commitment to good governance. I also want to recognize the Destination Greater Victoria team for their professionalism and clarity of purpose. Strong organizations are built on trust between governance and management, and that trust is evident here.



David Gudgel
Chair, Board of Directors, Destination Greater Victoria

Message from the CEO



The past year reinforced that performance in Greater Victoria's visitor economy is about more than just growth. It is about balance, adaptability, and the ability to hold steady when conditions elsewhere are less certain.

In 2025, destinations across Canada experienced a range of outcomes shaped by economic pressures, geopolitical tension, and evolving traveller sentiment. Cross-border dynamics between Canada and the United States were part of that context. For Greater Victoria, American visitation remained stable, with signs of modest growth based on qualitative feedback from hotels. That consistency matters. It speaks to the strength of the destination's brand, its accessibility, and its long-standing relationship with U.S. travellers.

Foundational business already secured across business events, travel trade, and sport tourism played a critical role in de-risking the year, particularly during periods of external uncertainty. In 2025, Destination Greater Victoria-supported activity generated more than 115,000 measurable hotel room nights for the first time across business events, travel trade, and sport tourism. This strong base of demand helped stabilize performance across the entire visitor economy and translated into market-leading results, with Greater Victoria recording the highest RevPAR growth among urban destinations in British Columbia at 12.2 per cent, according to CoStar.

At the same time, we remained acutely aware that not all parts of the visitor economy experienced the year in the same way. For example, international ferry operators continued to face political and sentiment-driven challenges beyond their control. These valued partners are essential to Greater Victoria's access and identity, and throughout the year we worked closely with operators Black Ball Ferry Line (COHO) and FRS Clipper to help mitigate risk and reinforce cross-border travel confidence. Doing so had a ripple effect, supporting small attractions, retailers, and tourism businesses that depend on steady, year-round visitation.

Domestic and international markets continued to rebalance, while meetings, sports, and major events played a vital strategic role. These segments bring visitors at different times of year and help smooth the peaks and valleys that challenge many destinations.

Northwest Deuce Days was a clear example of the impact of major events. The event delivered significant economic benefit to the region while reinforcing Victoria's reputation as a welcoming host for large-scale, high-profile gatherings. Hosting Northwest Deuce Days every three years is a deliberate strategy. It creates anticipation, protects the event's uniqueness, and allows the destination to fully mobilize partners and community support. The result is an experience that delivers value well beyond a single weekend.

Throughout the year, Destination Greater Victoria remained focused on long-term outcomes. That focus was guided by the priorities set out in our 10-year Destination Plan, particularly those aimed at evolving and elevating the destination for the future.

Progress took practical form. We assembled the Greater Victoria Hotel Development Working Group to help align industry association, developers, financiers, First Nations, community, and decision makers around the role of accommodation supply in supporting a healthy visitor economy. At the same time, we continued to keep the conversation about conference centre options active and visible. Ensuring that decision makers have the information, context, and shared understanding needed to move forward remains essential to the region's long-term competitiveness. As a result, there are active developments in the pipeline from players who participated in the Working Group, reflecting a tangible difference.

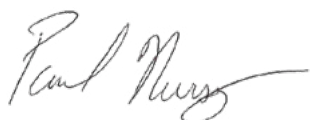
This momentum is increasingly visible on the ground. Greater downtown vitality is contributing to an uptick in retail and restaurant leasing activity, while renewed confidence in the destination is reflected in new hotel investments and additional projects advancing through the pipeline. Together, these signals point to a visitor economy that is performing well and positioning itself for long-term growth.

Equally important is how residents feel about tourism. Research released this year showed strong support for the visitor economy, with many residents recognizing its role in supporting jobs, local businesses, and community amenities, and welcoming responsible growth. That alignment matters. A destination can only be successful over the long term when its community sees value in welcoming visitors.

Our efforts are about creating the conditions for sustainable growth, attracting the right mix of visitors, and ensuring Greater Victoria can continue to host events and experiences that deliver broad economic and community benefit.

What stands out most from 2025 is not a single result, but the destination's consistency. In 2025, Greater Victoria's visitor economy performed with stability and confidence. Looking ahead, the work remains the same in principle, even as conditions evolve. We will continue to build a visitor economy that is strong, responsible, and aligned with the community it supports. We will continue to compete, not by chasing volume alone, but by delivering value.

I am proud of the team, grateful for the support of our board, and optimistic about what lies ahead for the visitor economy in Greater Victoria.



Paul Nursey
CEO, Destination Greater Victoria

Our Mission

We inspire the world to experience
our destination.

Our Vision

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

Giving Back to the Community

Destination Greater Victoria is proud to support organizations that share our core values or contribute to Greater Victoria's visitor economy. Throughout the year, we supported a variety of community initiatives and partnered with charitable and not-for-profit organizations.

These include:



BC HOSPITALITY FOUNDATION (BCHF)

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



WEAR2START

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



PENINSULA STREAMS SOCIETY (PSS)

Peninsula Streams Society coordinates restoration and habitat conservation projects throughout Greater Victoria. Their goal is to build healthy aquatic habitats that support self-sustaining populations of native species in both freshwater and marine environments. Destination Greater Victoria collaborates with PSS in a variety of ways, including regenerative tourism initiatives.



Business Discussion and Analysis

The year began with a heightened level of uncertainty as Canada–United States political tensions created unease across travel and trade exposed sectors. While resilience across Destination Greater Victoria’s membership remained strong, challenges were felt throughout the visitor economy. These impacts were most acutely experienced by international ferry operators, who faced softer demand and were understandably concerned about the pressures affecting cross border travel. Destination Greater Victoria remained mindful of these challenges and continued to work collaboratively with ferry partners, recognizing their long standing importance to the region’s access, economy, and visitor experience.

In light of this, Destination Greater Victoria stayed focused on its core mandate: promoting Greater Victoria as a welcoming, accessible, and high value destination. Maintaining a clear strategic focus during a period of uncertainty proved essential. The organization’s strategy served the destination well, allowing efforts to remain targeted, consistent, and aligned with long term priorities.

As the year progressed, performance results demonstrated the strength and resilience of Greater Victoria’s visitor economy. In 2025, results show that:

- Victoria experienced growth in both visitor volume and visitor value
- Hotel revenue growth in Victoria resulted in the highest Revenue per Available Room (RevPAR) among all metropolitan areas in Canada.
- Visitor access through air services continues to grow and adapt, supporting both leisure and business travel, and the meetings and conferences sector is rapidly growing, approaching pre pandemic activity levels.

¹STR is a global industry-standard source of performance data for commercial accommodations.

Data from STR¹ and industry partners show the following results for key performance indicators of Greater Victoria's visitor economy:

	2025	2024	variance v. 2025	2019	variance v. 2025
Average Occupancy	+ 78.2%	+ 74.3%	+ 5.2%	+ 71.3%	+ 9.7%
Average Daily Rate (ADR)	\$287.57	\$270.67	+ 6.2%	\$193.09	+ 48.9%
Revenue per Available Room (RevPar)	\$224.97	\$200.97	+ 11.9%	\$137.59	+ 63.5%
BC Ferries Route 1 Passengers	6,524,655	6,429,620	+ 1.5%	6,359,553	+ 2.6%
Victoria International Airport Arrivals	1,986,915	1,872,033	+ 6.1%	1,925,596	+3.2%

Across the visitor economy, results exceeded forecasts in several key areas, reinforcing Greater Victoria's position as a high value, year round destination and supporting long term competitiveness.

Accommodation performance strengthened materially, with occupancy reaching 78.2 per cent, alongside continued growth in average daily room rates and revenue per available room. Increased airport arrivals and conference centre activity further reinforced this momentum, reflecting confidence in both leisure and business travel.

Together, these outcomes demonstrate a mature visitor economy that is responding positively to targeted investment, diversified markets, and improved access, while maintaining balance with community expectations.

Data from CoStar show Greater Victoria was one of the strongest performing markets in B.C.

Destination	2025 Occupancy	2025 Average Daily Rate	2025 RevPAR
Victoria	+ 4.9%	+ 7.0%	+ 12.2%
Vancouver	+ 0.3%	- 0.2%	+ 0.1%
Richmond	+ 6.4%	- 1.3%	+ 5.0 %
Nanaimo	+ 6.9%	+ 3.0%	+ 10.0%
Tofino / Pacific Rim	+ 1.3%	+ 2.7%	+ 4.1%
Kelowna	+ 5.3%	+ 6.3%	+ 12.0%
Whistler	+ 4.1%	+ 10.0%	+ 14.6%
Kamloops	+ 3.5%	+ 3.0%	+ 6.6%

These results can be attributed in part to the scale and diversity of overnight demand generated through Destination Greater Victoria's core business lines. For the first time, the destination produced more than 115,000 hotel room nights through business events, travel trade and sport tourism.

More specifically, Business Events Victoria delivered over 53,000 attributable room nights in 2025 and remained a major driver of mid week and shoulder season demand². Confirmed room nights exceeded targets by 14 per cent and conference centre revenue of more than \$1.6 million surpassed expectations by 34 per cent. Travel trade activity through consortia and cooperative programs generated over 21,000 attributable room nights, and sport tourism activity contributed more than 41,000 attributable room nights through bids, sponsorships, and hosted events. Together, this diversified mix of demand reinforced Greater Victoria's position as a high performing destination with a mature and balanced visitor economy.

Major events also delivered significant economic impact across the region generating² strong hotel demand, restaurant and retail activity, and destination visibility. The value of large scale, enthusiast driven events within the region's special event portfolio cannot be understated.

Visitor services also performed well, with ticket sales at DGV's Visitor Centre exceeding targets, translating visitor interest into direct local economic benefit. A diversified revenue model reduces reliance on any single market segment and enhances resilience amid broader economic uncertainty.

Market Reach, Demand Generation, and Access

In 2025, Destination Greater Victoria expanded its market reach and demand generation effectiveness through a combination of digital, trade, and partnership driven strategies. Digital platforms exceeded performance targets, with strong session volumes and a significant increase in referrals to tourism partners, improving visitor dispersal and industry participation.

Travel media and influencer engagement more than doubled expectations, amplifying destination visibility across key domestic and international markets. Trade driven activity delivered exceptional results, with room nights generated through consortia, travel trade, and marketing partnerships far exceeding targets. This performance suggests increased confidence in Greater Victoria among travel sellers and distribution partners.

Improved access remains a critical enabler of both leisure and business travel, and 2025 results demonstrate meaningful progress in this area. Air route development partnerships this past year are strengthening connectivity via Victoria International Airport (YYJ) and laying the groundwork for sustained growth in future years. In 2025, regional air access was further strengthened with the announcement of new scheduled seaplane service by Seair, connecting downtown Vancouver directly with Victoria's Inner Harbour.

Domestic ferry provider BC Ferries finalized agreements to build four new major vessels to serve its busiest routes, including the primary corridor between Victoria (Swartz Bay) and Metro Vancouver (Tsawwassen). This investment is a significant step toward improving long term capacity, reliability, and resiliency on a route that is critical to the movement of residents, visitors, and the regional visitor economy. At the same time, Destination Greater Victoria remained focused on supporting international ferry operators during a challenging operating environment. Through targeted marketing partnerships and collaborative initiatives with Black Ball Ferry Line (COHO) and FRS Clipper, DGV worked to help sustain cross border travel demand, recognizing the essential role these operators play in visitor access and the broader visitor economy, even as they faced softer demand and external pressures beyond their control.

²Attributable room nights are bookings in which Destination Greater Victoria has played a positive role in influencing business for the destination, with these results tracked and captured within DGV's CRM system.

Destination Development and Long Term Priorities

2025 was a year of substantive progress on long term destination priorities, aligned with DGV's 10 Year Destination Plan. While much of this work occurred behind the scenes, it is foundational to the future competitiveness and sustainability of the visitor economy.

Key initiatives advanced during the year included the establishment of the Greater Victoria Hotel Development Working Group, bringing together members of industry, municipalities, First Nations, and planning stakeholders to address long term accommodation supply, investment readiness, and alignment with community objectives. This work supports future capacity needs tied to business events, peak season demand, and evolving visitor expectations. As a result of these strategic initiatives and positive market conditions, a strong pipeline of new and proposed developments has emerged.

Significant background work also continued toward advancing discussions around a revitalized conference centre for Victoria, recognizing the essential role of modern, flexible convention infrastructure in sustaining and growing the meetings and conferences sector over the long term.

In parallel, Destination Greater Victoria continued efforts to build meaningful, respectful partnerships with First Nations, grounded in relationship building, listening, and collaboration. These efforts support

Organizational Capacity

Strong external performance in 2025 was made possible by a highly engaged organization and strong governance practices. Employee engagement reached its highest level in the reporting period, proving the organization's ability to deliver complex programs in a dynamic operating environment.

Member satisfaction remained exceptionally high, signalling continued alignment between Destination Greater Victoria and its industry stakeholders. This alignment is essential to collective success, particularly as the organization advances long term plans.

Key Functional Area Highlights

This section highlights the work delivered across Destination Greater Victoria's key functional areas in support of a strong, sustainable, and community-aligned visitor economy. Through a coordinated, data-driven approach, these efforts advanced year-round visitation, strengthened industry and community partnerships, supported responsible destination stewardship, and strengthened Greater Victoria's role as a leading destination. The following highlights reflect the organization's focus on delivering measurable outcomes that benefit members, partners, residents, and the broader region.

Destination Marketing



In 2025, Destination Greater Victoria’s marketing communications efforts were anchored by new campaigns and fresh research that strengthened and supported core activities. The Marketing Communications team plays a central role in driving sustainable, year-round visitation to Greater Victoria, supporting visitor economy growth while advancing responsible demand management. In 2025, overall performance exceeded targets across all Balanced Scorecard metrics.

2025 Balanced Scorecard Targets and Results	Target	Result
Website sessions	2,000,000	2,105,069
Website partner referrals	275,000	463,105
Travel media placements	500	1,127
Marketing campaign ROI as measured by Insignia research	42:1	48:1

Paid Advertising

With invaluable support from the Victoria Hotel Destination Marketing Association, DGV was able to focus its paid advertising efforts strategically across five primary geographic markets: Vancouver, Calgary, and Toronto in Canada, along with Seattle and Northern California in the United States.

In response to geopolitical conditions and shifting travel sentiment, additional investment was directed toward the Canadian market to capitalize on increased domestic travel demand. This strategy proved effective, with Greater Victoria leading Canadian metropolitan destinations in RevPAR growth in 2025 while clickthrough rates from Canadian spring and fall campaigns increased by 46 per cent year over year.

Destination Greater Victoria continued its work with MMGY Global for creative development and U.S. media buying. In Canada, a layered media approach combined a wholly digital MMGY buy with Bell Media, select radio placements, and public service announcements. Media strategies were informed by prior year performance data and emerging opportunities, with a continued focus on testing, iteration, and performance optimization.

The “Let Yourself Be Moved” creative platform continued as a cornerstone of campaign activity. Performance testing in the Seattle market demonstrated strong recall and return on investment, achieving a 48:1 ROI, well above the industry norm of 20:1, and 59 per cent recall.



In addition to core spring and fall campaigns, four targeted initiatives promoted off-peak travel. These included the inaugural Intention Wellness Getaway, the annual Dine Around and Stay in Town Victoria campaign, a spring agritourism campaign highlighting the Flavour Trails™, and a late year holiday travel campaign. The November–December holiday campaign alone generated more than five million impressions and 35,000 clicks. Marketing efforts were further supported through collaboration with the Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR), strengthening the connection between local food systems, agritourism and sustainable visitor experiences.

Destination Greater Victoria also partnered on cooperative campaigns supporting bookings and overnight stays, including initiatives with FRS Clipper, Black Ball Ferry Line, and Porter Airlines in support of the new Ottawa–Victoria route.

Collectively, paid advertising efforts directly contributed to exceeding Balanced Scorecard targets for website sessions, partner referrals, and marketing campaign return on investment.

Travel Media

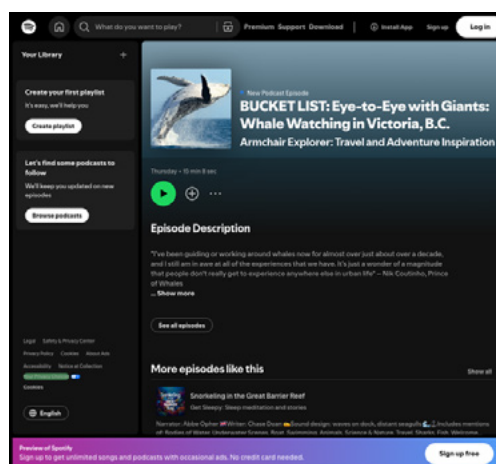
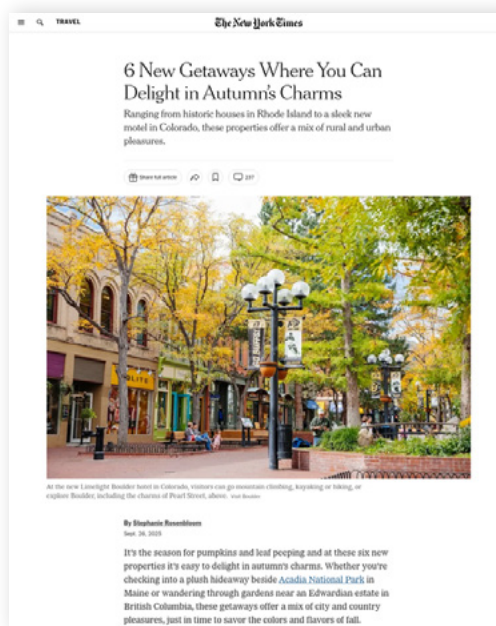
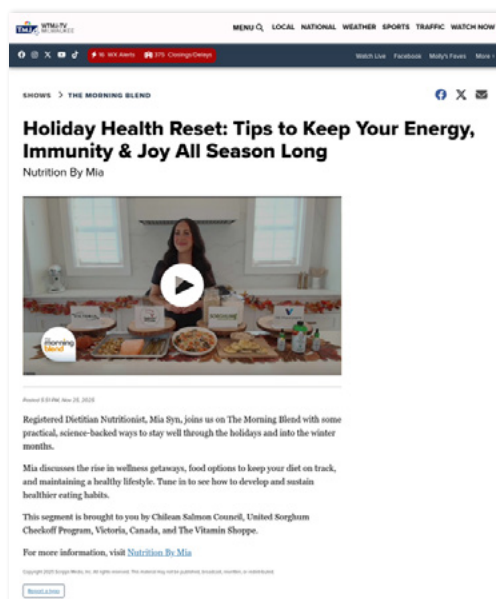
Travel media engagement delivered exceptional results in 2025, with more than 1,100 placements generating approximately 10 million views. Destination Greater Victoria hosted 40 journalists through individual visits and group familiarization (FAM) tours, including four DGV led group FAMs: GoMedia PreFAM, Outdoor Adventures, Culinary, and Impact Sustainable Tourism.

Media efforts focused primarily on Canada, the United States, and the United Kingdom, with limited support for opportunities in Australia and Mexico. MMGY Global PR continued to provide focused pitching, opportunity evaluation, FAM support, and media event management in both the U.S. and U.K. A U.S. media event hosted in Seattle, timed with the Seattle Mariners’ home opener, was described by attending media as a “goodwill mission to the U.S.” and deepened professional and personal connections during a period of challenging times.

Destination Greater Victoria participated in deskside meetings in Toronto, California, and Texas, and attended Destination Canada’s GoMedia in Jasper and Travel Classics in Québec. These in-person engagements helped sustain existing media relationships and cultivate new ones. Earned media continues to be a key driver of third-party credibility and long-term destination awareness in priority markets.

Podcast outreach expanded in 2025, with placements secured through Amateur Traveler, Armchair Explorer, and This Is Taste. Destination Greater Victoria also supported two paid productions scheduled to air in 2026, Vice Munchies and Fly Brother, and participated for the first time in a Satellite Media Tour. Through a cooperative health and wellness focused initiative, interviews were guaranteed with 20 outlets; ultimately, more than 700 placements were secured through syndication across U.S. markets.

Key placements in 2025 included The New York Times, Car and Driver (featuring Northwest Deuce Days), This Is Taste, Satellite Media Tour, and The Good Stuff with Mary Berg.

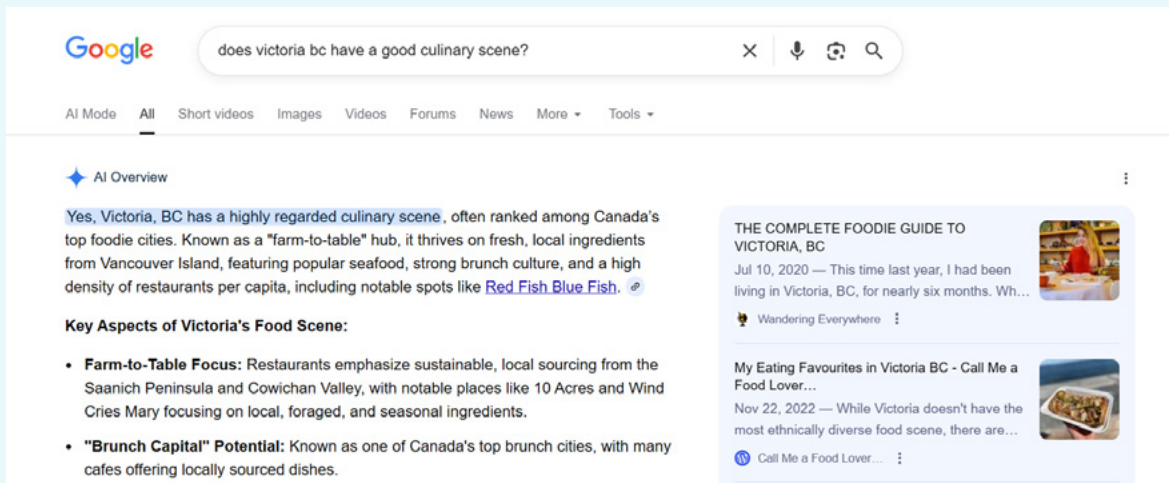


Owned Media

WEBSITE

In response to significant changes in the search environment, Destination Greater Victoria conducted a comprehensive website audit in 2025 and began tracking visibility within large language model (LLM) and AI driven search environments. This foundational work supports long-term discoverability as consumer trip planning behaviour continues to evolve.

Overall website performance was strong, with more than 2.1 million sessions recorded. Some shifts and declines were observed beginning in September, reflecting the growing impact of zero click search behaviour powered by AI and the changing digital landscape.

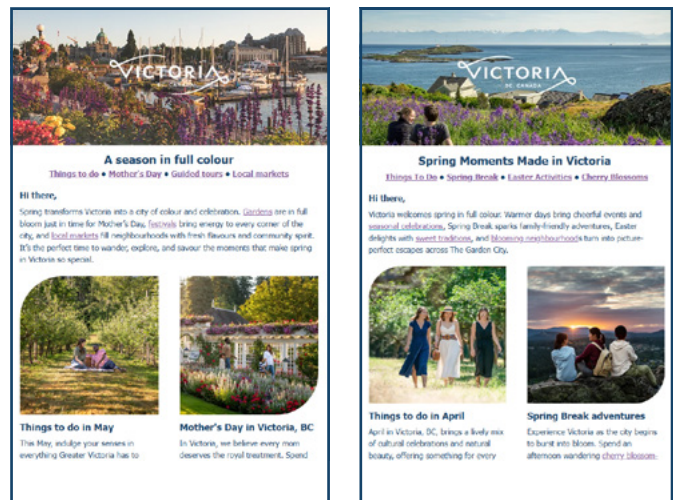


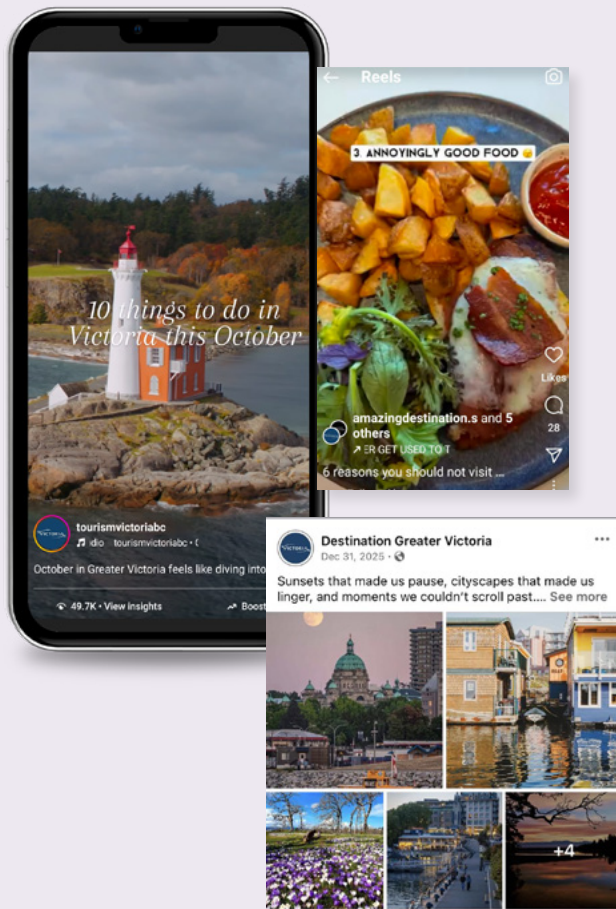
BLOG

Fresh blog and itinerary content continued to drive engagement across the website, e-newsletter and social media channels. In 2025, 23 new blogs were produced, building on strong existing performers such as the Dine Around and Stay in Town and brunch blogs. "Things to do in" monthly blogs continued to perform well, alongside solid traffic to shopping-focused content. A series of itineraries related to the FIFA World Cup 2026™ period was also published and will continue to be promoted in 2026.

E-NEWSLETTER

A total of 26 e-newsletters were distributed in 2025. A database reengagement initiative was undertaken to remove inactive subscribers, aligning the list more closely with an average engaged audience of approximately 40,000. As a result, the e-newsletter achieved an average open rate of 45 per cent.





SOCIAL MEDIA

Social media strategies were refined in 2025 to reflect changing search behaviour within Meta platforms and the launch of Destination Greater Victoria's presence on TikTok. Social channels continued to deliver strong impressions and engagement and remain an important component of the organization's marketing mix. Follower growth was recorded across all platforms, with Instagram increasing by 3.75 per cent and Facebook by 2.28 per cent. By year end, TikTok reached 1,445 followers and generated more than 191,000 in reach, establishing a foundation for continued growth in 2026.

The Ambassador Program continued in 2025, with an increased focus on content collaborations with Van City Wild, Sweetly Raw, Judy Crisante, Better With Adventure and BestEats Victoria. These collaborations helped reach more than 160,000 accounts with video content that delivered strong engagement.

MARKET RESEARCH

Seattle continues to be a core market for Destination Greater Victoria. In late 2025, the organization partnered with FRS Clipper and Leger to conduct market research in Seattle, incorporating both quantitative and qualitative methodologies. The research identified key strengths, opportunities, barriers, and areas for improvement. Insights from this research have already informed refinements to creative and messaging in the Seattle market and will continue to guide paid media strategy in 2026.

Business Events Victoria



Business Events Victoria and the Victoria Conference team delivered an exceptional year, exceeding all established targets and demonstrating continued momentum across the conference business sector. Performance at the Victoria Conference Centre (VCC) was strong, with a 20 per cent increase in delegate days and a 47 per cent increase in room nights compared to the prior year. This growth was driven by heightened delegate demand, with many conferences surpassing original attendance projections. In total, the VCC hosted 31 city-wide events during the year.

	2022	2023	2024	2025
Business Events Confirmed Room Nights	26,203	43,905	48,687	53,646

The sales team maintained a high level of market engagement, participating in a broad range of tradeshow, client-focused events, and strategic initiatives across all primary business markets and segments. These efforts focused on generating new business opportunities while further positioning Victoria as a leading destination for meetings and business events. Targeted initiatives supported both the Incentive and Association markets, reflecting a deliberate and strategic approach to sector growth and client outreach.

Meaningful progress was also achieved within international markets, supported by effective use of Destination Canada’s International Conventions Attraction Fund (ICAF). Through this program, the team secured four new city-wide event bids from international markets, expanding Victoria’s global visibility and strengthening its competitiveness as an international meetings destination.



Building on strong momentum in the Incentive market segment, focus in this area saw increased bookings and revenue that exceeded targets. Key activities included hosting an Incentive focused familiarization tour in May and partnering with Destination Canada to deliver the Signature Incentive Canada event in July. This event showcased Victoria to influential global clients and media, showcasing the destination's appeal. Market research indicates growing client interest in new and differentiated destinations for incentive travel, contributing to Victoria's increasing profile within this segment. Hosting the Canadian Society of Association Executives (CSAE) Annual Conference in October represented a significant milestone. The event elevated Destination Greater Victoria's profile among senior association decisionmakers nationwide and reinforced Victoria's position as a premier location for national business events. The conference also generated valuable exposure to future meeting planners while attracting high value visitation during the shoulder season.

Through individual site inspections and familiarization visits, the team continued to convert interest into confirmed business, securing 10 conferences to date. One notable example included hosting a familiarization visit for a major third party planning firm, resulting in a client selecting Victoria for its city-wide conference in 2027. The client, visiting the destination for the first time, cited the city's coastal setting and overall appeal as key decision factors.

Overall, the year marked a period of significant achievement for Business Events Victoria and the Victoria Conference team. Through strategic initiatives, targeted market engagement, and strong partnerships, Victoria further strengthened its position as a top-tier business events destination while laying a solid foundation for continued growth in the years ahead.

Travel Trade



Travel Trade plays an important role as the global distribution network connecting domestic and international buyers and sellers of travel products and services. This ecosystem, comprised of tour operators, wholesalers, travel consortia, and travel advisors, serves as a primary driver of demand, translating destination awareness into measurable visitation and hotel room nights.

Destination Greater Victoria's Travel Trade team functions as a key connector between the destination and these influential partners. Through targeted business engagement, the team supports booking growth, expands market reach, and strengthens Greater Victoria's position within competitive global travel marketplaces. Activity is delivered through partnership program support, cooperative marketing initiatives, and in market trade engagement, with a consistent focus on return on investment.

Strategy during the year was focused and data driven, prioritizing partnerships and cooperative marketing initiatives with the strongest potential to deliver room night production. Ongoing evaluation of partner performance and program outcomes informed refined investment decisions, directing resources toward initiatives demonstrating the highest conversion and return. Efforts concentrated on generating incremental room nights, particularly during shoulder and off-peak periods through trade education, product training, and strategically aligned sales and marketing campaigns, while maintaining strong destination visibility in priority domestic and international markets.

DGV's travel trade strategy brings investment and market activity closer to the customer than most tourism boards through partnerships with key travel trade consortia and niche tour operators, resulting in travel trade room nights significantly exceeding target.

	2024	2025 Target	2025 Result
Consortia, Travel Trade, Marketing Partnerships Room Nights	4,083	4,300	21,619

Primary markets included Canada, the United States, Australia, Germany, Mexico, and the United Kingdom, selected based on performance data, market intelligence, and international activity. At the same time, the year marked an important period of reengagement in reactivating markets, notably China and Japan, laying the groundwork for long term international growth. Victoria also welcomed an inbound tour group from China in December, signaling renewed momentum in this market.

Through a balanced approach that supported both established and reemerging markets, Destination Greater Victoria continued to strengthen Travel Trade partnerships and position the destination for sustainable, year-round visitation growth. Destination Greater Victoria received a nomination for Best Webinar from Signature Travel Network, recognizing the quality and effectiveness of its educational programming

Through focused market selection, strong partner relationships, and consistent market engagement, the Travel Trade program continued to support sustainable, year-round visitation and long-term market growth.

Strategic Trade Campaigns

Trade campaigns delivered the strongest results when aligned with Greater Victoria's differentiated experiences and presented in a format that enabled partners to easily sell, package, and promote the destination.

Campaign activity included:

- Two consortia campaigns with Signature Travel Network and Travel Leaders
- Continued high performing cooperative campaigns with AMA, reinforcing Alberta as a key domestic market
- Eight international cooperative campaigns with leading tour operators, generating strong room night results
- Ongoing collaboration with key stakeholders, producing positive outcomes with limited incremental investment

Collectively, these initiatives supported conversion while reinforcing Victoria's positioning as a premium, year-round destination.

Strategic Trade Campaigns

Destination Greater Victoria maintained consistent market presence through targeted sales missions and participation in key industry events. International engagement included Destination Canada led initiatives such as Focus Australia and the Asia Sales Mission, supporting relationship development and renewed market visibility across Asia.

In North America, the Washington State Sales Mission strengthened connections with Pacific Northwest travel trade partners and reinforced cross border travel opportunities. Participation in key Canadian industry events including Explore BC, Explore Vancouver Island, and RVC 2025, helped ensure continued visibility with receptive tour operators and international trade partners.

Consortia engagement focused on the Signature Travel Network annual conference, supporting a strong Canada Team presence within this important U.S. based forum. Attendance at the USTOA Annual Conference provided additional opportunities to strengthen relationships, monitor industry trends, and identify new partnership opportunities. Engagement in the Australian market continued through a targeted presence alongside Destination BC at the Helloworld Owners and Managers Conference in Vancouver.

Education and Familiarization

Education was a cornerstone of the Travel Trade program, ensuring partners were well equipped to confidently sell Greater Victoria.

- Twelve familiarization tours were delivered across priority markets, representing an increase from the previous year
- More than 800 travel advisors globally were reached through webinars and in person training sessions
- Destination Greater Victoria received a nomination for Best Webinar from Signature Travel Network, recognizing the quality and effectiveness of its educational programming

Through focused market selection, strong partner relationships, and consistent market engagement, the Travel Trade program continued to support sustainable, year-round visitation and long-term market growth.



Air Route and Cruise Development

AIR ROUTE DEVELOPMENT

Air route development continued to be a core strategic priority, supporting improved access, year-round demand, and Greater Victoria's competitiveness as a destination. The year delivered meaningful gains in air connectivity, anchored by WestJet's introduction of direct service to Toronto Pearson International Airport (YYZ) three times weekly and Air Canada's expansion of Victoria-Toronto service to three daily flights.

Connectivity was strengthened through Porter Airlines' launch of direct service to Ottawa, creating an important capital-to-capital link that supports both business and leisure travel. In the U.S. market, Alaska Airlines increased service between Seattle/Tacoma International Airport and Victoria to up to five daily flights during the summer season, strengthening a critical gateway and supporting continued growth in cross-border travel.

Together, these developments enhanced access to Greater Victoria, diversified source markets, and contributed to a more resilient, year-round visitor economy.

CRUISE DEVELOPMENT

Destination Greater Victoria formalized its collaboration with the Greater Victoria Harbour Authority (GVHA) through the signing of a Memorandum of Understanding, establishing a clear framework for ongoing partnership and alignment. Throughout the year, Destination Greater Victoria worked alongside GVHA and local cruise industry stakeholders to maintain a strong presence at key industry forums, including SeaTrade Cruise Global, the CLIA Pacific Northwest Symposium, and the Alaska Travel Industry Association conference.

These engagements strengthened relationships with cruise lines and industry partners while growing Victoria's position as a premier port of call. During the cruise season, Destination Greater Victoria supported late-night cruise calls by working closely with local businesses to compile and share information on establishments open during extended port hours, enhancing the visitor experience and extending economic activity into the evening.

In parallel, Destination Greater Victoria supported advocacy and progress on the cruise shuttle bus stop initiative, contributing to improved guest flow and operational efficiency while balancing the needs of visitors, residents, and local businesses together.



Greater Victoria Sport Tourism Commission



The Greater Victoria Sport Tourism Commission (GVSTC) plays a vital role in driving offseason visitation and enhancing community vibrancy through sport. As a membership driven organization, the Commission works in close partnership with Destination Greater Victoria and more than 70 municipal, corporate, and hospitality stakeholders to strategically identify, bid on, and support major sporting events. These efforts deliver measurable economic and social benefits while reinforcing Greater Victoria’s reputation as one of Canada’s leading sport tourism destinations.

In 2025, the GVSTC supported 41 sporting events, generating 41,274 hotel room nights attributable to sport tourism. This marked a record year for the Commission. Through a disciplined evaluation framework, investments are aligned with regional priorities, with a strong emphasis on events staged outside the peak summer season to help sustain visitation and economic activity year-round.

	2022	2023	2024	2025
Room Nights Attributable to Sport Tourism (Sponsored and Bids)	28,581	28,744	29,933	41,274

The Commission’s membership base continued to grow, with 11 new members joining in 2025. This growth reflects strong confidence in the GVSTC’s mandate and a shared commitment to leveraging sport as a catalyst for economic vitality, civic pride, and regional collaboration.

A highlight of the year was the Victoria Cougars Century Celebration, commemorating the 1925 Stanley Cup winning Victoria Cougars. The multiday event included a music night, statue unveiling, gala, Hot Stove event, and a ceremonial procession of the Stanley Cup to Oak Bay Recreation Centre near the former site of Patrick Arena, where the Cup was originally presented. The celebration generated more than \$900,000 in economic impact and reconnected the community with an important chapter of Victoria’s sporting history.

Greater Victoria also demonstrated its strength as a high-performance sport host in June during the Canadian Swimming Trials at Saanich Commonwealth Place. The event garnered national attention as Summer McIntosh set three long course world records. The GVSTC was proud to sponsor the Trials and continues to work closely with Swimming Canada, Artistic Swimming Canada and Diving Canada to support a steady pipeline of national level aquatic events at this premier facility.

Additional events supported in 2025 included the Canadian Little League Championship, Canada Basketball's annual games in Victoria, and the Canada West Cross Country Championship. Collectively, these events contributed to visitor activity, community engagement, and national exposure for the region.

Beyond event attraction, the GVSTC advanced long term strategic planning by commissioning a regional Facility Gap Analysis. This work provides a comprehensive assessment of existing sport infrastructure and will inform future hosting strategies, investment priorities, and collaboration with municipal partners.

The Greater Victoria Sports Awards, managed by the GVSTC, continued to grow in 2025. The Awards brought together more than 200 members of the local sport community to celebrate athletic excellence. The event continues to strengthen connections between the sport and business sectors and reinforces the Commission's leadership within the regional sport ecosystem.

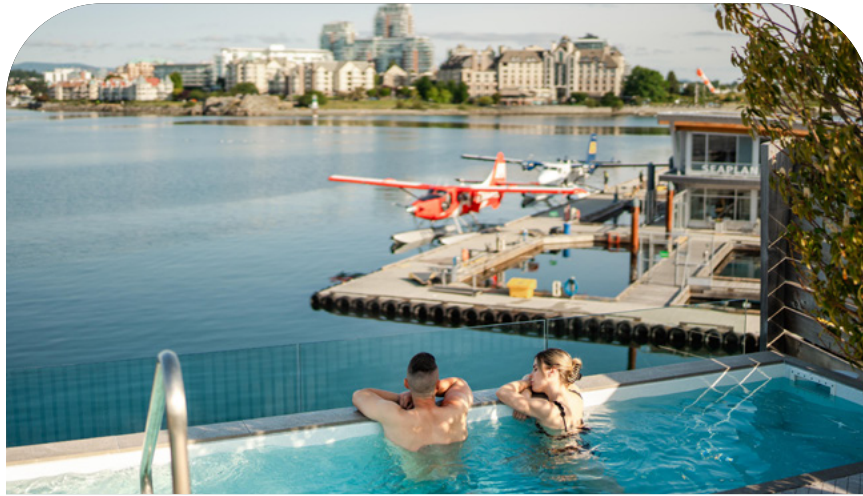
Sport tourism remains a powerful economic driver for Greater Victoria. Through strategic investment, high impact event hosting, and forward-looking infrastructure planning, the GVSTC continues to position the region as a national leader in sport tourism and community celebration through sport.

Big Wins

Event	Sport	Date	Room nights
TC10K	Running	April 27, 2025	4,664
Canada Swimming Trials	Swimming	June 7-12, 2025	3,200
Ironman 70.3	Ironman	May 25, 2025	6,180
Canadian Masters Road Cycling	Cycling	August 8-10, 2025	1,250



Major Events



Destination Greater Victoria executes and sponsors major events that align with the destination's business objectives. These events engage the community and bring positive economic impact to the destination through measurable hotel stays. As an organization, DGV retains an ownership stake in the planning and execution of a variety of major events and conferences including Dine Around and Stay in Town, and IMPACT Sustainability Travel & Tourism Summit (IMPACT), Northwest Deuce Days, and Intention Health and Wellness Getaway. Participation in these activities aligns the visitor economy with the values of our community.

IMPACT Sustainability Travel and Tourism Summit

The IMPACT Sustainability Travel & Tourism Summit 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. 2025 was the eighth year for IMPACT and it continues to enhance our destination's profile and commitment to sustainability.

The IMPACT Sustainability Travel and Tourism Summit brought together tourism leaders, operators, government representatives, Indigenous leaders and academics for a global dialogue on sustainable and regenerative tourism. Held at the Victoria Conference Centre in January, the conference featured a full program of keynote speakers, panel discussions and workshops focused on tourism's economic, environmental and social impacts. The event also included the presentation of the annual IMPACT Awards to Celes Davar and Wade Davis, recognizing leadership and innovation in sustainable tourism, and sharing Victoria's role as a host for nationally and internationally significant conferences.

Dine Around and Stay in Town Victoria

Dine Around and Stay in Town is the city's best-known culinary festival and involves the collaboration of many restaurants and hotels in Greater Victoria. The event has been a fixture in the community for more than 20 years. Restaurateurs offer fixed, 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, 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.

In 2025, Dine Around and Stay in Town Victoria ran from January 24 to February 9, with participation from more than 50 restaurants, the highest number since the program began. The annual gala kicked-off at the Crystal Garden, highlighting all the participating restaurants and setting the stage for a vibrant and successful program. The program also featured accommodation offers from participating hotels and contributed to strong winter visitation. Post program feedback demonstrated strong results across participating partners.

Intention Wellness Getaway

The Intention Wellness Getaway launched in 2024 as a new off peak initiative designed to showcase Greater Victoria's health and wellness experiences while supporting local businesses during the quieter weeks of the year. 2025 was the second year for the event. Running from January 5 to January 19, the 2025 program featured a curated series of wellness focused events, workshops and experiences, including speaker sessions, culinary programming, guided movement and spa offerings. Developed to align with the destination's brand and sustainability values, Intention successfully attracted both residents and visitors while shining light on local businesses that are showing leadership in Greater Victoria's authentic and rich wellness sector.

Northwest Deuce Days

Northwest Deuce Days is a successful and popular classic car show that brings approximately 1,300 pre-1952 classic cars to Greater Victoria for four days of festivities. The event is the largest gathering of Deuces worldwide and takes place in the destination every three years.

Northwest Deuce Days returned to Greater Victoria from July 17-20, 2025, as one of the destination's largest signature events. Over four days, 1,300 pre 1952 classic vehicles filled streets and public spaces across the region, drawing participants and spectators from across North America and overseas. A preliminary estimate indicates the event generated approximately \$2.9 million in economic impact, supporting local accommodation, food and beverage, retail and service businesses. Vehicle participation increased by eight per cent compared to the previous Victoria hosted event, and media coverage extended nationally and internationally, further raising the destination's profile.

Together, these events delivered measurable economic and reputational benefits while showcasing Greater Victoria's capacity to host high impact programming throughout the year.

Member Services

Destination Greater Victoria continued to provide services, support, benefits, and value for members in 2025, and continued to strengthen its membership base and engagement efforts, supporting a vibrant and connected visitor economy. A total of 78 new members were obtained, and an 88 per cent retention rate resulted in a year end membership of 919 businesses.

Membership satisfaction has seen a steady increase since 2022. With a target rate of 90 per cent, DGV reached a membership satisfaction of 98 per cent in 2025. Support for member sustainability advanced through the continued offering of the Biosphere Program at no cost. By year end, 76 member businesses were actively working toward Biosphere certification, reflecting growing interest in sustainability leadership across the sector.

Member engagement continued as a priority. Many members participated in DGV's "coffee talks," hosted at the Visitor Centre. In these sessions, representatives of DGV's member organizations meet with DGV staff over coffee for a brief, informative chat about the member's business. These events are an effective way for members to connect with the Visitor Centre team and volunteers while sharing what makes their business or experience special. These served as an opportunity for member businesses to be top of mind when visitors ask, "What I should I do while I'm here?"

Destination Greater Victoria hosted several well attended member events, presenting opportunities for connection, dialogue, and information sharing. The annual Open House was held at the Broughton Street corporate office in September, followed by the annual Christmas Luncheon on December 5 at the Crystal Garden, which welcomed approximately 400 members, industry partners, and stakeholders.

The Business Plan Launch took place at the Hotel Grand Pacific on February 12, and the Annual General Meeting was held on April 25 at the Delta Hotels by Marriott™ Victoria Ocean Pointe Resort. Strong attendance across these events demonstrated continued member interest and engagement. In addition, a new membership video was completed by year end, providing a refreshed tool to support recruitment, onboarding, and communication with current and prospective members.

DGV surveys its members regularly to obtain feedback about their awareness and use of services and resources offered by the organization. The Membership Survey assesses member satisfaction with DGV's services and support, while also providing an opportunity for members to provide feedback. The 2025 survey indicates strong overall satisfaction with DGV and continued confidence in the value of membership. Awareness of DGV services is high, with members identifying social media and influencer promotion, networking opportunities, Visitor Centre services, business listings, conference sales leads, and the newsletter as the most beneficial offerings. DGV's core functions continue to be viewed as relevant and impactful, contributing positively to members' businesses. The likelihood of recommending DGV membership remains high, with a Net Promoter Score of 58.



Corporate Communications and Community Relations



In 2025, Corporate Communications and Community Relations strengthened Destination Greater Victoria's public profile and supported confidence in the region's visitor economy.

Throughout the year, the organization made a variety of announcements that reinforced Greater Victoria's strength as a vibrant, award-winning destination with a resilient and growing visitor economy. News releases highlighted events such as Northwest Deuce Days and the 50th Greater Victoria Flower Count, celebrated signature programs like Dine Around and Stay in Town Victoria and the Intention Wellness Getaway, and shared strong performance indicators including a standout summer season and continued momentum at the Victoria Conference Centre. The corporate communications team also amplified accolades such as Victoria being named the World's Best Small City for a third consecutive year by Condé Nast Traveler.

Media Relations

As a trusted voice for the visitor economy in Greater Victoria, Destination Greater Victoria takes seriously its role in shaping public understanding, supporting informed dialogue, and building confidence among partners, stakeholders, and the broader community. Media coverage throughout the year was positive, resulting in 625 local media placements.

In 2025, media coverage was led by the overwhelming success of Northwest Deuce Days, which drew extensive local, national, and international attention. Other coverage focused on strong hotel and conference performance, major festivals and events, and year-round visitor demand, frequently citing Destination Greater Victoria as the primary source for tourism data and insight. Media sentiment throughout the year was overwhelmingly positive, with coverage reflecting strong confidence in Greater Victoria's visitor economy. Even when external pressures such as transportation constraints and trade uncertainty were noted, the prevailing narrative remained positive and solutions-oriented. Destination Greater Victoria continued to be recognized as a trusted source for insight, data, and destination context.



Every Visitor Counts: Telling Tourism's Story

Part of DGV's ongoing strategy is to tell tourism's story and highlight the benefits of the visitor economy. In 2025, the Every Visitor Counts storytelling series centred around how Destination Greater Victoria supports member organizations across the visitor economy. The multi-channel campaign featured one-minute videos airing at times of peak visibility on CHEK TV. The campaign extended to our member newsletter, DGV's website, YouTube channel, and LinkedIn.

Airing during news and other programming on CHEK TV, DGV's Every Visitor Counts videos reached an audience of 1.87 million in the Vancouver-extended market (includes Vancouver Island). Airing Sundays at 10 a.m. during spring and fall, DGV's Every Visitor Counts podcast reached 2,500 listeners each weekend on CFX1070 radio.



Community Engagement and Activations

Destination Greater Victoria works with community organizations to support meaningful initiatives while maximizing value and exposure for DGV. DGV maintained a strong presence through the sponsorship, promotion, and participation in a wide range of local events, partnerships, and outreach initiatives in 2025. These included the Greater Victoria Flower Count, the Victoria Guest Services Network Showcase, TD International JazzFest, Canada Day celebrations, the Victoria Pride Society's Pride Parade, The Victoria Symphony's Symphony SPLASH!, the BC Hospitality Foundation's annual Victoria Golf Tournament, Rifflandia, the Victoria Foundation's Vital Signs report, the Festival of Trees at the Bay Centre, and the Downtown Victoria Business Association's Lights of Wonder. Through these engagements, Destination Greater Victoria strengthened relationships with community partners, supported arts, culture, and charitable organizations, and participated in speaking engagements and public forums that helped connect the visitor economy with local priorities and community values.

Victoria Hospitality Awards

The Victoria Hospitality Awards program (VHAP) continued to celebrate excellence across the visitor economy by recognizing individuals who deliver outstanding service and help shape memorable visitor experiences. Throughout the year, 12 award recipients were selected from a range of hospitality sectors, including accommodation, food and beverage, attractions, and related visitor services. Winners are chosen by a VHAP committee from public nominations. The program highlights the everyday professionalism, care, and commitment of frontline workers while strengthening connections between the hospitality sector, the broader community, and the destination brand. DGV honoured the award recipients at our annual Christmas Luncheon, celebrating their contributions to the community.

The Victoria Hospitality Awards were founded in 1994 with the vision of highlighting the heart and soul of our destination's hospitality sector. The program has grown to become a respected symbol of service excellence. Today, under Destination Greater Victoria's leadership, it continues to celebrate those who help make Greater Victoria a leading global destination.

Visitor Services



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

Visitor Centre

The Greater Victoria Visitor Centre is the 'front desk' of the destination and gives Destination Greater Victoria a unique opportunity to engage with visitors. A well-trained and managed team of Visitor Information Counsellors, along with 120 volunteers, supported our members and the Greater Victoria tourism sector throughout the season. The ongoing strong performance of the visitor economy in Greater Victoria was reflected in the Visitor Services department this year.

Visitor interactions at the Centre continue to be for information gathering purposes as well as on-site ticket sales. Sales at the Visitor Centre increased by 20 per cent over the previous year.

Victoria Cruise Terminal Operation

Since 2015, Destination Greater Victoria has offered visitor services at the Victoria Cruise Terminal. Working in partnership with the Greater Victoria Harbour Authority (GVHA), the Visitor Centre kiosks provide an opportunity to offer general information to cruise visitors and refer them to a broad and diverse base of Destination Greater Victoria member businesses. This visitor service location also gives Destination Greater Victoria a platform to encourage visitors to learn more about the destination and inspire them to return. Victoria received 310 cruise calls in 2025, which brought 989,950 passengers and 378,882 crew members to the city. Destination Greater Victoria's Visitor Services team greeted and provided service to almost all of the cruise calls.

Songhees Tours Visitor Centre Pilot

Destination Greater Victoria continues to deepen relationships and partnerships with First Nations to support the growth of authentic Indigenous tourism experiences. In 2025, Songhees Tours began to share space within and operate from DGV's Visitor Centre located in Victoria's Inner Harbour.

The trial provided Songhees Tours with a dedicated, high-profile space to directly welcome visitors and sell tours. The pilot delivered strong operational and service outcomes and established a solid foundation for continued collaboration.



Research and Data Insights



In 2025, Destination Greater Victoria completed two major research initiatives, a comprehensive Visitor Survey and a Resident Survey, providing evidence-based insights into both demand-side dynamics and community sentiment within the visitor economy.

Visitor Survey: Demand, Behaviour, and Value

The 2025 Visitor Survey represents the second wave of a longitudinal research program, building directly on the 2019 benchmark study and maintaining methodological continuity to enable reliable trend analysis over time. The research was designed to provide a current, seasonally representative picture of overnight visitors to Greater Victoria, reflecting the realities of post-pandemic travel behaviour.

The study examined who is visiting Greater Victoria, how visitors travel, how long they stay, where they spend, and what motivates their choice of destination. It also assessed visitor satisfaction and perceptions of the destination. The results confirm that Greater Victoria continues to function primarily as a short-haul destination serving North American markets, complemented by a diversified mix of international visitation that enhances resilience and seasonal balance.

Resident Survey: Community Sentiment

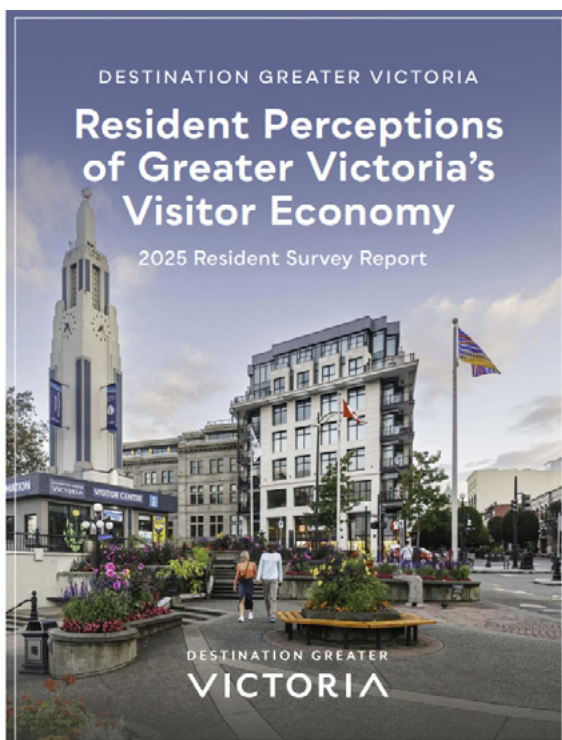
The 2025 Resident Survey provides one of the most comprehensive assessments of community sentiment toward tourism ever undertaken in Greater Victoria. Conducted by an independent research firm over two waves in late 2024 and early 2025, the study included more than 1,450 in-person interviews across all 13 municipalities, supplemented by online follow-up surveys, ensuring strong geographic and demographic representation.

The results show overwhelming resident recognition of tourism's importance to the regional economy. Nearly all respondents consider tourism important to Greater Victoria, with the vast majority agreeing that it effectively supports local jobs and businesses. Most residents feel current visitation levels are appropriate, while a significant proportion would welcome additional growth, provided it is managed responsibly.

The survey also confirms strong resident support for key components of the visitor economy, including cruise activity, where residents associate visitation with tangible economic benefits to local businesses. These findings reinforce the destination's social license to pursue continued growth and investment, while highlighting the importance of balance, stewardship, and community engagement in future decision-making.

Informing Strategy and Decision-Making

Together, the Visitor and Resident Surveys provide a complementary view of Greater Victoria's visitor economy: strong and diversified demand on one side, and broad community support on the other. The research validates current strategic directions while offering practical insights to guide marketing, destination management, infrastructure planning, and stakeholder engagement.



Destination Stewardship



As the organization responsible for destination stewardship across Greater Victoria, Destination Greater Victoria works to guide the visitor economy in alignment with local community values and long-term regional priorities.

During the year, Destination Greater Victoria reconvened the Saanich Peninsula Tourism Partners group, building on earlier collaborative work to advance the development of a draft Saanich Peninsula Tourism Strategy. This initiative reflects a continued emphasis on collaboration and alignment at a subregional level. Destination Greater Victoria also partnered with Destination BC and Indigenous Tourism British Columbia to host a South Island engagement session, supporting the development of Destination BC's Infinite Coast iconic brand and associated stewardship initiatives.

Emerging from the 10 Year Destination Plan, the Greater Victoria Hotel Development Working Group was convened to address the identified need for approximately 2,000 new hotel rooms over the next decade. This cross-sector collaboration is focused on advancing policy and process recommendations to support new hotel development that strengthens the long-term vitality of the visitor economy. A final report is anticipated in spring 2026, representing a timely opportunity to align growth with community and destination objectives.

Pacific Northwest Economic Region

In 2025, Destination Greater Victoria continued its engagement with the Pacific NorthWest Economic Region (PNWER) to support strong bilateral tourism relationships between Western Canada and the United States. Through participation in PNWER's Power of Tourism Committee, DGV contributed to cross-border dialogue focused on collaboration, travel facilitation and shared economic priorities. Maintaining these relationships is essential to Greater Victoria's long-term competitiveness, ensuring the destination remains represented in regional discussions that support sustainable tourism growth and economic resilience.



Sustainability



Destination Greater Victoria continued to advance sustainability efforts that demonstrate global leadership while delivering meaningful local impact. With a focused team, efforts concentrated on areas where the organization can have the greatest influence, including building capacity and providing tools and resources to support members in achieving their sustainability goals. These initiatives also amplify the work of nonprofit and charitable partners while guiding corporate operations toward regeneration through reduced waste, lower carbon emissions, and positive social and environmental outcomes for the community.

Partnership with Peninsula Streams Society continued, supporting ecological restoration initiatives across Greater Victoria. Stewardship and monitoring activities in the Inner Harbour focused on cutthroat trout, contributing to broader ecosystem health. In collaboration with local hotels, and with funding support from the CleanBC Plastic Action Fund, the Tap Into Local program installed water refill stations in hotel lobbies and other high traffic visitor economy locations. The full program is scheduled to launch in early 2026.

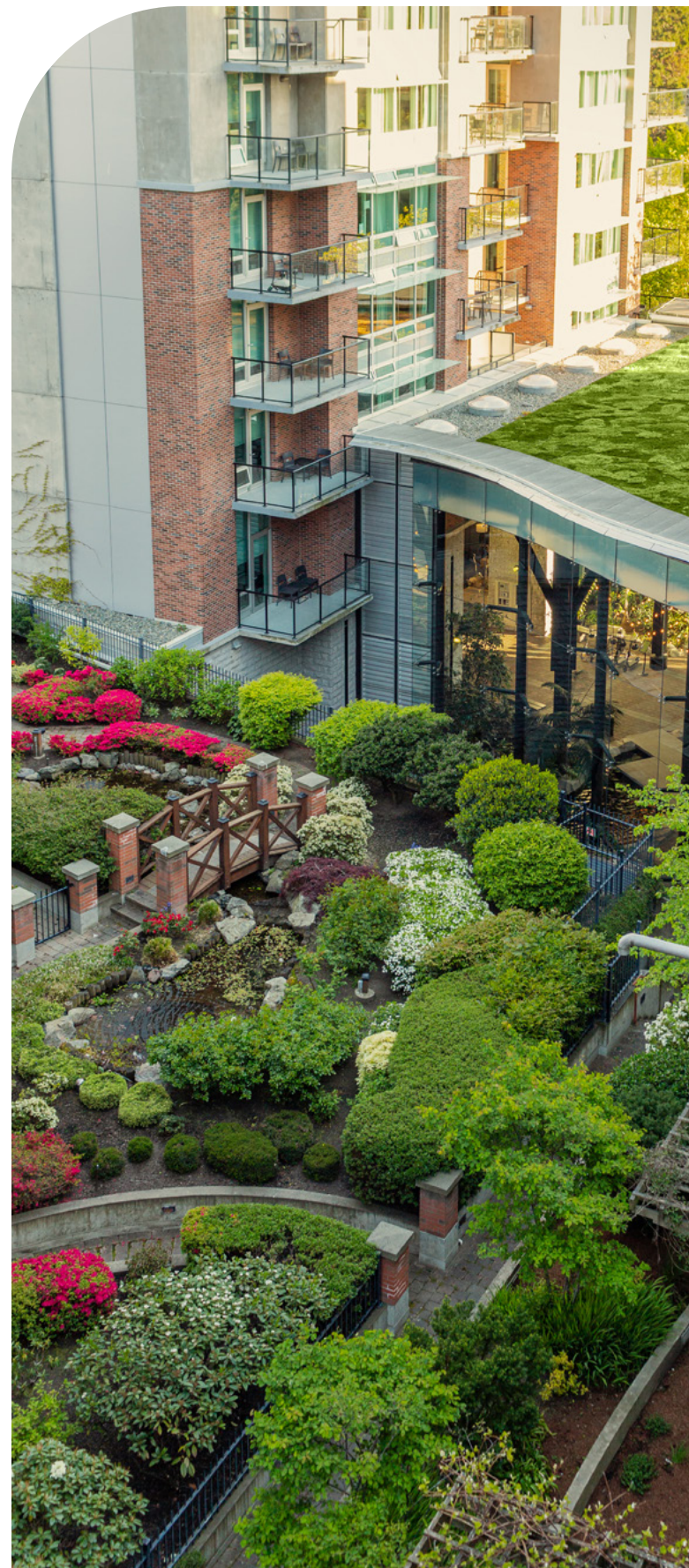
Over the past two years, Destination Greater Victoria has strengthened and formalized its sustainability approach through the establishment of clear strategies, priorities, and targets. This work culminated in the completion of the Circular Economy Strategy for the Greater Victoria visitor economy, which outlines the role of a destination organization in advancing circular economy principles at scale within an urban context.

Greater Victoria maintained Biosphere Certification, alongside expanded support for member participation through the launch of the Biosphere Accelerator Program. This cohort-based model provides access to resources, peer learning, and one-to-one support. Participation in the Global Destination Sustainability Index (GDS-Index) continued, with Greater Victoria maintaining its score and ranking as the third highest performing small city globally.

Sustainability efforts continue to be guided by the Sustainability Advisory Committee, which benefits from strong leadership and participation from tourism operators, government, nonprofit organizations, and agency partners.



BIOSPHERE



First Nations Partnerships and Indigenous Tourism



In the spirit of reconciliation, Destination Greater Victoria continued to deepen partnerships with First Nations and support the growth of authentic Indigenous tourism experiences. This work is grounded in relationship building with local First Nations, particularly the Songhees Nation and Xw̓seps̓əm Nation.

A key outcome was the partnership enabling Songhees Tours to operate from the Destination Greater Victoria Visitor Centre. Piloted during the summer season, the initiative expanded lək̓ʷəŋən cultural presence within the Visitor Centre while providing Songhees Tours with space in a central hub of the visitor economy. Following a successful pilot, the partnership has been extended through 2026 and beyond.

Destination Greater Victoria also continued to support Indigenous tourism businesses by amplifying opportunities and helping to reduce barriers to success. Through partnership with Indigenous Tourism British Columbia, the number of Indigenous owned Destination Greater Victoria members increased significantly.

In addition, Destination Greater Victoria supported key Indigenous cultural and tourism events, including major sponsorship of the South Island Powwow and the International Indigenous Tourism Conference.



Finance and Corporate Services

2025 saw sustained growth over prior years. Financially, Destination Greater Victoria continued to lean into this opportunity and deliberately deployed resources across all business lines.

Hotel tax revenue increased by 12.7 per cent over 2024 to \$9,113,815, and overall revenue for the bureau was 13.2 per cent above 2024 at \$13,082,550. Our focus in 2025 remained broad, fully re-engaging all segments of the visitor economy.

As in 2024, Destination Greater Victoria's well-controlled, low-overhead model permits effective leverage of government grants, Municipal and Regional District Tax (MRDT) and Destination Marketing Fee (DMF) funding, and member revenues. The organization ended the year with a small surplus of \$99,350.

Destination Greater Victoria is a not-for-profit organization. Its mandate does not include generating large surpluses nor deficits, and management is committed stewards of stakeholders' funds. Expenditures occur when appropriate, fully aligned with the organization's core mission and strategic objectives.

The organization is the eligible entity for the City of Victoria Municipal and Regional District Tax funds and partners with the District of Saanich for MRDT through a formal agreement. The agreement with the City of Victoria to become the eligible entity came into effect on January 1, 2022. It has the full support of industry and government partners, providing funding stability for Destination Greater Victoria's sales and marketing programs.

MUNICIPAL AND REGIONAL DISTRICT TAX (MRDT)

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs, and projects. Affordable housing was added as a permissible use of funds in Budget 2018. The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Tourism, Arts and Culture, and Sport, and Destination British Columbia. The MRDT program is one of several supports available to enhance tourism marketing in B.C. The MRDT program is intended to help grow BC tourism revenues, visitation, jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace though:

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

From: Municipal and Regional District Program Requirements – Summer 2021 (Government of British Columbia)

Management and Financial Analysis

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

Revenues

Municipal and Regional District Tax (MRDT)

MRDT revenue increased by 12.7 per cent, from \$8,085,031 in 2024 to \$9,113,815 in 2025. This revenue stream has grown consistently in recent years. Destination Greater Victoria receives MRDT from the City of Victoria and the District of Saanich, and these funds form most of the destination marketing budget.

The incremental MRDT revenue related to the “online accommodation platform” (or Airbnb revenues) was \$265,654 (2024: \$848,192). These funds are committed to municipal affordable housing initiatives and therefore have no net impact on Destination Greater Victoria's revenues. With legislation passed in 2024 restricting short-term rentals, we expect these flow-through revenues to diminish to a more modest value in the coming years.

Destination Marketing Fee (DMF)

The DMF is administered by the Victoria Hotel Destination Marketing Association (VHDMA) as a 1 per cent voluntary marketing fee applied to the hotel rate for guests. 21 hotels in Greater Victoria are voluntarily involved in this program, which began June 1, 2011. The funds generated from this fee go to Destination Greater Victoria exclusively for sales and marketing initiatives with the express purpose of generating room nights.

VHDMA Destination Marketing Fee administrators released revenue was \$2,370,805 in 2025, up from \$2,115,953 in 2024. This represents a 12.0 per cent increase year-over-year and reflects the VHDMA's continued commitment to promoting the destination. It is important to note that Destination Greater Victoria can only record DMF funds provided there is a corresponding expense to which the revenue can be matched. If more DMF funds are received than are expensed in a period, then the excess funds are recorded as deferred revenue liability on the balance sheet. The amount of DMF funds recorded as deferred revenue increased from \$997,891 in 2024 to \$996,755 in 2025 as funds were committed to marketing activities.

Membership Services

Membership services revenues include fees for membership, advertising, events, and retail sales. Revenues of \$722,147 in 2025 were down 21.3 per cent from 2024 (\$917,729). This decrease was primarily driven by investment income returns on the Society's restricted reserve and other vehicles. This amount includes the Greater Victoria Sport Tourism Commission. This is a separate member-based organization that operates within Destination Greater Victoria's legal structure and has its own membership revenue component.

Reservation and Ticket Commissions

Destination Greater Victoria sells members' tickets, bus passes, maps, and special-event tickets at the Visitor Centre. In 2025, commissions on revenue from these activities increased by 38.1 per cent to \$146,757 (2024: \$106,248). This reflects the renewed vitality at the Visitor Centre and Visitors continuing to prioritize in-person interactions.

Grants

Municipal grants of \$17,500 were received from the District of Saanich in 2025. The funding was used to support the operation of Destination Greater Victoria's Visitor Centre and the Greater Victoria Sports Tourism Commission. Grant applications are submitted annually. Additionally, the following municipalities also support Destination Greater Victoria through membership: the City of Victoria, the District of Saanich, the District of Oak Bay, the Township of Esquimalt, the Town of Sidney, and the City of Langford.

Provincial grants were provided through the CleanBC Plastic Action Fund to activate the 'Tap into Local' water station and water bottle program. In 2025, a total of \$41,438 in such funding was received (2024: \$85,758).

No federal grants were received in 2025 (2024: \$231,815).

Expenses

MARKETING SERVICES

Marketing Services include activities that promote Greater Victoria as a destination, such as advertising, media relations, travel trade, business events, website activities, and market research. In 2025, Marketing Services' expenditures were \$10,284,370, a 13.6 per cent increase from 2024 (\$9,054,058). Destination Greater Victoria marketed aggressively during 2025, utilizing the increased MRDT and DMF funding available to continue to drive visitor numbers to the Destination.

GENERAL AND ADMINISTRATIVE

Destination Greater Victoria's commitment to maintaining a well-controlled, low-overhead model is reflected in the 1.8 per cent increase in general and administrative expenses from 2024 to 2025. This increase continues to demonstrate our dedication to providing good value to our membership and funding stakeholders. Destination Greater Victoria continues to operate a lean, scalable organizational model permitting proportionally increased expenditure on marketing, our membership, and visitor information services.

INFORMATION SERVICES

Visitor and Information expenses include all personnel and overhead costs associated with Visitor Services and the Visitor Centre at 812 Wharf Street. Expenses decreased by 13.4 per cent from 2024 to 2025. The Visitor Centre was fully open throughout the year with a return to a full complement of Visitor Information Counsellors. The decrease is primarily due to the completion of the Pacifican Tourism Relief Fund in 2024, which was allocated to completing a First Nations' Placemaking Space as part of Destination Greater Victoria's commitment to reconciliation.

MEMBERSHIP SERVICES

Membership Services expenses include all overhead costs associated with personnel who work in the Member Services area, as well as costs associated with member events, activities, and initiatives. Expenses in 2025 were 27.7 per cent higher than in 2024 reflecting the Society's commitment to member engagement and events.

AMORTIZATION

Amortization expenses relate to the expensing of assets owned by Destination Greater Victoria, including furniture, computer equipment, significant marketing collateral, trademarks, goodwill, and leasehold improvements. Amortization expenses were 12.4 per cent higher in 2025 compared to 2024 due to replacing essential IT infrastructure at the Corporate Office.

Balanced Scorecard

2025 Enterprise Balanced Scorecard

Updated February 23, 2026

	Unit	2022 Result	2023 Result	2024 Result	2025 Target	2025 Result	Proportion Achieved
GREATER VICTORIA TOURISM INDUSTRY INDICATORS¹							
Accommodation Occupancy Rate	%	68.85	68.30	74.30	72.7 ²	78.2	N/A
Average Daily Room Rate	\$	236.31	247.35	270.67	263.00 ²	287.57	N/A
RevPAR	\$	162.71	169.05	200.97	191.00 ²	224.97	N/A
Conference Centre Delegate Days	#	87,256	83,556	94,218	105,000	113,847	108%
YYJ Airport Arrivals	#	1,490,039	1,740,107	1,872,033	1,883,200 ³	1,986,057	N/A
FINANCIAL PERSPECTIVE							
Marketing Campaign ROI	ratio	22:1 ⁵	58:1	55:1	42:1	48:1	N/A
Business Events Confirmed Room Nights	#	26,203	43,905	48,687	47,000	53,646	114%
Victoria Conference Centre Revenue	\$	1,071,540	1,307,264	1,340,282		1,605,988	134%
Visitor Centre Ticket Sales	\$	720,000	1,118,424	1,092,299	1,260,000	1,296,026	103%
Gross DGV Membership Services Revenue	\$	454,500	481,658	493,305	610,000	479,301	79%
Gross GVSTC Membership Revenue	\$	56,500	61,775	53,842	70,000	56,596	81%
Room Nights Attributable to Sport Tourism – Sponsored	#	15,017	16,251	15,035	16,000	25,079	157%
Room Nights Attributable to Sport Tourism – Bids	#	13,564	12,523	14,898	19,000	16,195	85%
Proportion of Gross Revenue Allocated to Labour	%	28.3	30.3	30.2	30.0	30.9	N/A
CUSTOMER PERSPECTIVE							
Sessions on TourismVictoria.com Total Digital Platform	#	2,109,298	2,320,206	1,827,000 ⁷	2,000,000	2,105,069	105%
Travel Media & Influencer Placements	#	535	645	545	500	1127	N/A
Website Partner Referrals	#	---	---	---	275,000	463,105	168%
Consortia, Travel Trade, Marketing Partnerships Room Nights	#	---	---	4,083	4,300	21,619	503%
Air Route Development Partnerships ⁸	#	---	---	2	3	4	133%
Sport Tourism Express Program Events Supported	#	---	---	22	25	29	116%
INTERNAL PROCESSES PERSPECTIVE							
AI Policies and Procedures	---	---	---	---	Implemented	Policies: Complete	N/A
10-Year Destination Plan	---	Underway	Ongoing	Actioning	Implementing five initiatives	Actioning more than 5 initiatives	N/A
Indigenous Tourism Plan	---	Part Scoped	Part Scoped	Developed	Actioning	Actioning	N/A
Gorge Area Study	---	---	---	---	Completed	On hold	N/A
Saanich Peninsula Strategy	---	---	---	---	Completed		N/A
Research Insights: Visitor Survey and Resident Survey	---	---	---	Underway	Completed	Reports drafted	N/A
Five-Year 2027 to 2031 Strategic Plan	---	---	---	---	Developed and seeking approval		N/A
LEARNING AND GROWTH PERSPECTIVE							
Employee Engagement Composite Measure	%	N/A ⁴	76.2	69.8	72.0	90.5	126%
Median Years of Employee Tenure	#	2.1	2.3	2.7	2.7	3	N/A

FOUNDATIONAL, STEWARDSHIP AND GOVERNANCE							
Member Satisfaction Rate (Satisfied or Neutral)	%	91	92	95	90	98	N/A
Board and Committee Meetings Participation	%	80	80	81	80	72	90%
Local Media Placements	#	152	228	516	215	625	291%
Political Briefings or Opportunities	#	51	77	78	80	83	104%
Community Support for Tourism	---	Deferred ⁹	88% Positive	99% Positive	98% Positive	98% Positive	N/A
Community Relations Engagements ¹⁰	#	---	---	28	30 ¹¹	36	120%
Destinations International EDI Assessment Tool Mean Score	%	---	---	62	65	76	117%
Members Linking to DGV on the Biosphere Platform	#	---	53	70	75	76	101%
Biosphere Certification Member Support Program	---	---	---	---	Underway	Cohort 1 complete, Cohort 2 underway	N/A
Global Destination Sustainability (GDS) Index Score Increase	#	---	---	---	2.0	-0.1	-0.05
Destination Circular Economy Strategy	---	---	---	Developed	Actioning	Actioning	N/A
DGV Environmental Carbon Offset and Reduction Plan	---	Carbon Positive	Carbon Positive	Carbon Positive	Maintain offsets and reduce carbon footprint	Offsets	N/A

Footnotes:

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

² Target is CoStar forecast January 2025 to December 2025.

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 Result and target reflect shifts in data analytics, including narrower session definition through Google Analytics 4 from mid-2023.

⁸ Defined as increased service frequency and/or gauge, or a new city pair.

⁹ Assessment deferred in 2022 to be a component of the Destination Master Plan process in 2023.

¹⁰ Community events sponsored, promoted, or attended, community partnerships and collaborations, and community outreach or speaking engagements.

¹¹ Target for 2025 includes monthly Victoria Hospitality Awards Program presentations, which were not included previously.

Understanding Our Employee Engagement Results

Aligning results using a consistent methodology

Following the 2026 employee survey, Destination Greater Victoria reviewed its Employee Engagement Composite Score after applying its current engagement framework across all survey years. This review presented an opportunity to align historical results with the six question methodology now used for board level reporting. As part of this process, historical engagement results were restated using a consistent and transparent approach that equally weights the six engagement indicators and converts them to a common scale before combining them. This evolution in methodology enhances comparability across years and reflects a strengthened approach to reporting, rather than any change in employee feedback.

The restated results provide a clearer, more consistent picture of employee engagement over time and align closely with the strong performance observed across the individual engagement indicators. These revised values should be understood as establishing a more reliable and defensible baseline for future reporting, rather than indicating a sudden shift in engagement levels. With this validated approach in place, year-over-year changes can now be interpreted with greater confidence, supporting more meaningful trend analysis, informed decision-making, and effective governance going forward.

Audited Financial Statements

Financial Statements of

**GREATER VICTORIA VISITORS
& CONVENTION BUREAU**

And Independent Auditor's Report thereon

Year ended December 31, 2025

**KPMG LLP**

St. Andrew's Square II
 800-730 View Street
 Victoria BC V8W 3Y7
 Canada
 Telephone (250) 480-3500
 Fax (250) 480-3539

INDEPENDENT AUDITOR'S REPORT

To the Members of Greater Victoria Visitors & Convention Bureau

Report on the Audit of Financial Statements

Opinion

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

- the statement of financial position as at December 31, 2025
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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



Greater Victoria Visitors & Convention Bureau
Page 2

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Greater Victoria Visitors & Convention Bureau
Page 3

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

Report on Other Legal and Regulatory Requirements

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

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants

Victoria, Canada
March 6, 2026

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Financial Position

December 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash and cash equivalents	\$ 3,367,726	\$ 3,002,388
Accounts receivable	2,079,827	1,863,349
Inventories	4,441	2,169
Prepaid expenses	209,984	205,488
	<u>5,661,978</u>	<u>5,073,394</u>
Capital and intangible assets (note 2)	686,648	751,664
Investments (note 7)	1,289,528	1,166,393
	<u>\$ 7,638,154</u>	<u>\$ 6,991,451</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 1,873,682	\$ 1,568,624
Deferred revenue (note 4)	1,226,988	952,075
Deferred destination marketing fees (note 5)	996,755	977,891
	<u>4,097,425</u>	<u>3,498,590</u>
Leasehold inducements and loan financing	320,514	371,996
Net assets:		
Internally restricted reserve fund (note 7)	1,289,528	1,166,393
Unrestricted	1,930,687	1,954,472
	<u>3,220,215</u>	<u>3,120,865</u>
Commitments (note 8)		
	<u>\$ 7,638,154</u>	<u>\$ 6,991,451</u>

See accompanying notes to financial statements.

On behalf of the Board:



David Gudgel - Director



Spencer Walker - Director

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Operations

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Revenues:		
Municipal regional district tax	\$ 9,379,469	\$ 8,933,223
Contribution towards affordable housing	(265,654)	(848,192)
	9,113,815	8,085,031
Destination marketing fees (note 5)	2,370,805	2,115,953
Membership services:		
Membership fees	415,262	422,670
Advertising fees	48,597	90,491
Retail sales	11,880	12,716
Sundry	63,138	151,451
Investment income	136,571	206,415
Events	46,699	33,986
	722,147	917,729
Government grants:		
Provincial	-	231,815
Federal	41,438	85,758
Municipal	17,500	17,500
	58,938	335,073
Major events	670,088	-
Reservation and ticket commissions	146,757	106,248
	13,082,550	11,560,034
Expenses:		
Marketing services (note 9):		
Advertising and publications	5,457,932	4,715,782
Media relations	844,262	676,901
Travel trade	899,672	907,732
Research	382,096	403,283
Business events	2,351,926	2,103,600
Web marketing	348,482	246,760
	10,284,370	9,054,058
General and administrative	1,493,679	1,467,095
Information services	707,264	816,887
Membership services	370,926	290,360
Amortization of capital assets	112,998	102,800
Amortization of intangible assets	13,963	10,106
	12,983,200	11,741,306
Excess (deficiency) of revenues over expenses	\$ 99,350	\$ (181,272)

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Changes in Net Assets

Year ended December 31, 2025, with comparative information for 2024

	Internally Restricted Reserve Fund	Unrestricted	Total
Balance, December 31, 2023	\$ 945,723	\$ 2,356,414	\$ 3,302,137
Deficiency of revenues over expenses	-	(181,272)	(181,272)
Transfer to reserve fund	220,670	(220,670)	-
Balance, December 31, 2024	1,166,393	1,954,472	3,120,865
Excess of revenues over expenses	-	99,350	99,350
Transfer to reserve fund	123,135	(123,135)	-
Balance, December 31, 2025	\$ 1,289,528	\$ 1,930,687	\$ 3,220,215

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Statement of Cash Flows

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenues over expenses	\$ 99,350	\$ (181,272)
Items not involving cash:		
Amortization of capital and intangible assets	126,961	112,906
Amortization of leasehold inducements	(26,468)	(26,467)
Unrealized losses (gains) on investments	4,001	(169,415)
Equity losses in related parties	-	(2,386)
	203,844	(266,634)
Changes in non-cash operating working capital:		
Accounts receivable	(216,478)	34,300
Inventories	(2,272)	605
Prepaid expenses	(4,496)	(65,093)
Accounts payable and accrued liabilities	305,058	(964,435)
Deferred destination marketing fees	18,864	(24,594)
Deferred revenue	274,913	409,305
	579,433	(876,546)
Financing:		
Leasehold inducements and loan financing	(25,014)	(25,014)
Investing:		
Purchase of capital and intangible assets	(61,945)	(166,808)
Increase in investments	(127,136)	(51,255)
	(189,081)	(218,063)
Increase (decrease) in cash and cash equivalents	365,338	(1,119,623)
Cash and cash equivalents, beginning of year	3,002,388	4,122,011
Cash and cash equivalents, end of year	\$ 3,367,726	\$ 3,002,388

See accompanying notes to financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

Nature of operations:

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

1. Significant accounting policies:

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

(a) Revenue recognition:

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

(b) Capital and intangible assets:

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

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

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

1. Significant accounting policies (continued):

(b) Capital and intangible assets (continued):

When a capital asset no longer has any long-term service potential to the Bureau, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations.

Separately acquired intangible assets are recognized as an asset provided the cost can be measured reliably. The cost of a separately acquired intangible asset comprises its purchase price and any directly attributable costs of preparing the asset for its intended use. Intangible assets include the costs associated with website development costs, trademarks and events.

(c) Leasehold inducements:

Leasehold inducements are recorded at the cost of leasehold improvements paid for by the landlord and are amortized on a straight-line basis over the lease term.

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Investments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Bureau has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Bureau determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Bureau expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(e) Contributed materials and services:

Because of the difficulty of determining the fair value, contributed materials and services are not recognized in the financial statements.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

1. Significant accounting policies (continued):

(f) Inventories:

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

(g) Use of estimates:

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

2. Capital and intangible assets:

	2025		
	Cost	Accumulated amortization	Net book value
Office furniture and equipment	\$ 274,862	\$ 221,869	\$ 52,993
Computer equipment	217,529	157,612	59,917
Leasehold improvements	554,743	217,439	337,304
Tradeshaw equipment	22,113	22,113	-
	1,069,247	619,033	450,214
Intangible assets	279,252	42,818	236,434
	\$ 1,348,499	\$ 661,851	\$ 686,648

	2024		
	Cost	Accumulated amortization	Net book value
Office furniture and equipment	\$ 257,107	\$ 195,971	\$ 61,136
Computer equipment	173,340	127,758	45,582
Leasehold improvements	554,743	160,193	394,550
Tradeshaw equipment	22,113	22,113	-
	1,007,303	506,035	501,268
Intangible assets	279,252	28,856	250,396
	\$ 1,286,555	\$ 534,891	\$ 751,664

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

3. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$30,736 (2024 - \$38,924) which includes amounts payable for payroll remittances, employer health tax, sales tax and workers' safety insurance.

4. Deferred revenue:

	2025	2024
Membership dues	\$ 414,725	\$ 447,835
Marketing funds	88,372	-
Grants	484,983	120,000
Major events	238,908	384,240
	<u>\$ 1,226,988</u>	<u>\$ 952,075</u>

5. Deferred Destination Marketing fees:

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

	2025	2024
Balance, beginning of year	\$ 977,891	\$ 1,002,485
Amounts received	1,947,793	1,703,884
Amounts receivable	441,876	387,475
	<u>3,367,560</u>	<u>3,093,844</u>
Revenue recognized	2,370,805	2,115,953
Balance, end of year	<u>\$ 996,755</u>	<u>\$ 977,891</u>

6. Related party:

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

During 2024, the Bureau relinquished its share and promissory note in the company. In exchange, the Bureau purchased the assets of the company consisting of trademarks, websites, social media accounts and other nominal physical assets for a purchase price of \$125,000, plus additional consideration of \$25,000 in 2025 and \$25,000 in 2026 if certain conference attendance targets are met.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

7. Internally restricted reserve:

To maintain Destination Greater Victoria's financial stability, an internally restricted reserve has been designated to provide for wind down costs, operating costs for a period of up to six months, and recovery initiatives in the event of a significant economic decline. Now that recovery from the COVID-19 pandemic is firmly underway this reserve has been restructured in line with the Bureau's new funding agreement through to 2026 to be rebuilt to a Board of Directors approved target of \$1,250,000. These internally restricted funds are available only at the approval of the Board of Directors. In 2025, the Bureau transferred nil (2024 - \$25,000) from unrestricted reserves to the internally restricted reserve fund. Investment income earned annually on the reserve investments is allocated to the reserve by way of an interfund transfer.

As at December 31, 2025, the amount accumulated in the internally restricted reserve was \$1,289,528 (2024 - \$1,166,393). Since December 2018, the Bureau has segregated the investments relating to the internally restricted reserve in a separate investment account. The account contains a mixture of low-risk and medium-term investments in accordance with the Bureau's Investment Strategy Statement. As at December 31, 2025, the account held 54% in equities, 38% in fixed income securities, 5% in mutual funds, 2% in units trusts and partnerships and 1% in cash (2024 - 66% in equities, 27% in fixed income securities, 3% in mutual funds, 2% in units trusts and partnerships and 2% in cash).

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

8. Commitments:

Leases:

The Bureau leases the premises it occupies. The lease at Suite 600 - 765 Broughton Street is for the period June 1, 2022 to May 31, 2032. The lease for the Visitor Centre on Wharf Street is for the period January 1, 2026 to December 31, 2030. Minimum future lease payments over the next five years are as follows:

	Broughton St.	Visitor Centre	Total
2026	\$ 130,883	\$ 87,332	\$ 218,215
2027	134,719	88,954	223,673
2028	140,089	88,954	229,043
2029	140,089	90,576	230,665
2030	140,089	92,198	232,287

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

9. Allocated expenses:

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

	2025	2024
Advertising and publications	\$ 312,844	\$ 387,467
Media relations	205,626	211,157
Travel trade	230,041	236,839
Research	100,627	152,953
Business events	229,838	236,632
Web marketing	77,594	90,099
	<u>\$ 1,156,570</u>	<u>\$ 1,315,147</u>

10. Financial risks and concentration of risk:

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

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

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

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

GREATER VICTORIA VISITORS & CONVENTION BUREAU

Notes to Financial Statements

Year ended December 31, 2025

10. Financial risks and concentration of risk (continued):

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

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

There has been no change to the risk exposures outlined above from 2024.

11. Societies Act remuneration disclosure:

In 2025, the bureau paid 22 individuals (2024 - 19) with remuneration of \$75,000 or greater, and the total remuneration paid to these individuals was \$2,829,944 (2024 - \$2,447,059). No amounts were paid to directors as remuneration during 2025 or 2024.

2025 Board of Directors

**CHAIR****Chris Watson**

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

**FIRST VICE CHAIR****David Gudgel**

Chair, Transportation and Destination Management Committee
President, Kenmore Air
Transportation and Sightseeing Sector

**VICE CHAIR****Trina White**

Chair, Finance and Membership Committee
General Manager, The Parkside Hotel & Spa
Director at Large

**VICE CHAIR****Brett Soberg**

Chair, Sustainability Committee
Co-Owner/Operator, Eagle Wing Whale & Wildlife Tours
Recreation and Outdoor Adventure Sector

**PAST CHAIR****Darlene Hollstein**

General Manager, The Bay Centre, JLL

**DIRECTOR****Allison Fairhurst**

Chair of the Governance, Human Resources and Risk Committee
General Manager, Abigail's Hotel
Accommodation Sector – 49 Rooms or Fewer

**DIRECTOR****Dan McGowan**

Chair, Sales and Marketing Committee
General Manager Fairmont Empress
Retail and Restaurants Sector

**DIRECTOR (stepped away August 2025)****Madone Pelan**

General Manager, The Oak Bay Beach Hotel
Accommodation Sector – Convention Hotel

**DIRECTOR****Theresa Ito**

Principal, Blue Mountain Solutions
Director at Large

**DIRECTOR****Samantha Wilson-Newton**

VP of Business Development, The Wilson's Group of Companies / Sightseeing Victoria Attractions Sector

**DIRECTOR****Karim Mohammad**

Operating Partner, The Vic, Ascend Hotel Collection
Accommodation Sector – Non-Convention Hotel, 50 or More Rooms

**DIRECTOR****Matthew White**

CEO, Victoria Symphony
Arts, Culture and Societies

**DIRECTOR****Robert Bettauer**

Chair, Sport Tourism Committee
CEO Pacific Institute for Sport Education (PISE)
Greater Victoria Sport Tourism Commission
Appointee

**DIRECTOR****Spencer Walker**

Commercial Banking Director and Team Lead, CIBC
Greater Victoria Chamber of Commerce
Appointee

**DIRECTOR****Councillor Stephen Hammond**

Councillor, City of Victoria
City of Victoria Appointee

**DIRECTOR****Councillor Susan Brice**

Councillor, District of Saanich
District of Saanich Appointee

