

DESTINATION GREATER
VICTORIA

2027-2031 Strategic Plan



Destination Greater Victoria recognizes, with respect, that its office is located on the Territory of the Lək'wəŋən peoples, now known as the Songhees Nation and Xwsepsum Nation.

Destination Greater Victoria, as the destination marketing organization for Greater Victoria, also respectfully recognizes that it operates on the Territory of the WSÁNEĆ Nations (WJOLELP (Tsartlip), BOKEĆEN (Pauquachin), SʔÁUTW, (Tsawout) WSIKEM (Tseycum) and MÁLEXEL (Malahat)), and the Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht Nations.

Designated Recipient: Greater Victoria Visitors & Convention Bureau (dba Destination Greater Victoria)
Community Name: Victoria
Date Prepared: July 2025 to September 2025
Current MRDT Term Expiry Date: December 31, 2026
Five Year Period: January 1, 2027 – December 31, 2031

Table of Contents

1. Introduction	5
2. Vision and Mission	9
3. Strategic Context	10
4. Brand and Positioning	24
5. Strategies - Key Actions	30
6. Stakeholder Engagement	35
7. Partnership and Alignment	37
8. Strategic Objectives, Targets and Goals	43
9. Governance, Management and Administration	49
10. Affordable Housing	52
11. Tourism Project/Additional Prescribed Purpose	54

1. Introduction

1.1 The Role Of The Tourism Board (Visitors & Convention Bureau)

Traditionally the role of a tourism board, or visitors & convention bureau, was very narrowly focused: to market the destination, attract visitors, and provide destination information. The primary purpose was to bring visitors and their spending into the destination.

As the capital city of B.C., the second most populous urban region in the province, and a strategic regional gateway in the Pacific Northwest, Victoria and Greater Victoria in the B.C. visitor economy is growing and becoming more important. Indeed, Victoria is the designated urban gateway in the Destination BC Iconics strategy for The Infinite Coast brand; the destination serves as both the introduction and connector for visitors exploring British Columbia. The role of our tourism board extends far beyond the traditional focus of destination marketing and information provision. Today, we play a central role in attracting visitors, supporting the local visitor economy and building strong relationships with our community, stakeholders, industry, First Nations, and government partners.

Recognizing Victoria's position as the capital city and the second leading urban region among the province's five gateway destinations, Destination Greater Victoria is committed to advancing a holistic approach to destination management. This means aligning our efforts with community values, championing environmental sustainability, and supporting diversity and inclusion. We prioritize mutually beneficial outcomes for visitors and residents alike, with a focus on enhancing quality of life, supporting locally owned businesses, and advocating for responsible tourism growth.

This is also our home. We deeply value the prosperity and energy that the visitor economy brings to the small businesses that thrive, the amenities the visitor economy supports, and the increasing sense of community safety that comes with vital, vibrant and energetic streets.

We also recognize that the destination we market and manage is located on the traditional territories of First Nations across the region. This includes the homelands of the Ləkʷəŋən people where our offices, the Visitor Centre, and Victoria Conference Centre are located. Guided by UNDRIP and TRC Call to Action #92, we are committed to building respectful relationships with local First Nations in the spirit of partnership and economic reconciliation.

1.2 Core Reason For Existence: Cornerstone Statement

Destination organizations like Destination Greater Victoria have evolved to embrace a core purpose that is deeply rooted in serving the broader community, acting as catalysts for vitality, connection, and sustainable growth. We champion a virtuous cycle that begins with a visit and culminates in a community where people aspire to live, work, play, and invest.

Destination Greater Victoria's Role

THE WORK OF A DESTINATION ORGANIZATION



The events of recent years, including the COVID-19 pandemic, have reinforced the essential role of local destination organizations in strengthening social and economic resilience. In an increasingly globalized world dominated by large digital platforms and third-party intermediaries, Destination Greater Victoria remains dedicated to authentically representing our community's values, stewarding the region's brand, and ensuring tourism actively supports local residents, businesses, and neighbourhoods.

Destination Greater Victoria creates meaningful local programs, invests in collaboration and innovation, competes vigorously for business events, conferences, and sport tourism events, and seeks opportunities that drive sustainable economic impact. We connect visitors directly with our diverse offerings, advocating for approaches that provide broad benefits and avoid extractive models that divert value from our community. Our work is defined by community engagement and partnerships with civic leaders, stakeholders, and residents, ensuring that every visitor's experience aligns with what makes Greater Victoria special, both today and for future generations.

When destination organizations are recognized, valued, and empowered as strategic partners, their success becomes the community's success. Our efforts help create places that are attractive and inclusive, not just for visitors, but for everyone who calls Greater Victoria home. We are dedicated to advancing a positive, year-round visitor economy that respects our heritage, supports our people, and contributes to a sustainable and vibrant future for all.

Destinations International's Cornerstone Statement

Every community must compete with every other community for their share of the world's attention, customers, and investment. To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.

This is achieved through clearly developing, articulating and managing the community's brand. Efforts must be made to promote, market, sell and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.

Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.

Destinations International 2019, Our Cornerstone: Being a Community Shared Value & Asset

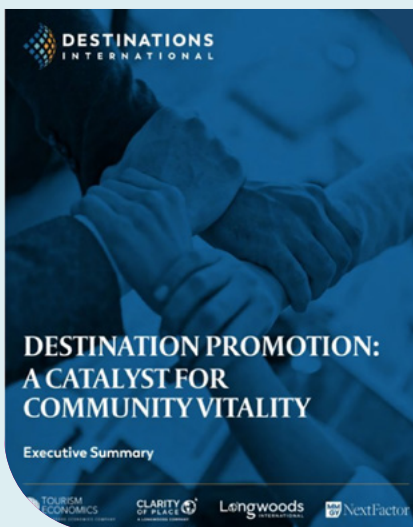
1.3 The Visitor Economy

Destination Greater Victoria embraces the concept of the 'visitor economy' rather than the traditional notion of a 'tourism industry'. Instead of focusing solely on leisure travel, the visitor economy recognizes all visitors as vital contributors to our region: leisure travellers, business and conference delegates, event attendees, and sports participants and spectators.

This approach acknowledges that the interactions between visitors and the Greater Victoria community generate significant economic, social, cultural, and environmental benefits. The visitor economy is a dynamic network, driving direct revenue for local businesses, supporting jobs across sectors, and delivering broader gains through supply chains and community investment. It also enhances quality of life for residents by enriching our city's culture, amenities, and reputation.

By using the term "visitor economy," Destination Greater Victoria emphasizes our commitment to comprehensive, sustainable destination management. We focus on maximizing the positive impacts visitors bring to Greater Victoria—financially, culturally, and socially—creating long-term value for both residents and guests.

Destination Promotion: A Catalyst For Community Vitality



While destination organizations have long measured success using key performance indicators directly connected with the hospitality sector, we at DGV have long believed that every visitor counts in bringing vitality and vibrancy to the region we call home.

In 2024, Destination Greater Victoria was honoured to be one of ten North American destinations to participate in Destination International's report, [Destination Promotion: A Catalyst for Community Vitality](#). Together with Champaign, IL, Chattanooga, TN, Fort Myers, FL, Great Lakes, MI, Houston, TX, Mesa, AZ, Ottawa, ON, Puerto Rico, and Seattle, WA, we shared extensive background on our activities and connectedness with the visitor economy, and provided details of real-world experiences regarding the synergies between destination promotion and economic development. With all that information compiled, the report showcases the direct economic and broader societal benefits of the work of destination organizations.

The visitor economy plays a pivotal role in attracting foreign direct investment by showcasing a country's economic potential, infrastructure, and cultural assets to international visitors and business leaders. When visitors—including potential investors—experience firsthand the quality of local amenities, political stability, and investment climate, it can inspire confidence and drive decisions to invest in sectors such as hospitality, real estate, transportation, and broader infrastructure. As highlighted in Deloitte's "Passport to Growth" report, tourism acts as a gateway, opening important economic and investment channels that directly contribute to national development and prosperity¹.

How the Visitor Economy Impacts Exports



Destinations International, Canadian Destination Leadership Council, November 18, 2025

The Greater Victoria economic landscape has changed, emerging from the COVID-19 pandemic. Remote work is the norm for many government workers, some professional services have relocated to the suburbs and tech companies are mobile, which means they can be acquired and relocated. Under DGV's stewardship with its members and government partners, the visitor economy is stronger than ever, rooted in Victoria and not subject to relocation.

1.4 BC's Destination Organization System

Destination Organizations in British Columbia operate under a Municipal and Regional District Tax (MRDT) program that provides a legislated taxation framework along with specific qualification and reporting requirements. MRDT is levied at a rate of up to three per cent (3%) on sales of short-term accommodation within participating areas of British Columbia, on behalf of municipalities, regional districts and eligible entities.

The MRDT program is administered jointly by the Ministry of Finance, Ministry of Tourism, Arts and Culture, and Destination BC. The following principles are applied to promote coordinated and efficient use of MRDT funds:

- Effective tourism marketing, programs and projects.
- Effective local-level stakeholder support and inter-community collaboration.
- Coordinated marketing that complements broader provincial marketing strategies and tactics.
- Fiscal prudence and accountability.

In 2018, the Province of British Columbia and Online Accommodation Platforms (OAPs), comprising Airbnb to date, agreed to commence collecting MRDT at platform level. In view of this, there are now two categories of MRDT:

1. Traditional MRDT collected from hotels, motels, inns, bed & breakfasts²; and,
2. Online Accommodation Platform (OAP) MRDT (Airbnb only, to date) which is also available for affordable housing initiatives

This strategic document forms the foundation for a five-year mandate renewal from 2027-2031.

¹Deloitte. (2013). Passport to Growth: How International Tourism Drives Economic Development in Canada. Retrieved from tiac-aitc.ca/Library/TIAC_Publications/Deloitte_Passport_to_Growth_-_Nov_2013.pdf

²Fixed room accommodation of four rooms or more.

2. Vision and Mission

Destination Greater Victoria's Mission and Vision guide its strategy, reflecting both community values and the priorities of industry and stakeholders. The Mission and Vision are supported by a defined brand and a brand proposition. These elements have been established over time, backed by long-term investment and equity.

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.

The central goal of Strategic Planning is to achieve superior long-term ROI as well as long-term sustainable differentiated competitive advantage.

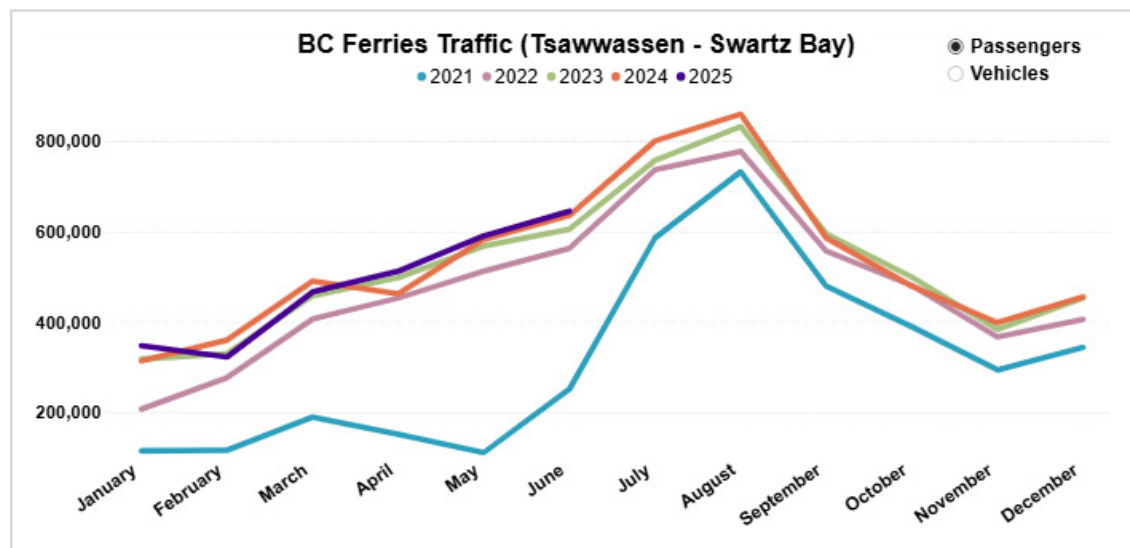
Institute of Corporate Directors

3. Strategic Context

3.1 Situational Analysis

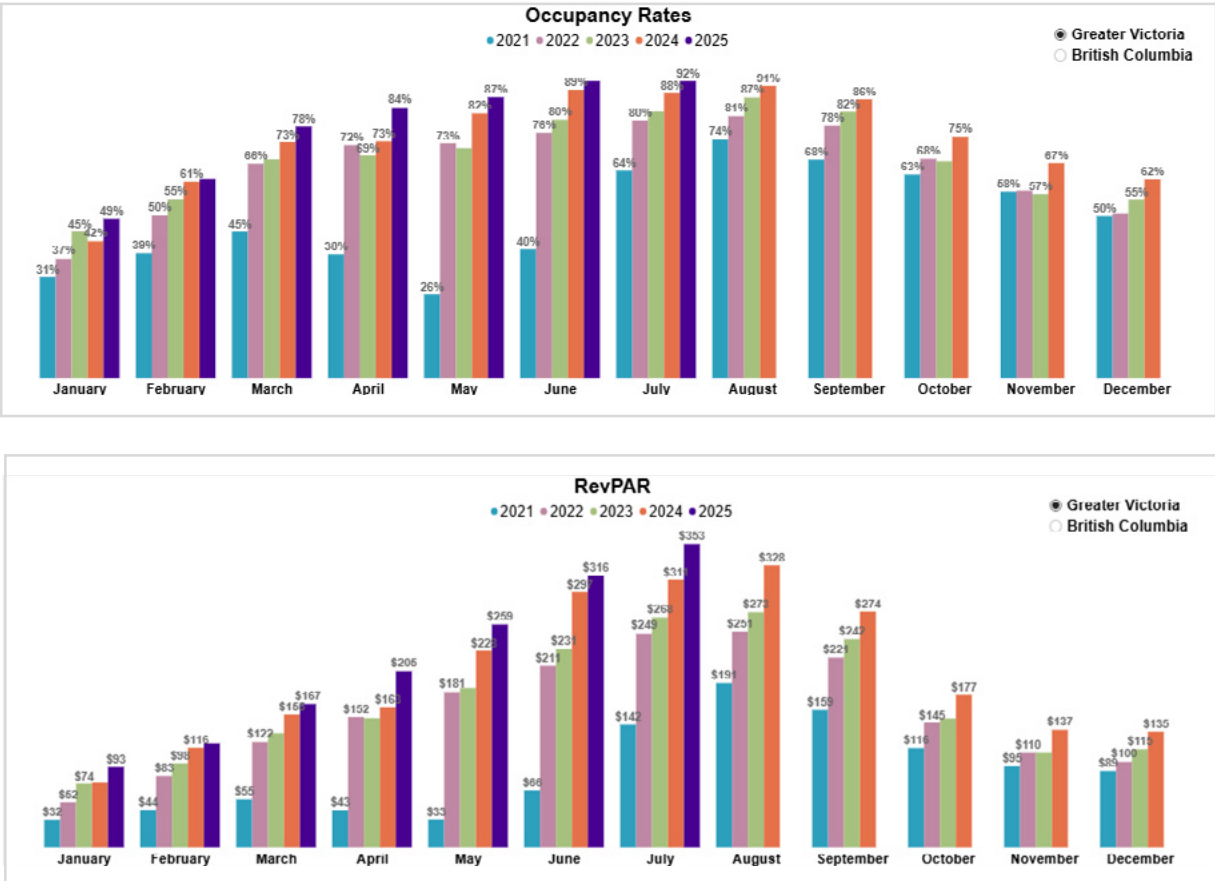
Destination Greater Victoria is developing its 2027–2031 Strategic Plan within an environment that has fully recovered from the COVID-19 pandemic and reached new benchmarks in terms of accommodation performance.

Visitor Volume³: 2025 year-to-date



³ [Victoria International Airport Passengers Statistics](#) and [BC Ferries Traffic Statistics](#)

Accommodation in Greater Victoria⁴: 2025 year-to-date



The visitor economy in Greater Victoria is in a very strong position. The 2027-2031 strategic plan presents an opportunity to renew and elevate the destination, while also addressing and mitigating potential downside risks such as safety concerns.

The visitor economy has experienced a transformative period between 2022 and 2026. As Greater Victoria emerged from the impacts of the COVID-19 pandemic, the region saw a steady return of domestic and international visitors, rejuvenated by pent-up demand for travel and experiences close to nature. However, this return has not been without its challenges. The sector continues to navigate economic headwinds such as inflation, fluctuating consumer confidence, and higher operational and staffing costs. At the same time, a shift toward remote work and flexible lifestyles has extended the traditional visitor season and altered patterns of demand, presenting new opportunities for off-peak growth and more diverse visitor engagement.

The aftermath of global disruptions and the accelerating pace of economic, technological, and social transformation have ushered in both significant challenges and unprecedented opportunities for the tourism sector. Inflationary pressures and evolving travel patterns continue to impact visitor volumes and spending behaviour, requiring innovative approaches to attract, serve, and retain diverse audiences year-round. Labour shortages and cost-of-living concerns remain top-of-mind for industry, prompting renewed focus on workforce retention, affordable housing, and operational efficiency.

The political and social landscape is increasingly driven by commitments to sustainability, reconciliation, and meaningful inclusion. Stronger relationships with Indigenous partners, local governments, and community stakeholders are shaping strategy, policy, and experience development. Travellers are more discerning and values-driven; they seek authentic engagement with local culture, environmentally responsible experiences, and destinations that prioritize the wellbeing of residents and visitors alike. At the same time, Greater Victoria’s reputation for natural beauty, safety, and innovation positions it to benefit from new technological advancements and shifting global travel trends.

⁴ STR, [Destination BC Tourism Indicators](#), and Destination Greater Victoria (In-House Research)

There is growing emphasis on sustainable tourism development, climate adaptation, and reconciliation with Indigenous communities. Social trends further amplify demands for inclusive, ethical, and community-driven tourism, with travellers showing heightened interest in local cuisine, arts, and wellness, as well as a preference for destinations that demonstrate respect for the environment and host communities. Enhanced collaboration among local governments, First Nations, businesses, and residents has become an essential foundation for long-term resilience.

In this context, the Strategic Plan for 2027–2031 is being developed to ensure Greater Victoria’s continued competitiveness and leadership. Drawing from key learnings between 2022–2026, DGV recognizes that adaptability, innovation, and stakeholder alignment are crucial for sustained success. The rapid digital transformation during this period underlined the value of investing in technology and data to understand visitor needs and market shifts. Crisis preparedness, inclusive marketing, and transparent communication have become standard best practices. Going forward, Destination Greater Victoria is poised to leverage these insights to continue its support for sustainable growth, prioritize community benefit, and position the region as a model for regenerative tourism in Canada. This forward-looking environment requires agility and a commitment to balancing growth with stewardship, support for local communities, and exceptional visitor experiences.

Destination Greater Victoria successfully met the goals and targets set out in its 2022–2026 five-year plan, achieving steady improvements in business outcomes. The organization’s mission and vision remain firmly in place, guiding ongoing efforts to cultivate a vibrant, year-round visitor economy. Moving forward, DGV will continue to drive economic value for the region, support stable revenue growth for tourism businesses, and create sustainable jobs and benefits for local residents, all while ensuring that growth aligns closely with community values. To do so, DGV will deliver on four strategic objectives:

1. Elevate Greater Victoria as a world-leading urban destination with focus on the region’s role as a gateway.
2. Renew and elevate the Greater Victoria experience through safety and infrastructure improvements.
3. Continue to mitigate seasonality with targeted conference business and sport events, and off-season promotions.
4. Advance destination stewardship, community engagement, and Indigenous partnerships.

In developing this Strategic Plan and establishing its four objectives, Destination Greater Victoria engaged extensively with industry partners including the Hotel Association of Greater Victoria, Attractions Victoria, and DGV’s five Advisory Committees. Combined, these bodies represent more than 200 businesses. DGV is planning a webinar in fall 2025 that will be available to all 950 members who choose to participate. DGV has been holding a series of leadership meetings with Songhees Nation and Xwsepsum Nation. We have requested a meeting with leadership of both Nations to discuss this plan, further opportunities for partnership, and the Nations’ tourism priorities. This comprehensive engagement shapes the Plan, ensuring strong alignment with the priorities of all stakeholders – an essential foundation for achieving our shared goals.

A strong commitment to sustainability, diversity, and inclusion will guide all of Destination Greater Victoria’s activities and decision-making. These guiding principles will shape not only what DGV undertakes, but also how it fulfills its mandate. They will be clearly reflected in the annual Tactical Business Plans that support this Strategic Plan.

The history of Destination Marketing Organizations dates to the 1890's when civic leaders in Detroit, Michigan established the Detroit Convention League. The concept was to host association meetings for delegates able to invest in the city. There are now destination organizations in all major cities in a highly competitive environment.

3.2 About Destination Greater Victoria

Victoria is located on the southern tip of Vancouver Island and serves as the capital of British Columbia. Greater Victoria comprises 13 municipalities with a combined population of 405,000, including vibrant Indigenous communities. As the second largest Census Metropolitan Area (CMA) in the province by population, the region continues to see steady growth, driven by its robust economy, dynamic and diverse tourism sector, and appealing climate. Greater Victoria is home to thriving industries such as technology, marine services, ocean science, education, clean tech, health, advanced manufacturing, and agriculture. It is widely recognized as a desirable place to live, work, and visit.

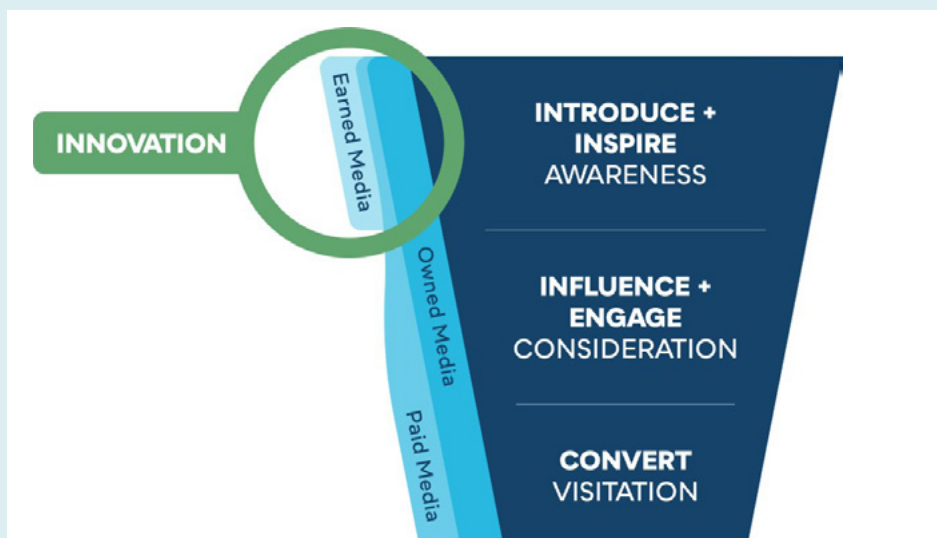
Destination Greater Victoria is the official Destination Marketing and Management Organization (DMO) for the Greater Victoria region, with Municipal and Regional District Tax (MRDT) relationships with the City of Victoria and the District of Saanich. DGV is the largest of Vancouver Island's DMOs and the leading regional DMO for industry. In addition to the City of Victoria and District of Saanich, six municipalities in Greater Victoria (the City of Langford, City of Colwood, District of Oak Bay, Township of Esquimalt, Town of View Royal, and Town of Sidney) are active members of DGV. While the District of Oak Bay, City of Langford, Town of Sidney, and the Gulf Islands have their own MRDT programs, DGV works collaboratively across all municipalities and tourism organizations in the region.

DGV is a not-for-profit, member-based organization governed by a Board of Directors and led day-to-day by a CEO. The organization is responsible for marketing Greater Victoria as a destination within Canada, the United States, and select international markets. DGV promotes the visitor economy across multiple sectors, including leisure tourism, business events and conventions, travel trade, sports events, festivals, cultural events, and media relations. This is reflected in a strong and integrated brand family. DGV also manages sales and marketing of the Victoria Conference Centre, operates a visitor information centre and kiosk, conducts tourism-related research, and plays a central role in destination management and tourism policy. Through close collaboration with industry and government partners, and by focusing on transparency, effective partnerships, and delivering significant business results, DGV enjoys wide stakeholder support within a complex environment.

DGV has successfully taken a business approach of leading its promotional efforts with a focus on earned media, including travel and lifestyle media, and public relations. Destination Greater Victoria is significantly out-resourced by competitors and cannot advertise its way to success. Paid advertising is primarily resourced by Destination Marketing Fee (DMF) partners through the Victoria Hotel Destination Marketing Association which is focused on short and medium haul markets. This has proven very successful; keeping the momentum up in terms of strong destination awareness through significant earned media coverage and destination accolades, where possible, is foundational to success.

Marketing Innovation

DGV leads with media/PR



Destination Greater Victoria has been in continuous operation since 1974 and currently represents approximately 950 member businesses across all sectors of the tourism and hospitality services industry. DGV has also developed an extensive network of partner and stakeholder relationships to underpin its industry relevance and strategic impact. In setting the stage for the next five years, it's important to look back at the past.

The Last Two Chapters: 2017 - 2021

Ahead of the 2017 mandate renewal, Destination Greater Victoria and the City of Victoria entered into a transformational agreement that reshaped how the destination is managed, elevated, and promoted. This partnership strengthened DGV's role as a leading destination steward, aligned municipal and industry priorities, and provided the platform for a more coordinated and strategic approach to growing the visitor economy.

The four pillars of the agreement were as follows:

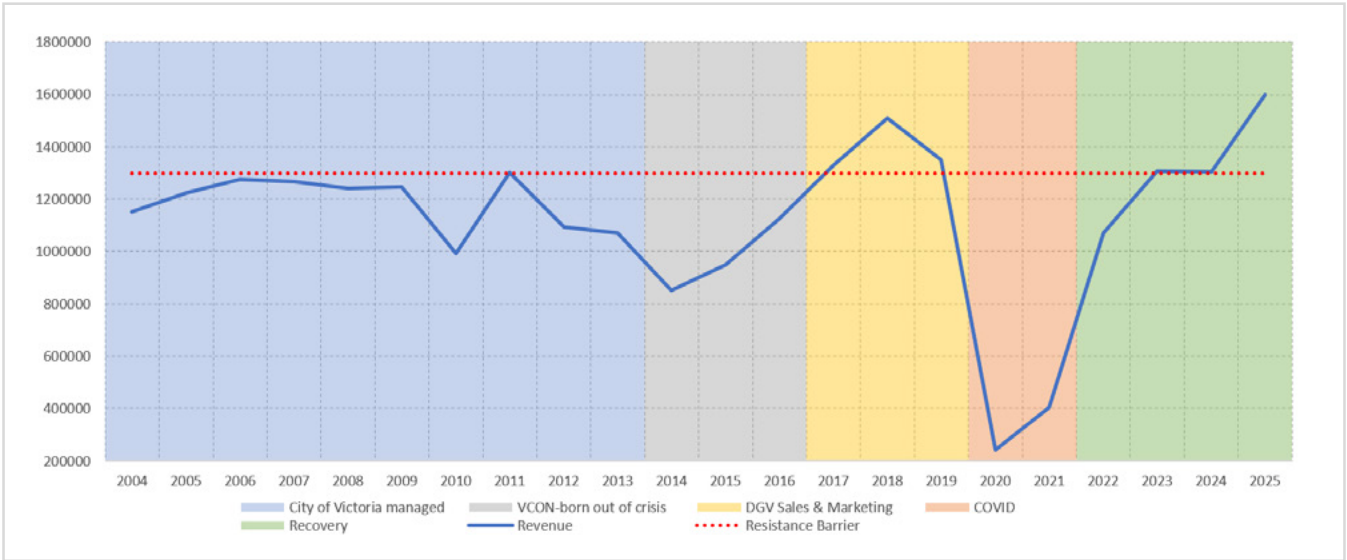
1. The City, Destination Greater Victoria and the local hotel industry represented by Destination Greater Victoria agreed to increase the MRDT rate from 2% to 3%;
2. The City established Destination Greater Victoria as the Designated Recipient for MRDT in the City of Victoria in the MRDT Regulations;
3. Destination Greater Victoria agreed to lead the sales and marketing efforts at the Victoria Conference Centre under contractual agreement with the City of Victoria and established a revenue guarantee in favour of the City with respect to the Victoria Conference Centre;
4. Destination Greater Victoria agreed to work with the local tourism industry to contribute back to the City of Victoria through a mutually agreeable tourism project under the auspices of the MRDT program, which builds community amenity;

Between 2017 and 2021, DGV achieved a series of important milestones that strengthened both the organization and the broader visitor economy.

Destination Greater Victoria has been the Eligible Entity for MRDT in Victoria since 2017. This status has strengthened DGV's capacity to influence the visitor economy by facilitating secure longer-term planning and a multi-year approach to strategic initiatives. It has also significantly increased DGV's ability to build predictable, year-round foundational business. Additionally, more secure funding has been central to stable staffing and developing positive organizational culture and competencies.

In 2017, DGV deepened its relationship with the City of Victoria by taking on sales and marketing of the Victoria Conference Centre (VCC), a key City asset. This partnership has been a success. Revenues for the VCC have risen from \$949,501 in 2015 to \$1,304,282 in 2024.

Victoria Conference Centre Revenue



DGV has been pivotal in raising the profile and economic impact of sport tourism in Greater Victoria by working collaboratively with (previously) SportHost Victoria to establish the Greater Victoria Sport Tourism Commission (GVSTC) in 2018. Backed by DGV’s resources and marketing expertise, the GVSTC grows sport tourism by developing sport-hosting opportunities in a coordinated, strategic manner, generating measurable business and community returns.

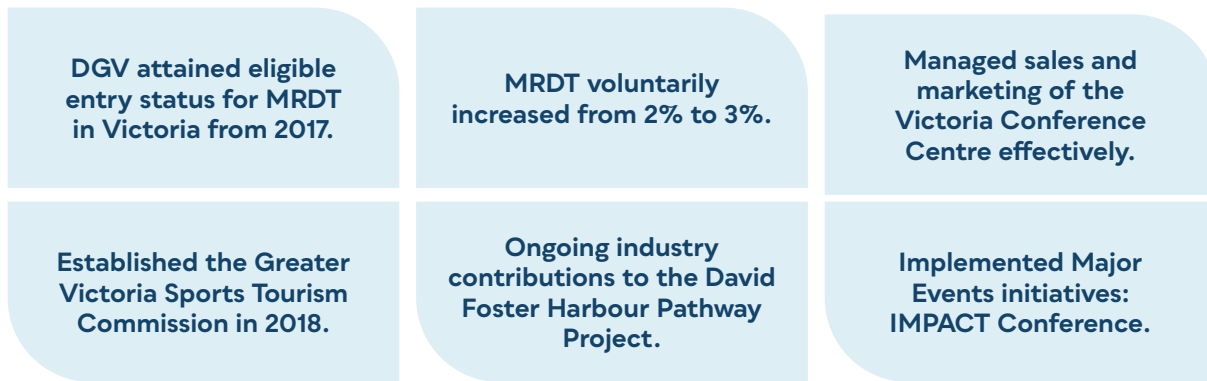
Through this period, DGV established a dedicated function for major events and initiatives. Drawing on international best practices, DGV adapted a business model from South Australia to take an active role in owning and operating key conferences and events. This allowed DGV to retain programs closely aligned with its brand and address seasonality by generating activity throughout the year. Notably, DGV implemented major events initiatives include the IMPACT Travel & Tourism Sustainability Conference, a major event that supports the organization’s commitment to sustainable tourism leadership.

As part of DGV’s commitment to continuous improvement and industry leadership, the organization worked with partners to voluntarily increase the Municipal and Regional District Tax (MRDT) from 2% to 3%, generating additional resources to support destination development and marketing. DGV also made continued industry contributions to the David Foster Harbour Pathway, a significant community project that supports the region’s reputation as a welcoming and vibrant destination.

Destination Greater Victoria’s digital platform was modernized to be more versatile, user-friendly, and impactful, ensuring our content was well-positioned for AI-driven search. This included a comprehensive review and refresh of DGV’s brand and brand positioning, aligning with the evolving digital landscape and enhancing our ability to effectively answer questions and engage audiences in the AI environment.

DGV achieved significant growth in meetings and conference business through Business Events Victoria, most notably after assuming sales and marketing responsibility for the Victoria Conference Centre in 2017. This ongoing success has established a strong foundation for our organization, with meetings and conferences continuing to be a core driver of our business.

2017 - 2021



DGV continued to evolve its governance to reflect the needs of members and stakeholders. In 2018, the Sport Tourism Committee was established to strengthen connections between DGV's Board of Directors, management, and the GVSTC. In 2019, the Sustainability Committee was created to advise on key sustainability issues and coordinate sustainability initiatives for both DGV and the broader visitor economy region.

To further support good governance, Destination Greater Victoria maintains membership of the Institute of Corporate Directors (ICD), which ensures Board members and management are up-to-date on governance issues and developments through ICD resources, seminars and training programs. Additional details of DGV's governance, including private sector, public sector and partner representation, are provided in section 9.

During a period of significant growth and change, DGV built a highly aligned and engaged organization including the implementation of a corporate succession plan to further strengthen the organization for the future. Our Employee Engagement Survey consistently reflected very positive perceptions of DGV's work policies, information sharing, teamwork, collaboration, communication, leadership, services to members, and industry engagement. Employees demonstrated a clear understanding of how their roles contributed to DGV's goals and reported high levels of job satisfaction. DGV's commitment to ongoing training and professional development is central to our organizational culture and success. We believe that investing in our people not only strengthens individual skills and career growth, but also empowers teams to adapt, innovate, and excel in an evolving industry.

The Last Two Chapters: 2022 - 2026

Between 2022 and 2026, Destination Greater Victoria consistently demonstrated agility and visionary leadership. The organization led a swift and effective recovery from the COVID-19 pandemic, enabling the region's visitor economy to rebound more quickly than anticipated. DGV reinforced its commitment to a lean and scalable business model, ensuring resilience and adaptability in a changing environment.

Throughout this period, DGV placed sustainability at the forefront so that business recovery is in line with community values. The region achieved Biosphere certification and, in 2024, earned the designation as the most sustainable destination in North America on the GDS-Index. These accomplishments were underscored by the establishment of a dedicated Sustainability Committee to pursue and monitor sustainability goals.

2022 - 2026

Recover quickly and efficiently from the pandemic.	Lean and scalable business model.	MRDT OAP for workforce housing.
Focus on sustainability - Biosphere and GDS-Index.	Established Sustainability Committee to meet the sustainability goals.	Ongoing global PR wins #1 Small City in the World - Condé Nast Traveler's readers choice.
Complete investment in David Foster Harbour Pathway Project.	New lines of business e.g. incentive market.	Modernized Destination Greater Victoria's digital platform; first party data-driven.

DGV celebrated significant global recognition, including consecutive rankings as the #1 small city in the world by readers of Condé Nast Traveler, garnering ongoing positive media coverage and strengthening Greater Victoria's international reputation. The organization also completed its investment in the David Foster Harbour Pathway Project, further enhancing the region's appeal and accessibility for residents and visitors alike.

A key focus was supporting the community through workforce housing by allocating OAP MRDT funds to address this critical need. At the same time, DGV identified and implemented new lines of business, such as strategic entry into the incentive travel market. These activities took place alongside the organization's activities to modernize its digital platform to be first party data-driven, supporting more effective, targeted marketing and stakeholder engagement.

Destination Greater Victoria also placed major emphasis on air route development. Air route development is an essential function for airports planning to attract new services and destinations seeking further investment in the region through increased visitors and hospitality developments.

Significant investment started with Air Canada in July 2020 to restart the vital Toronto-Victoria air route. Making that important co-marketing investment at a time when DGV had significantly reduced income levels and faced an uncertain future was a bold and important move. Since then, DGV has continued steadfastly to invest in air route marketing partnerships to help rebuild. DGV has been proud to partner as an investment partner in airline route development business partnerships. In September 2023, Porter Airlines announced direct service between Victoria and Toronto, and in May 2025, the airline launched a new direct service between Victoria and Ottawa. DGV's comprehensive investment in these new routes included both financial marketing partnership support and in-kind marketing services, demonstrating our commitment to enhancing Greater Victoria's accessibility for business, conference, and leisure travellers.

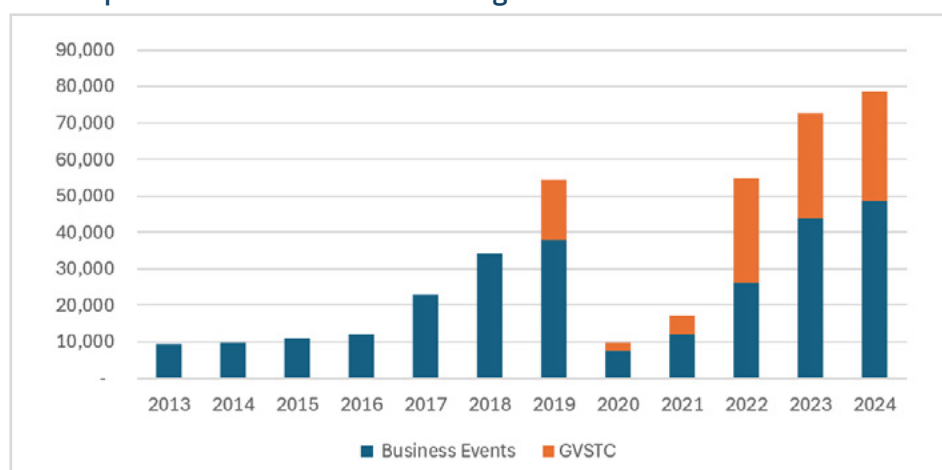
A core role of Destination Greater Victoria is to grow the region's visitor economy sustainably, which in turn is central to the strength of the wider local economy. By leveraging a Balanced Scorecard performance management framework, DGV has consistently improved its attributable business results for the last five years. Despite the challenges posed by the COVID-19 pandemic, DGV now benefits from strong strategic alignment, an engaged membership, an experienced team, and exceptional destination attributes, positioning the organization for continued success in marketing and destination management.

DGV achieved all major enterprise Balanced Scorecard targets through to the end of 2024 with significantly increased performance since the pandemic. Collectively these results, as indicated by the following metrics, demonstrate exceptional performance:

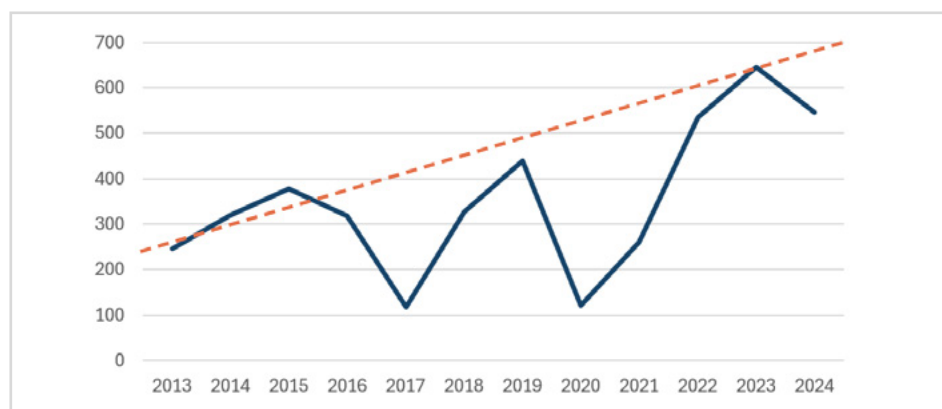
Enterprise Balanced Scorecard Results						
Performance Measure	Unit	2020	2021	2022	2023	2024
Accommodation Occupancy Rate	%	36.39	49.90	68.89	68.30	73.4
Average Daily Room Rate (ADR)	\$	149.10	186.70	236.31	247.35	270.67
Revenue Per Available Room (RevPAR)	\$	54.25	93.17	162.71	169.05	200.97
YYJ Airport Arrivals	#	547,837	673,748	1,490,039	1,740,107	1,872,033
Conference Centre Delegate Days	#	15,756	20,018	87,256	83,556	94,218
Victoria Conference Centre Revenue	\$	243,945	403,326	1,071,540	1,307,264	1,340,282
Business Events Confirmed Room Nights	#	7,305	12,114	26,203	43,905	48,687
DGV Visitor Centre Ticket Sales	\$	78,000	153,300	720,000	1,118,424	1,092,299
DGV Membership Service Revenue	\$	480,000	387,014	454,500	481,658	493,305

When placed in the context of the pandemic, and compared to pre-pandemic benchmarks, it is clear that Destination Greater Victoria is on a strong upward trajectory. Key performance indicators, such as room nights generated by business events and sport tourism, as well as travel media and influencer placements, have not only recovered, but in many cases have surpassed previous highs.

Effective Business Development Confirmed Room Nights



Effective Storytelling Travel Media & Influencer Placements 2013 - 2024



These achievements solidify DGV's strong foundation for ongoing growth, innovation, and community benefit in Greater Victoria.

Key Achievements from 2022-2026 Strategic Plan

Destination Greater Victoria's strategic plan for 2022 to 2026 has been highly successful in recovering from the COVID-19 pandemic quickly and efficiently, setting the tone for the visitor economy to operate in line with values of our community, focusing on higher yielding, year-round customers in all target segments and supporting member businesses and communities.

Results for 2022-2026 Strategic Objective Targets

Performance has exceeded specified targets for each of the four objectives within the 2022-2026 Strategic Plan.

1. Recover from COVID-19 Quickly and Efficiently

Greater Victoria's visitor economy recovered rapidly and efficiently from the impacts of the COVID-19 pandemic. While the visitor economy has endured shocks and major disruptions previously, including 9/11, SARS, global financial crises and natural disasters, the effects of the COVID-19 pandemic have been by far the most far-reaching, directly affecting the survival of local businesses and prospects for workers.

The implications of a quick and efficient recovery were deep and broad, maintaining the solvency of businesses large and small, retaining local ownership of existing enterprises where possible, returning industry's workers to their jobs, and retaining key talent for the long-term competitiveness of the sector.

Destination Greater Victoria's efforts to coordinate locally, and its influence on provincial, national, and international stages through key associations, helped this process significantly because DGV was connected and able to influence outcomes over the crucial immediate to short term.

In the reopening and rebuilding phases, DGV was an essential, high-functioning Destination Organization. DGV developed and implemented effective marketing campaigns and sales initiatives for the destination, partnered with Victoria International Airport to rebuild decimated air-route connections, while also partnering and communicating with our international ferry operators and related operators such as Kenmore Air to ensure their voices were considered in reopening strategies. Highly experienced Destination Organizations such as DGV provide the requisite expertise in tourism distribution and public policy to help move this process along effectively and efficiently.

Strong performance across the accommodations sector shows the recovery was in line with or more rapid than Destination Canada's national benchmark scenario.

Yearly Variance in Revenue: Pre-COVID vs. Post-COVID



This graph⁵ compares the percentage change in hotel revenue in Victoria, as measured by the STR report, with the percentage change in total tourism revenue across Canada. The data, sourced from Destination Canada, highlights that Victoria experienced a quicker recovery from the impacts of COVID-19, with a notable rebound in 2021, while Canada as a whole saw a similar jump in 2022. Since then, Victoria’s tourism revenues have continued to grow at a steady pace, consistently outpacing the national average. These results demonstrate the effectiveness of our collective efforts in driving tourism recovery and propelling Greater Victoria into a new phase of growth.

2. Set the Tone for the Visitor Economy to Operate in Line with Values of Our Community

Greater Victoria’s visitor economy built back and operated in a manner that was more aligned with community values. The Destination Organization set the tone in this regard, which DGV did in terms of environmental sustainability, destination stewardship, diversity, and inclusion. Dual targets for this strategic objective were achieved: Greater Victoria’s tourism industry achieved and maintained a world-leading third-party sustainability accreditation, and Destination Greater Victoria maintained and improved its carbon-neutral operation.

Sustainability and Stewardship Outcomes

Between 2022 and 2026, Destination Greater Victoria strengthened its commitment to sustainability by implementing robust policies, strategies, and measurement frameworks to transparently track and report progress. These efforts resulted in significant local impact and global recognition for leadership in sustainable and regenerative tourism.

A major achievement during this period was earning and maintaining Biosphere Certification for Greater Victoria through the Responsible Tourism Institute. This internationally recognized certification, based on the United Nations Sustainable Development Goals, provided third-party validation for the region’s collective sustainability efforts. DGV also offered access to the certification platform and introduced the Biosphere Accelerator Program to support members in advancing sustainability initiatives. These actions established Greater Victoria as a North American leader in Biosphere Committed and Certified Businesses.

Ahead of the Biosphere Certification, Destination Greater Victoria achieved a Climate Positive designation from one of North America’s leading carbon management solutions providers, Ostrom Climate. DGV was the first major destination marketing and management organization or convention and visitor’s bureau in North America to reach this milestone. This official designation follows previous work by Destination Greater Victoria to reduce its greenhouse gas emissions.

⁵ Data collected from Destination Canada www.tourismdatacollective.ca/tourism-performance-indicators

Since its inception in 2019, the Sustainability Committee has become a cornerstone of Destination Greater Victoria's governance and leadership in sustainable tourism. From 2022 to 2026, the Committee expanded its mandate and membership to include diverse community, industry, and sustainability voices, strengthening its role, broadening dialogue on destination stewardship, and becoming an official standing committee in 2024. By bringing together expertise across sectors and driving strategic alignment, the Committee has played a crucial role in turning ambitious sustainability goals into coordinated, real-world action, further reinforcing Destination Greater Victoria's leadership in sustainable tourism.

In 2023, Destination Greater Victoria joined the Global Destination Sustainability Index and, in 2024, achieved the highest ranking in North America while earning a nomination for the Innovation Award alongside global leaders. This external benchmarking has guided ongoing improvement and strengthened Greater Victoria's reputation as a leader in sustainable tourism.

DGV developed an industry-leading Circular Economy Strategy and Climate Action Plan to guide and assess its corporate and community-wide sustainability efforts. Early actions included sponsoring member participation in the Project Zero Circular Accelerator, hosting capacity-building workshops, and collaborating with Synergy Foundation to launch the Going Circular resource, helping businesses reduce waste and adopt circular business models.

Supported by the Clean BC Plastic Action Fund and in partnership with the Hotel Association of Greater Victoria, DGV launched the Circular and Sustainable Drinking Water Program. This initiative aimed to reduce single-use plastic waste by expanding access to water bottle refill stations and running an awareness campaign inviting visitors to embrace a local culture of reuse.

Indigenous Partnerships Highlights

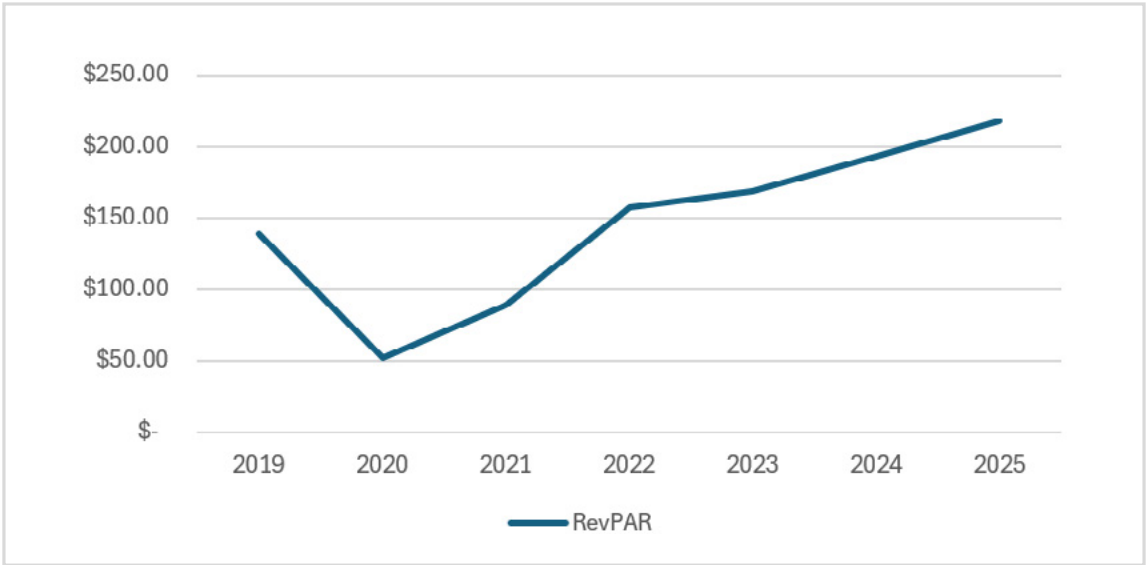
Supporting authentic Indigenous tourism development was a key priority including through an expanded partnership with Indigenous Tourism British Columbia (ITBC). DGV's partnership with ITBC provided no-cost memberships and support to Indigenous-owned visitor economy businesses on the South Island, reducing barriers for Indigenous-owned business, increasing Indigenous representation within DGV membership, and providing additional benefits to these businesses. DGV, ITBC, and the Indigenous Prosperity Center also partnered to put on an Indigenous Tourism Workshop at Songhees Wellness Center, with strong participation from local First Nations and Indigenous-owned tourism businesses.

In 2025, DGV participated in a series of leadership meetings with the Songhees Nation and Xwsepsum Nation to deepen relationships and build trust for future partnerships. Arising from these discussions, a partnership between Songhees Development Corporation and DGV was developed, to provide space for Songhees Tours at the Visitor Centre, enhancing Lekwungen presence in a key hub of the visitor economy and providing a prominent location to a Songhees Nation owned company.

3. Focus On Higher-Yielding, Year-round Customers in All Target Segments

Through business strategies that focused on year-round visitation, brand positioning that reflected the essence of the destination, and nuanced customer segmentation, Destination Greater Victoria's marketing efforts attracted visitors who best matched Greater Victoria, thereby building a healthier visitor interface for residents. This included focusing on visitors who aligned highly on core values and spend more, providing a larger economic contribution per visitor, thereby reducing the need to focus on mass visitor volumes. Dual targets for this strategic objective were achieved. DGV recovered annual revenue per available room (RevPAR) to the level of 2019 (\$139.03) by 2023, with further increases annually to 2026, and DGV continued to address and reduce seasonality as part of building a visitor economy that supports businesses and jobs year-round.

Revenue Per Available Room (RevPAR)



Revenue per Available Room (RevPAR) measures top-line performance in a hotel, portfolio, market segment or geographic area. It incorporates both average daily rate and occupancy rate.

4. Support Our Member Businesses and Communities

Destination Greater Victoria enhanced destination development and advocacy in the best interests of our industry and communities. Although there is a broad diversity and large number of tourism-focused businesses in Greater Victoria, they all benefit from the support, coordination, research intelligence and advocacy provided by their tourism-specific not-for-profit Destination Organization. Destination Greater Victoria applies a business lens for how opportunities can be best delivered to ensure they are welcomed and supported by business partners as well as communities. The target for this strategic objective was to develop, implement, and refine an integrated experiences strategy for the destination that is recognized as industry-leading by 2026.

Active engagement with multiple groups informed the Greater Victoria Destination Plan, which achieved broad member support. From the Plan and recommendations within, DGV is establishing a Hotel Development Working Group. This Working Group will build upon the hotel attraction strategy adopted by DGV in 2018. Recognizing the decline in hotel inventory and with support from the City of Victoria, the strategy was developed to identify potential locations within the city where hotel development could be considered and encourage developers to initiate investments in the sector. Since then, and despite the complete pause due to the pandemic, several hotel projects have been put forward to the city for development. To help increase interest in hotel development in Greater Victoria, Destination Greater Victoria is working in conjunction with municipal partners and the business community to continue promoting a regional hotel development approach.

Enterprise Balanced Scorecard	Unit	2022 Result	2023 Result	2024 Result	2025 Result	2026
Member Satisfaction Rate (Satisfied or Neutral)	%	91	92	90	98	TBC

We present the story and outcomes of the previous two MRDT cycles (or chapters) to illustrate our organization’s proven commitment to fulfilling objectives and achieving tangible, measurable results according to plan, as we introduce the strategy for the upcoming 2027–2031 chapter.

Driving Economic Impact

Economic Impact of the Visitor Economy in Greater Victoria - Highlights



Contributions to GDP (gross domestic product): \$2.0 billion

Total visitor expenditures in 2023: \$1.9 billion

Contributions to personal income (wages and salaries): \$1.1 billion

Total contributions to taxes: \$510 million

- Contributions to municipal taxes: \$30 million
- Contributions to provincial taxes: \$248 million
- Contributions to federal taxes: \$232 million

Growth in economic impact since 2018

Growth in economic output (business sales) since 2018: + 39%

Growth in contributions to GDP (gross domestic product) since 2018: + 52%

Growth in jobs supported since 2018: + 8%

Growth in contributions to personal income (wages and salaries) since 2018: + 42%

Growth in contributions to taxes since 2018: + 36%

4. Brand and Positioning

4.1 Brand and Positioning

Greater Victoria is a small to mid-size city with a global brand reputation. It is consistently ranked in the top small cities of the world by influential publications and is increasingly recognized as a leading global city for business, education, sport, technology and innovation. In fact, Greater Victoria was named the #1 small city in the world by Condé Nast Traveler's discerning readers for three years in a row (2023, 2024 and 2025). With diverse attributes, Greater Victoria is an exciting, multi-dimensional city in a vibrant, evolving region.

In 2022, Destination Greater Victoria introduced an updated tourism brand based on extensive consultations and aligned with customer expectations developed during the COVID-19 pandemic. This update coincided with a period when data on consumer adaptations due to the pandemic were available, and the impacts of earlier disruptions had lessened for both visitors and the industry.

The brand refresh and asset development was key to increasing awareness and interest for travellers, particularly those who are the best fit for the destination and aligned with community values. The process defined the destination's fundamental attributes to develop an integrated brand story, strategy, and positioning along with unique selling propositions (USPs).

Brand Story

In Victoria, we are a community of forward thinkers and creative innovators set apart by what brings us together – a belief that we can change the world by starting with our own little piece of it.

Setting ourselves apart is something we're much more comfortable doing than talking about. From the original Lekwungen-speaking peoples to Victorians of today, we have always led by example. But now is the time for us to show the world who we are and tell our story. And what an amazing story it is.

Brand Values

Our brand values tell people who we are and what we stand for as a community. They help keep us grounded and consistent. Victoria is forward-thinking, active, community-minded, eclectic and original.

Brand Promise

This is a place that inspires, opens minds and encourages creativity in unconventional ways. To always move forward, you have to be a little further out.

Brand Positioning

Destination Greater Victoria's updated brand is a reflection that remains true to who we are as a region.

We are a community known for our history. But our history does not define us. From the advanced agricultural practices of the Lekwungen-speaking peoples in the 1700s to becoming the region's centre of commerce during the gold rush to electing Mifflyn Gibbs as the first Black person in public office in British Columbia, we Victorians have always broken new ground and blazed our own trail. So, when the railroad came to Vancouver and made it a major port city, Victoria visionaries like Jennie Butchart and the Empress Hotel helped to reinvent the area and embraced tourism and education. Today, we continue to be a leader in ocean and marine research, sustainability and technology. Throughout our history we have always been driven by creativity and innovation. It's how we have set ourselves apart from everywhere else.

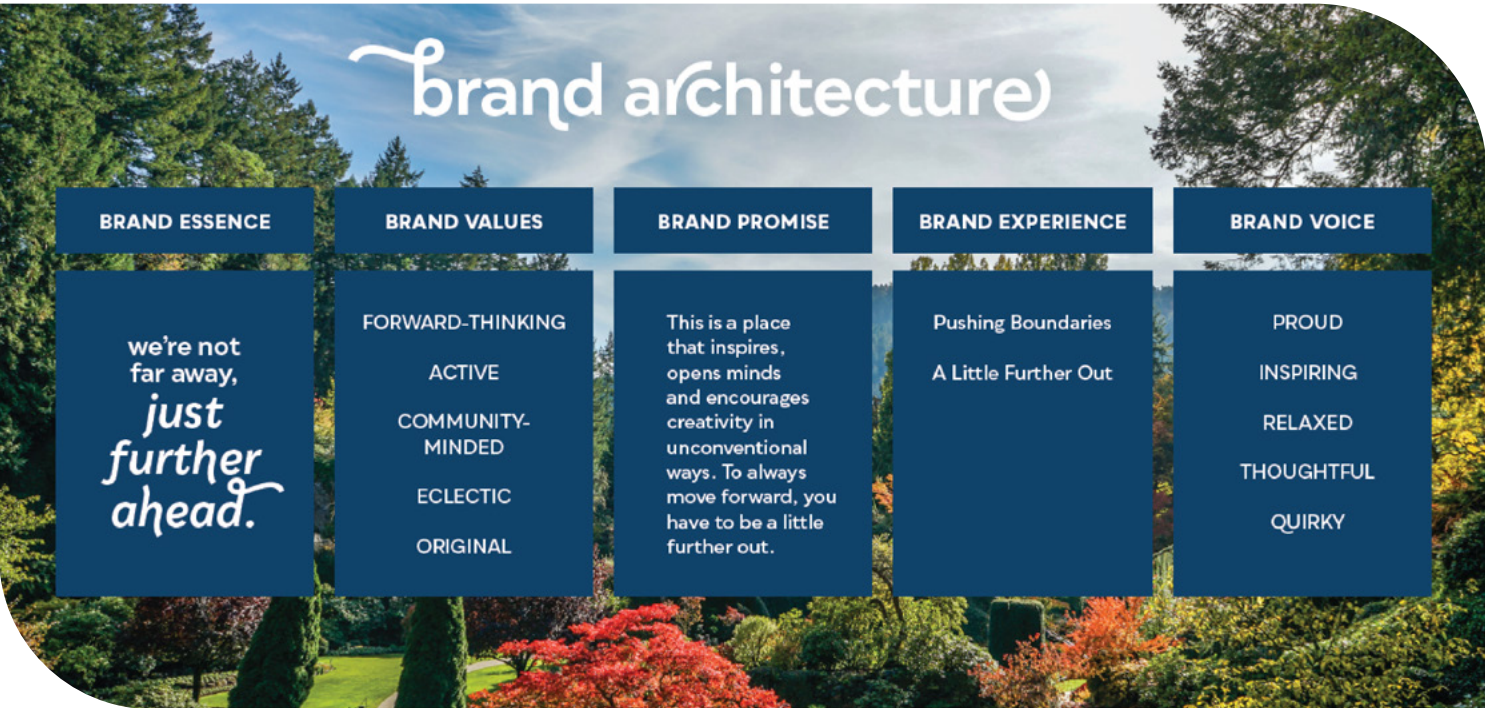
Core elements of Greater Victoria’s brand positioning are:

Pushing Boundaries

We may be on an island, but we are a globally fluent innovator. Our influence and impact on the world reach far beyond our shores. We have a history of leading the way. We are global influencers in the areas of sustainability, ocean research, mobility and technology. We are a beacon for world-class creative innovators and talent. We have a culture of collaboration and “coopetition.” We always punch above our weight.

A Little Further Out

When we lead the way, we do so in our own unique style. We are a sophisticated yet laid-back community, open and supportive of people being themselves. We are a mixture of culture and ideas. Heritage infused with new thinking. We support, promote and celebrate everything Victoria. We’re relaxed, never rushed and definitely have our own way of seeing things. Yet we have an expectation of innovation and being world-class in everything we do. We are a creative, quirky, funky bohemia with a style all our own.



4.2 Role of Meetings and Conferences as Foundational Business

Statistics from Meetings Mean Business Canada (MMBC) show that business events generate about 40 per cent of overall tourism spending in Canada, which amounts to approximately \$47 billion in direct revenues annually.

Business events are the most lucrative segment for many destinations in Canada because meetings and conference delegates generate a considerably higher average spend than leisure travellers, have a longer length of stay, and use a wider array of services while in the destination. MMBC reports that the average spend per delegate attending a conference in Canada in 2023 was approximately \$901, while Statistics Canada reported the average spend of a US leisure visitor in 2019 was \$445.

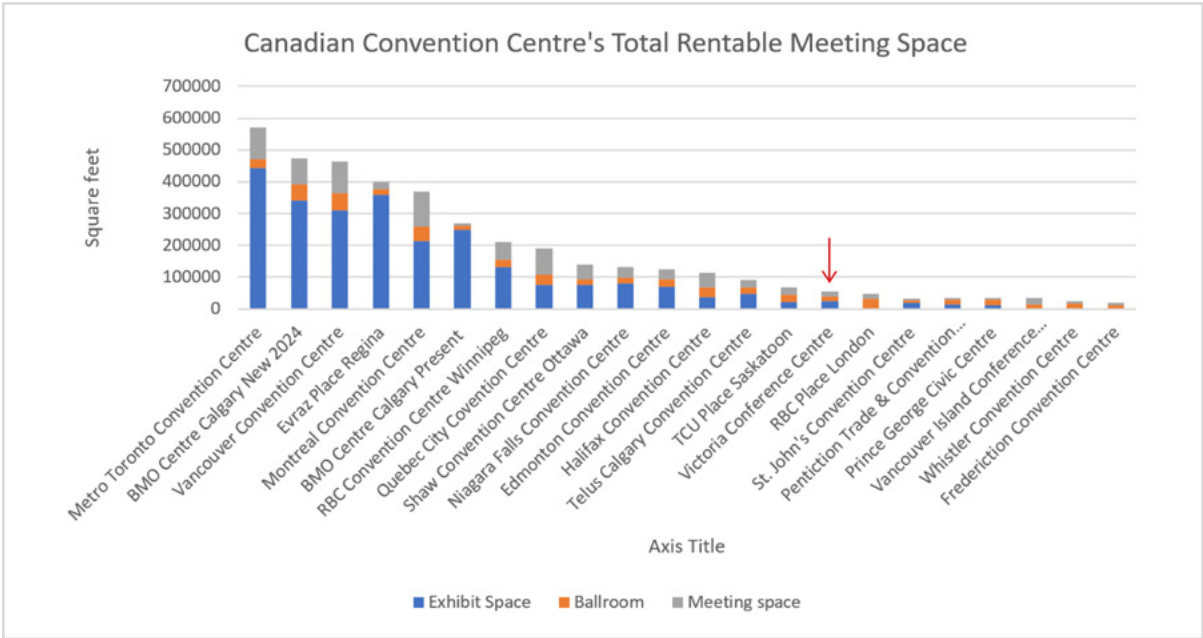
Destination Canada reports that convention delegates are more likely to extend their stay for leisure purposes and/or are more likely to return for a leisure trip. Moreover, most business events occur in the shoulder months during spring and fall, leaving the summer high season available for predominantly leisure and cruise business.

Since 2017, Destination Greater Victoria has been responsible for sales and marketing of the Victoria Conference Centre (VCC). As part of this, DGV initiated a business events strategy through Business Events Victoria (BEV), which has been highly effective in securing bookings for meetings and conference business and popularizing Greater Victoria as one of the most desirable mid-size meetings destinations in Canada. BEV has had significant success in attracting U.S. and international business to the city while maintaining a strong base of Canadian business despite its limited target group capacity.

Greater Victoria’s meetings and conferences sector provides high-yield, off-peak season business opportunities that are vital to the local economy. In 2024, the VCC hosted 147 events, with 20 of these being city-wide conferences. Delegate days topped 94,000 and the number of room nights increased to more than 25,000. The economic impact of all conferences held at the VCC in 2024 was \$49 million. Year-to-date data shows that 2025 is on pace to set several benchmarks in several areas.

2024	Result	2025 YTD to August 31
Number of Event and Conferences	147	80
Delegate Days	94,218	58,873
Room Nights	25,383	17,792
Business Sales (top level Economic Impact)	\$49 million	\$31 million ⁶

In 2020, as part of the City of Victoria’s ‘Victoria 3.0 Recovery – Reinvention – Resilience’ economic action plan, DGV contracted CBRE to assess potential demand and growth of the business events market for Victoria in support of a proposed expanded conference centre. The analysis found that the VCC’s present size would significantly limit the ability to grow larger group business beyond its peak of 2019, particularly the amount and size of association business events.



Currently, DGV is excluded from bidding on more than 75 per cent of Canadian association group business events due to the VCC’s size and configuration constraints. Expanding the VCC or building a new facility would not only ensure Victoria remains competitive in the Canadian business events market, which is its main feeder market, but also enhance the ability to host the more lucrative U.S. and international business events. Exploring future conference facility options beyond the current lease in 2036 is important timely work.

⁶ Economic impact calculated to July 31, 2025

4.3 Source and Target Markets for Leisure Travellers

One of our key areas of strategic strength over the past years has been to remain focused on our key source markets. As guided by research and consultation with member businesses, Destination Greater Victoria’s source markets of investment for integrated marketing communications have been:

- Greater Vancouver
- Seattle/Tacoma
- Calgary
- Metro Toronto
- San Francisco and Bay Area

These leisure source markets, especially the short-haul markets (Greater Vancouver, Seattle/Tacoma and Calgary), are primary markets because they connect quickly and directly to Victoria via multiple modes of transportation and meet key criteria for market size, customer profile, return on marketing investments, and effectiveness of digital marketing. In 2024, Destination Greater Victoria introduced a limited investment in earned media and public relations in London, United Kingdom.

Destination Greater Victoria’s most recent economic impact study was released in October 2024. The report, which was completed by InterVISTAS Consulting and based on Statistics Canada data, shows the visitor economy has recovered from the effects of the pandemic overall and continues to be a significant driver of employment and economic growth in the region. Greater Victoria welcomed 4.9 million visitors in 2023, spending \$1.9 billion and generating \$3.5 billion in economic outputs.

Travellers from within Canada account for approximately three-quarters of visitors to Greater Victoria, but account for only 61 per cent of visitor expenditure, confirming the critical strategic importance of U.S. and international markets. On average (and with minor seasonal variation), visitors from the U.S. spend 67 per cent more than Canadian visitors within Greater Victoria, while international visitors spend up to 144 per cent more.

Sector	Person-Visits	Visitor Expenditures (\$ Millions)
Domestic	3,700,000	\$1,164
U.S.	926,500	\$488
Overseas	352,000	\$270
Total	4,978,500	\$1,922

Edmonton is being evaluated as a potential sixth urban source market, with the possibility of including it in the five-year period from 2027-2031. DGV will continue to adapt and operate based on business needs and research findings.

4.4 Sports Tourism

The Greater Victoria Sport Tourism Commission (GVSTC) drives off-season tourism and enhances community vibrancy through sport. In partnership with Destination Greater Victoria and over 50 municipal, corporate, and hospitality stakeholders, the GVSTC strategically identifies, bids on, and supports major sporting events that contribute to the local economy while reinforcing Greater Victoria's reputation as a premier sport tourism destination. The GVSTC sponsors between 30 and 40 sporting events annually. Using a rigorous evaluation framework, the Commission ensures investments yield significant economic and social benefits. This strategy focuses on events scheduled outside peak summer months, maintaining a steady influx of visitors year-round.

2024 was a standout year for sporting events. In January, all eyes were on Greater Victoria during Scotiabank Hockey Day in Canada, which captivated the community and attracted over 20,000 visitors to Ship Point. The Alumni Game at Save-on-Foods Memorial Centre sold out, while the gala banquet filled the Victoria Conference Centre. The 13-hour national broadcast on Sportsnet drew an audience of 8.5 million Canadians, with peak viewership reaching 800,000. According to the Destinations International Economic Impact Report, the event contributed \$3.98 million in economic impact, supported 2,369 jobs, and generated \$627,025 in tax revenue.

Another milestone was Touchdown Pacific, marking the first-ever CFL game in Victoria. The BC Lions hosted the Ottawa Redblacks in front of a sold-out crowd at Royal Athletic Park. Fan engagement zones at Central Park and in the Inner Harbour extended the event's accessibility, providing residents and visitors with additional ways to participate. The event delivered a total economic impact of \$16.35 million and resulted in 8,804 hotel room nights.

Beyond hosting marquee events, the Greater Victoria Sport Tourism Commission continues to enhance the region's sport tourism landscape through innovative initiatives. From hosting a Sport Tourism Summit to celebrating athletes, teams and organizations through the Greater Victoria Sports Awards, the Greater Victoria Sport Tourism Commission strengthens connections between the sport and business sectors.

In the near-term, the GVSTC is overseeing a facility gap analysis to enhance the region's ability to attract major sport tourism events. This process will provide both a foundational understanding and a focused, actionable set of recommendations for facility investments. Once complete, this analysis will inform future activities and work.

Looking forward, we believe that sports tourism will continue to play an important part in the strategy from 2027-2031.

4.5 Major Events, Festivals and Sponsorships

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.

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.

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.

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. A preliminary estimate indicates the 2025 edition delivered a significant boost to Greater Victoria's visitor economy, generating approximately \$2.9 million in economic impact.

To help drive leisure visitation during the traditionally slower period of early January, Destination Greater Victoria launched a health and wellness program in 2025 entitled “Intention”. The program allows members and partners to showcase their offerings, and guests to curate a health and wellness getaway perfect for them. This new program is expected to grow over time.

In addition to owning and executing major events, Destination Greater Victoria actively works with community organizations to partner on meaningful initiatives while maximizing value and exposure for DGV. On average, DGV invests in 10 to 15 distinct events annually. In recent years, DGV has partnered with various organizations and event producers, including the Victoria Pride Society for the Pride Parade, Canada Day celebrations, the Victoria Symphony for summer programming such as SPLASH!, Rifflandia, the Festival of Trees at the Bay Centre, and the Downtown Victoria Business Association’s Lights of Wonder event in December.

5. Strategies – Key Actions

5.1 Destination Strengths, Weaknesses, Opportunities, and Threats (SWOT)

As a key part of developing this five-year strategy, DGV drew on the thorough analysis of the destination's strengths and weaknesses, as well as opportunities and threats, that was conducted to inform the Destination Plan. Reflecting the position of a growth-oriented organization, DGV's strengths considerably surpass its weaknesses, and the opportunities available far outweigh any potential threats in its operating environment.

The research, analysis, and stakeholder and resident engagement conducted through the process of developing DGV's Destination Plan resulted in the following situational analysis. The following strengths, weaknesses, opportunities, and threats were consistent themes of all forms of engagement, including through resident town halls, the resident survey, in-depth interviews, focus groups, and sessions with Destination Greater Victoria's board and this Destination Plan's Steering Committee.

Strengths	Weaknesses
• Excellent national and international reputation • Excellent national and international brand reputation • Proximity to short-haul national and international markets • Attractive to high value travellers • Livable city • Diversity of population • History of the region • Close connections to nature and wildlife • Outdoor recreation and experiences • Walkability in the downtown • Strong hospitality culture • History of innovation as a community • Sustainability is a shared community value that resonates with visitors • Strong industry alignment • Beautiful coastal destination • Mild climate year-round	• Insufficient convention and meeting space • Insufficient hotel rooms and diversity • Limited air access • Sub-optimal regional transportation and mobility • Lack of downtown experiences • Lack of nightlife • Lack of family experiences • BC Ferries operating at 90 per cent capacity
Opportunities	Threats
• Established destination for many markets (including leisure, meetings, and sport) • Furthering Indigenous Reconciliation and engaging visitors and residents in Indigenous culture and experiences • Inner Harbour redevelopment • Belleville Terminal redevelopment and positive implications for pre-clearance and small cruise ship home porting • Downtown district development • Partnerships with diverse communities • Partnerships with educational institutions • Further development of sport tourism with additional and refurbished infrastructure • Expanding and enhancing agritourism experiences • Strong event-hosting potential • Year-round appeal • Arts, culture, and heritage experiences • Furthering equity, diversity, inclusion, and accessibility	• High cost of overnight accommodations in peak season • Increased competition in leisure and convention markets • Workforce challenges • High cost of living and low housing affordability • Softening vibrancy in the downtown due to remote work • Climate change, global warming, and rising sea levels and the impact of these on Greater Victoria's natural environments • Lack of provincial air route development strategy

5.2 Looking Forward

DGv’s forward-looking plan for 2027 to 2031 builds upon the foundation and themes set out in Destination Greater Victoria’s recently released 10-year Destination Plan, with a focus on continuing to manage and stimulate responsible year-round growth while also ensuring the benefits of tourism are maximized locally, sustainability is at the forefront, and broader economic and societal outcomes are realized.

Destination Greater Victoria unveiled a comprehensive 10-year Destination Plan in November 2024 for the 2025-2035 period. Key foundational elements of the Destination Plan are the base for this five-year Strategic Plan and DGv is focused on actioning priority elements of the Plan.



Founded on the shared, long-term vision for Greater Victoria to be recognized as a global leader in sustainable tourism and events, delivering world-class experiences while thriving in alignment with local community values and the natural environment, the strategic goals and initiatives identified in this Destination Plan are:

1. Enhance Tourism Infrastructure

Greater Victoria’s visitor economy will benefit from the development and revitalization of community assets that enable tourism activities, contribute to the overall visitor experience and enhance the quality of life of residents year-round. Proposed initiatives include: renewing and elevating the iconic Inner Harbour and Ship Point; developing additional meeting, conference and hosting facilities; increasing Greater Victoria’s hotel room inventory; and ensuring the Royal BC Museum remains in the Inner Harbour.

2. Create New Attractions, Events, & Experiences

Greater Victoria’s visitor economy will benefit from supporting and developing additional attractions, events, and experiences that drive visitation, overnight stays and extended stays by meetings and conference delegates. Proposed initiatives include: supporting the development of attractions such as the Future of History Project and Art Gallery of Greater Victoria; attracting or developing a signature annual winter event; developing and promoting activations in downtown Victoria; and developing a regional event strategy.

3. Emphasize Stewardship and Placemaking

Supporting and showcasing Greater Victoria’s people, cultures, diversity, inclusivity and commitments to sustainability will strengthen our visitor economy while providing meaningful opportunities for community engagement and regional collaboration. Proposed initiatives include: developing and supporting agritourism; developing and promoting unique, vibrant neighbourhoods for residents and tourists alike.

4. Augment Connectivity and Mobility

Increasing access to sustainable transportation and mobility options will positively influence tourism, while fostering economic development, addressing climate change and enhancing the quality of life for residents. Proposed initiatives include: developing an integrated regional transportation strategy; improving delegate and traveller air access to Greater Victoria; supporting potential cruise disembarkation at Ogden Point; and developing scenic pathways and trails and shared multi-modal options that provide active transportation options.

5. Ensure Continued Sustainability and Innovation

Regional, venue and tourism-specific commitments to sustainability play an important role in attracting visitors and meetings to Greater Victoria, while providing communities, residents and businesses with numerous long-term social, economic and environmental benefits. Proposed initiatives include: leveraging Biosphere Certification for Greater Victoria; developing and implementing an industry-leading circular economy strategy; supporting healthy and sustainable local food systems; and working with industry and government partners to reduce waste and carbon emissions.



5.3 Extensive Community Engagement and Input

This long-term and wide-ranging Destination Plan has been developed with extensive input and support from numerous Greater Victoria visitor economy stakeholders, businesses, industry organizations, government partners, community groups, and residents of Greater Victoria.

Data collection, stakeholder engagement, consultation, and feedback was undertaken over a year. Supported throughout by Destination Greater Victoria's team, MMGY NextFactor and FLOOR13 engaged with more than 125 stakeholders through a series of focus groups, in-depth interviews, community town halls, and a visioning workshop between January and October 2023. In addition, 505 residents of Greater Victoria provided responses to a comprehensive online survey.

Local First Nations, as rights holders, stewards, and important economic development partners, will play a key role in the visitor economy moving forward. DGV has been participating in leadership-level meetings with Songhees Nation and Xwsepsum Nation, developing deeper relationships and partnerships, and future meetings will include input into the Destination Plan. DGV has committed to making changes to the Destination Plan based on these important discussions.

As part of our ongoing commitment to meaningful engagement with governance and advisory bodies, we recently conducted a survey with hotels and a comprehensive prioritization exercise ("dot-ocracy" process) with the Board of Directors and the Transportation & Destination Management Committee (TDMC). This session leveraged our 10-year Destination Plan as a framework, allowing participants to rank initiatives based on their impact, alignment with organizational values, and relevance to stakeholder and community needs.

Key priorities that emerged from these sessions offer robust support for the actions and activities outlined in our strategic plan:

Major Community & Infrastructure Initiatives

Renewal or redevelopment of the Royal BC Museum was identified as a leading priority by both groups. Re-envisioning Ship Point was also highlighted by TDMC as a high-impact infrastructure opportunity.

Enhancing Tourism Infrastructure

There is strong support for the renewal of meetings and conference facilities, and for revitalizing the Inner Harbour to ensure these key assets remain competitive and welcoming for visitors. Expanding diverse hotel options and advocating for investment in aging tourism infrastructure were further emphasized.

Inspiring New Attractions, Events & Experiences

Both groups stressed the value of creating a regional event strategy that builds alignment and collaboration between events in Greater Victoria to create stronger draws for visitors, supporting placemaking in downtown Victoria, including lighting installations.

Emphasizing Stewardship & Placemaking

Continued investment in public art, activated walkways, lighting, and addressing social issues such as homelessness and safety, particularly in downtown Victoria, was identified as essential. The TDMC further prioritized establishing a Gorge Area Study and Action partnership comprised of a diverse range of industry and community partners, including Songhees Nation, Xwsep̓əm Nation and local governments to unlock the area's unique potential through the incorporation of regenerative tourism and ecosystem stewardship principles.

Augmenting Connectivity & Mobility

Increasing direct air access and supporting air route development remain key to broadening regional accessibility. Developing an integrated regional transportation strategy was ranked highly by both groups, as a way to improve visitor mobility.

Ensuring Sustainability & Innovation

A strong consensus emerged around ecological restoration, regenerative partnerships, and the implementation of a circular economy strategy for the visitor economy, signaling a forward-looking approach to sustainable destination management.

The input from this engagement session directly informs the direction and emphasis of our strategic plan, providing assurance that our priorities are fully aligned with the expertise, values, and aspirations of our leadership. Our transparent, structured engagement process reinforces organizational accountability and demonstrates our ongoing dedication to collaborative, values-driven decision-making.

5.4 Defining Destination Development – DNEXT

The DestinationNEXT (frequently abbreviated as DNEXT) initiative is a major multi-faceted framework developed by Destinations International to help destination organizations navigate evolving industry trends and landscape shifts.

At the 2025 Annual Convention in Chicago, Illinois, the definition of destination development was refined:

“Destination development is the strategic art of shaping and enhancing places to deliver exceptional visitor experiences, foster local pride, and drive economic vitality.

It prioritizes creative placemaking, meaningful community collaboration and innovative tourism investments to build vibrant and resilient destinations.”

Destination Greater Victoria takes seriously its responsibility to lead destination development in line with community values and applies this definition with a local context:

“Destination development is the strategic art of shaping and enhancing places to deliver exceptional visitor experiences, **improve quality of life**, and drive economic vitality.

It prioritizes creative placemaking, meaningful community collaboration and **sustainable** tourism investments to build vibrant and resilient destinations.”

6. Stakeholder Engagement

Destination Greater Victoria engages with tourism stakeholders across Greater Victoria, including industry partners, government bodies, other DMOs, tourism organizations, business associations, citizen groups, and communities. This five-year Strategic Plan incorporates input broadly gathered from these groups.

6.1 Stakeholder Engagement

Destination Greater Victoria engages proactively and collaboratively with all tourism stakeholders across the region. This includes industry partners and DGV members, municipal, provincial, and federal governments, other destination marketing organizations, tourism associations, business groups, citizen organizations, and local communities. Input from these diverse stakeholders has been widely gathered to inform the development of DGV’s Destination Plan and, by extension, this five-year Strategic Plan.

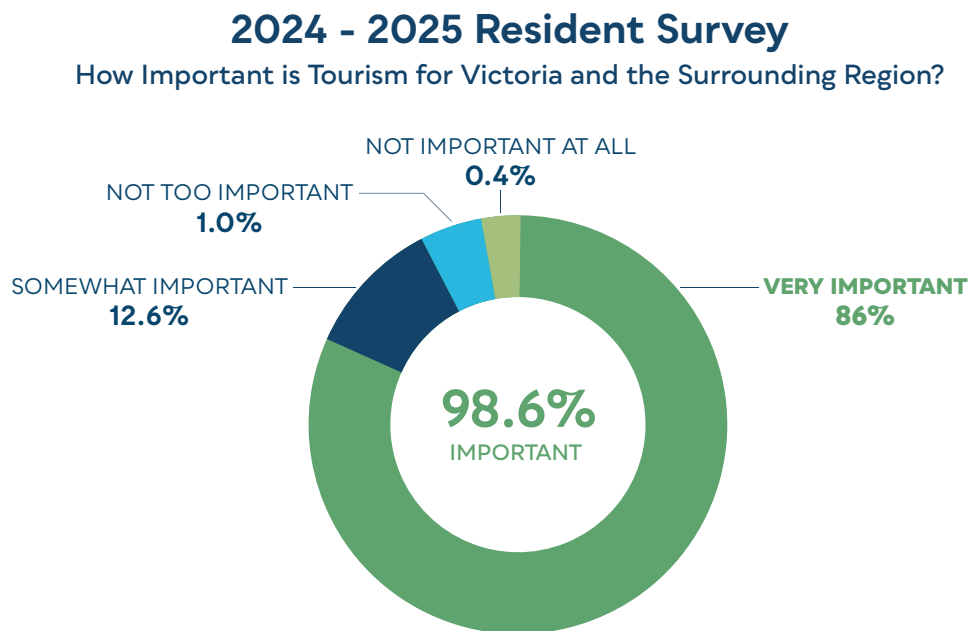
As part of this MRDT planning process we have engaged:

- 100 businesses through committees
- Hotel Association of Greater Victoria
- Attractions Victoria
- Greater Victoria Chamber of Commerce
- Downtown Victoria Business Association
- South Island Prosperity Project
- In process of engagement with First Nations

6.2 Resident Engagement

DGV initiates resident surveys every few years to ensure that the perspectives and priorities of local residents are central to the region’s tourism strategy. The most recent survey provides valuable insights into the community’s outlook on responsible growth, and the benefits tourism brings to Greater Victoria. Destination Greater Victoria contracted an experienced, qualified third party Canadian firm, Discovery Research, to conduct the survey over two waves, in November and December 2024, and in February and March 2025. Results were released in April 2025.

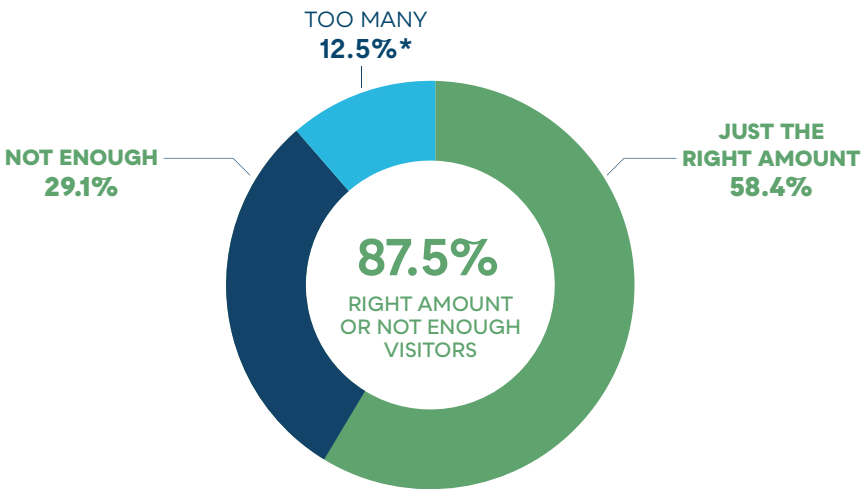
The comprehensive survey of residents in Greater Victoria revealed that sentiment toward tourism is overwhelmingly positive. Nearly 99 per cent of respondents agree tourism is important or very important for Victoria and the surrounding region. A total of 1,450 respondents from 13 Greater Victoria municipalities participated in the survey, making it the largest number of participants for a DGV-led resident survey to date.



One of the most revealing findings comes from the question: “Does Greater Victoria attract too many, not enough, or just the right amount of visitors?” According to respondents, more than 87 per cent of residents feel that current visitor levels are just right, or they would like to see more.

2024 - 2025 Resident Survey

Does Greater Victoria Attract Too Many, Not Enough, or Just The Right Amount of Visitors?



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

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

2024 - 2025 Resident Survey

93% Agree Tourism Supports Jobs



YES 93.0% | NO 7.0%

91% Agree Tourism Benefits Local Businesses



YES 91.4% | NO 8.6%

7. Partnerships and Alignment

Partnerships play a significant role in all aspects of Destination Greater Victoria's operations. Since DGV's work impacts various sectors of Greater Victoria's visitor economy, these partnerships include stakeholders with a wide range of perspectives and interests. Collaboration, as well as alignment between the community and industry, remains a key part of DGV's approach. DGV works to establish and maintain effective stakeholder relationships as part of its strategy.

7.1 Partnerships

Destination Greater Victoria works with a variety of funding, marketing, and policy partners to advance the mutual goal of a vibrant, sustainable, year-round visitor economy that benefits everyone who lives in Greater Victoria. DGV's primary partners are shown in the diagram below. Strategic alignment occurs when the objectives of these partner groups align – something DGV works diligently to achieve.

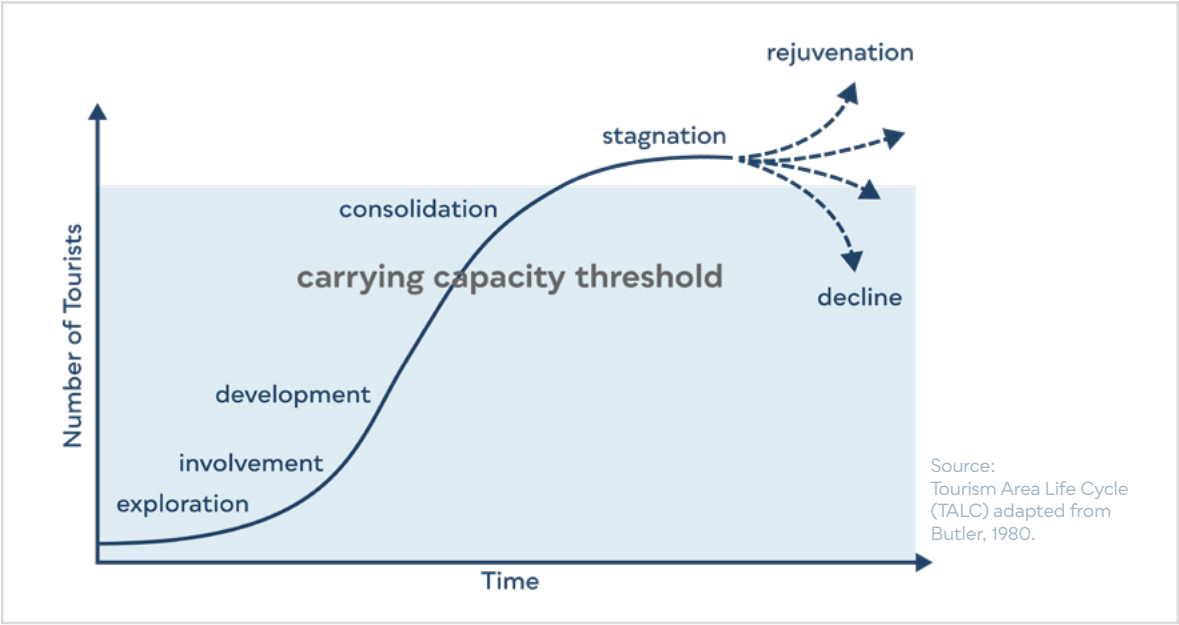
Resourcing Partners	Policy Partners	Marketing Partners	Destination Stewardship Partners
• City of Victoria • District of Saanich • Province of BC • Victoria Hotel Destination Marketing Association • Pacific Economic Development Canada	• Greater Victoria Harbour Authority • Greater Victoria Chamber of Commerce • Victoria International Airport • PNWER • District of Saanich • CRD • Ministry of Tourism, Arts, Culture & Sport • TIAC • TIABC • Hotel Association of Greater Victoria	• Destination Canada • Destination BC • Destination Vancouver • City of Victoria • Attractions Victoria • 4TVI • Visit Seattle • Tourism Whistler • Victoria Conference Centre	• ITBC

7.2 Fierce Competition

Greater Victoria is globally recognized as a must-see destination that delivers world-class experiences while thriving in alignment with local community values and the natural environment. Despite the region’s continued success, growing visitor numbers, and accolades like being recently voted the Best Small City in the World by Condé Nast Traveler for three consecutive years, there is work to do to stay ahead of the competition. It is essential for the region to continue developing its potential and elevate visitors’ experiences. With the Destination Plan as a foundation, the proposed goals and initiatives will help support and grow the visitor economy while positively impacting the quality of life and experiences of visitors as well as residents of Greater Victoria.



Butler’s Tourism Area Life Cycle is a model developed to explain the stages a tourism destination typically goes through over time, from its initial discovery to potential decline or rejuvenation. It’s often compared to a “product life cycle,” but applied to places rather than goods. The model helps tourism planners and destination marketers anticipate challenges and manage sustainable growth.



7.3 Opportunity to Elevate and Renew

Victoria stands at a pivotal moment, with the opportunity to elevate and renew the destination in a way that aligns with industry and community values. Achieving this vision will require coordinated action, shared investment, and strong collaboration among partners, stakeholders, and community leaders, ensuring that strategic growth benefits residents, visitors, and the broader region alike.

7.4 Industry Alignment

Member satisfaction rate is a key measure of DGV's membership service performance, and this has been 90% or higher (range: 90% to 98%) annually since 2014. This indicates strong alignment with industry on an ongoing basis through Destination Greater Victoria's members. To ensure alignment with industry over the next five years, input from a broad range of tourism businesses and industry organizations, including DGV's membership base, Board of Directors and six advisory Committees, has been incorporated into this Strategic Plan.

7.5 Community Alignment

Destination Greater Victoria works to ensure that the region's tourism sector is aligned with community values and goals. DGV also maintains alignment with key aspects of the City of Victoria's strategic plans. For example, DGV's approach to sustainability is informed by, and in direct alignment with, the City of Victoria's Climate Leadership Plan, Zero Waste Victoria, and the Saanich Climate Plan.

DGV also seeks alignment of the vision for the visitor economy within broader community plans and priorities. This is evidenced by DGV's hosting of a workshop for visitor economy stakeholders as part of the development of the City of Victoria's renewed Official Community Plan (OCP). The new OCP includes a section on tourism, Section 9.1.4, Support and Showcase Victoria as a Destination City.

Released in summer 2025, the City of Victoria's Community and Safety Wellbeing Plan (CSWB) and a comprehensive plan developed in response to strong feedback from business community and other stakeholders. The CSWB plan has a specific section of the plan focused on downtown, with three objectives:

- Support downtown businesses in responding to the financial impacts of street disorder while encouraging economic activity.
- Ensure downtown is safe and welcoming for residents and visitors
- Encourage people to visit, and spend time in, downtown.
- Invest in downtown public realm amenities, like benches, trees, lighting, murals, micro-plazas
- Indigenous storytelling plaques, historical markets, wayfinding, light projections, etc.

Destination Greater Victoria is confident its work can support these objectives, as outlined later in section 11 of this Strategic Plan.

DGV also aligns strategically with many aspects of Victoria 3.0, a 20-year vision for the City of Victoria. Consistent with the City's direction and aspirations, DGV is also a globally fluent, innovative organization that is influential in its industry, focused on bringing investment to Victoria through visitor expenditure, supportive of environmental sustainability and a low carbon economy, and working to showcase Victoria globally and positively.

In addition to overall alignment, Destination Greater Victoria's strategic objectives and work support many of the initiatives and action items envisioned by Victoria 3.0. For example:

- Actions 2.1, 2.10 and 2.11 of the Create An Ocean Futures Cluster initiative.
- Actions 4.1, 4.4 and 4.6 of the Learn From Other Cities initiative.
- Actions 5.1, 5.2 and 5.3 of the Redevelop Victoria Conference Centre initiative.
- Actions 7.4, 7.5 and 7.8 of the Support Small Business initiative.
- Complementing the goals of the Support Indigenous Business initiative.

In addition to DGV's long-standing collaborative partnerships with the City of Victoria and District of Saanich, Destination Greater Victoria works closely with senior staff, elected officials, and economic development officers from local governments across the region.

7.6 Provincial and National Alignment

Destination Greater Victoria maintains a strong and proactive relationship with both Destination BC and Destination Canada, ensuring its marketing efforts are strategically aligned with provincial and national initiatives. DGV consistently taps into resources and support from both organizations, drawing upon broader campaigns and insights to enhance its own efforts. Over the years, DGV has been regularly granted funding from Destination BC for cooperative marketing programs, allowing collaboration with multiple partners and the amplification of Greater Victoria's profile within DBC's strategic priorities.

In addition to leveraging marketing resources, DGV accesses Destination BC's and Destination Canada's research platforms for up-to-date tourism data and insights, while also contributing its own data to support broader research efforts. This reciprocal exchange strengthens alignment and ensures that DGV's strategies are informed by the latest industry intelligence. DGV values its collaborative relationships with these organizations and recognizes the importance of ongoing, effective engagement. Many members of the DGV team participate in the planning processes of both Destination BC and Destination Canada, often serving on advisory committees to represent the region's interests and encourage deeper integration with provincial and national tourism objectives.

7.7 Strategic Infrastructure Response to Airport Passenger Growth

Victoria International Airport (YYJ), under the stewardship of the Victoria Airport Authority, is poised for significant expansion to meet rising demand. The airport's recently released Master Plan (2023–2042) forecasts handling 3.1 million passengers annually by 2042 under a baseline growth scenario, with a more aggressive projection of up to 4.1 million passengers if high-growth trajectories materialize. These estimates underscore the need for major infrastructure upgrades, including expansions to the eastern and western terminal wings, added aircraft gates, improved check-in and baggage facilities, and enhanced landside access and parking, all phased over the next two decades.

However, growth is accelerating faster than anticipated, prompting consideration of an earlier timeline. In 2024, YYJ handled approximately 1.87 million passengers, and traffic in 2025 is expected to exceed 2 million. With domestic and international traffic increasing, the Victoria Airport Authority is evaluating fast-tracking portions of its 20-year Master Plan and potentially initiating major terminal enhancements ahead of schedule.

7.8 Alignment with Indigenous Partners

DGV is committed to working in alignment with Indigenous partners, including local First Nations, their economic development organizations, and Indigenous-owned DGV member businesses. We actively support Indigenous tourism associations, such as Indigenous Tourism BC and the Indigenous Tourism Association of Canada, in their work at the provincial and federal levels.

Through these partnerships, we aim to uplift and amplify the work of Indigenous partners while aligning our initiatives with the expertise, knowledge, data, and stories they generously share with us. We recognize the ongoing potential to further align and collaborate with organizations like the Indigenous Prosperity Center, to expand opportunities for local First Nations and Indigenous entrepreneurs within the visitor economy.

7.9 Advancing Stewardship

As an organization positioned between government and business, DGV plays a unique and influential role in advancing sustainability within the visitor economy. DGV will strive to remain a global leader in sustainable tourism and events, delivering world-class experiences while prioritizing alignment with local community values and environmental stewardship.

Maintaining alignment with the values and environmental goals of the community, DGV is building on its professionalized approach to stewardship and sustainability. As a leader in sustainable tourism, and working in conjunction with various community groups, DGV continues to implement and evolve key plans such as the Destination Plan, Climate Action Plan, and Circular Economy Strategy with a goal to supporting the broader community in reducing waste and carbon emissions, and supporting local food systems.

DGV is proud to provide leadership on climate action in a variety of ways, by supporting its members, building capacity within the local visitor economy, developing strategic partnerships to amplify impact, and reducing its own corporate emissions.



7.10 Value of the Visitor Economy in Greater Victoria

The value of a destination’s visitor economy is typically expressed in terms of economic benefits, which usually also translate into benefits for local communities and thereby support the families and associations comprising these communities. Primary benefits include business and employment opportunities, as well as contributions to government revenues through taxes. However, the true value of the visitor economy extends beyond economic impact; it can also be seen in the importance of community alignment. When the visitor economy is embraced and supported by local residents, it creates a shared sense of pride and connection, strengthening the social fabric and ensuring that tourism delivers meaningful benefits to everyone involved.

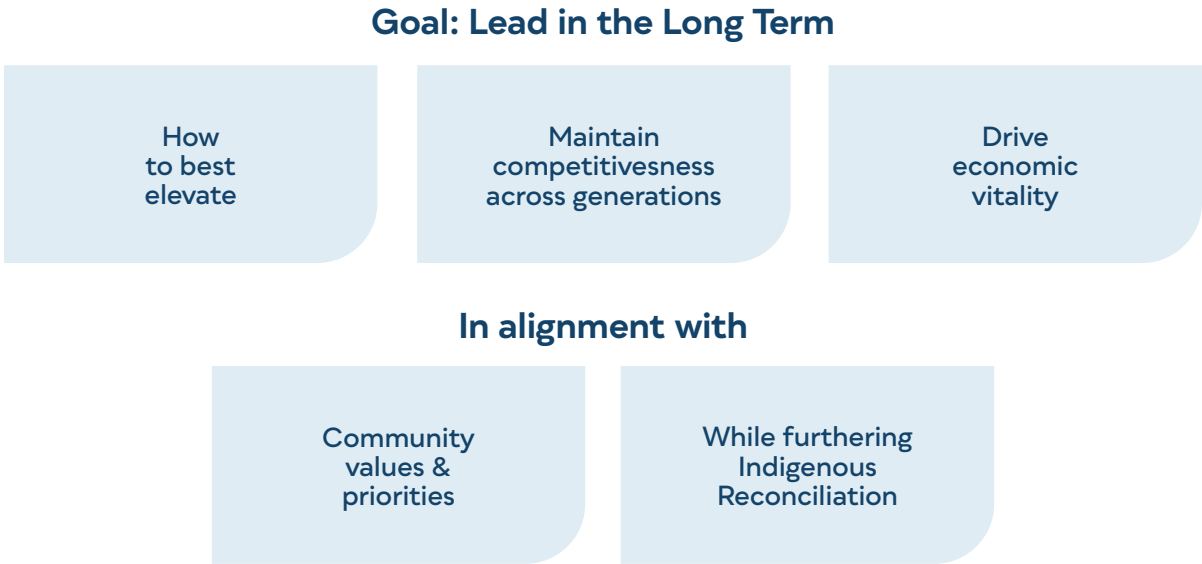
In 2023, DGV released its first post-pandemic economic impact report, which revealed the industry had bounced back overall, generating \$3.5 billion in economic outputs.



Since 2018, the impact of the visitor economy has grown substantially. Contributions to GDP have surged by 52 per cent, growth in business sales has increased by 39 per cent, and the number of jobs supported has risen by 8 per cent. Tax contributions have also seen a 36 per cent increase, highlighting the sector’s resilience and capacity for growth even in the face of challenges such as the pandemic.

8. Strategic Objectives, Targets and Goals

Our strategic plan is guided by a clear goal: to lead in the long term. To achieve this, we are committed to elevating our organization’s impact, maintaining competitiveness across generations, and driving sustained economic vitality. These priorities are pursued with a deep respect for community values and priorities, ensuring that our growth not only benefits us today but also secures a prosperous future for those who follow.



Our objectives and targets are carefully designed to further reconciliation and support meaningful relationships within our community. By aligning our strategies with these core principles, we are building a resilient foundation that supports both economic success and enduring social responsibility.

In light of the achievements, situation analysis, priorities and opportunities noted above, Destination Greater Victoria has distilled four strategic objectives for this Strategic Plan. Each objective and target aligns with the strategic goals presented in DGV’s 10-year Destination Plan, and will be reported and reviewed in annual Tactical Business Plans.

8.1 Strategic Objectives and Targets

Objective 1: Elevate Greater Victoria as a world-leading urban destination with focus on the region’s role as a gateway.

The tourism industry in Greater Victoria plays an important role within the BC tourism ecosystem.

Victoria is capital city of British Columbia and the second leading urban region among five gateway destinations in BC that play a crucial role in driving the province’s tourism sector. As the designated urban gateway in the Destination BC Iconics strategy for The Infite Coast brand, Victoria offers seamless transitions for visitors venturing into the rest of British Columbia.

The region has amenities befitting a provincial capital. In terms of connectivity alone, Greater Victoria is served by an international airport, busy cruise port, and one of the largest passenger ferry companies in the world; each is a point of arrival for travellers seeking to explore Vancouver Island and the BC mainland. However, the region is growing rapidly. Destination Greater Victoria’s recently released Destination Plan provides a roadmap for the next stage of the destination’s growth over the next 10 years. Through collaborative work, DGV intends to maintain the destination’s position as a world-leading urban brand.

Target: *Maintain the destination’s position as world leading urban brand.*

Objective 2: Renew and elevate Greater Victoria experience through safety and infrastructure improvements.

Emerging as British Columbia's welcoming urban gateway since the pandemic, safety, accessibility, and a vibrant sense of place have become central to our visitor experience and community pride. Destination Greater Victoria will place emphasis on a sense of welcome and arrival as well as targeted safety and infrastructure enhancements in partnership with local government, business, and the community to ensure every visitor and resident feels genuinely welcomed and secure.

Our five-year plan prioritizes catalytic projects that improve downtown's sense of welcome and hospitality through meaningful and memorable activation. By investing in an enhanced sense of arrival, lighting, and placemaking initiatives that reflect our region's character and spirit of inclusivity, DGV will support a thriving, active downtown and demonstrate world class standards, elevating the Greater Victoria experience for everyone. These improvements reinforce our reputation as a premier, sustainable destination and further solidify our role as the West Coast's first impression for travellers.

Target: *Invest in activation and animation of downtown Victoria.*

Objective 3: Continue to mitigate seasonality with targeted conference business and sport events, and off-season promotions.

Sustaining a vibrant, year-round visitor economy is essential to Greater Victoria's long-term success. Destination Greater Victoria will continue to address seasonal fluctuations by strategically attracting meetings, conferences, and events during traditionally quieter periods. By leveraging our region's unique venues, exceptional hospitality, and capacity for innovation, we will position Greater Victoria as a top choice for business events, even in the off-season. Sport tourism will play a significant role, as we actively pursue hosting regional, national, and international competitions that drive visitation, boost local engagement, and showcase our destination's facilities and community spirit.

Complementing this, DGV will implement focused marketing campaigns and events to promote off-peak travel, offering compelling experiences and value to visitors seeking memorable getaways outside the summer months. Through these targeted efforts, we will support local businesses, create stable employment opportunities, and drive consistent tourism revenue, ensuring our destination remains dynamic and prosperous year-round.

Target: *Secure 25 or more city-wide conferences per year, and drive off-peak season leisure and sports tourism business.*

Objective 4: Advance destination stewardship, community engagement, and Indigenous partnerships.

First Nations Partnerships

DGV is honoured to be located on the territory of the Lekwungen People, now known as the Songhees Nation and Xwsepsum (Esquimalt) Nation, and to operate on the territory of the W̱SÁNEĆ Nations: S̱ÁUTW (Tsawout), W̱JOḺEP (Tsartlip), W̱SIKEM (Tseycum), BO̱ḴEĆEN (Pauquachin), and M̱ÁLEX̱E̱L (Malahat), as well as the territories of the SC̱'ÁNEW (Beecher Bay), ṮSou-ke, and Pacheedaht Nations.

In alignment with the Province of British Columbia's incorporation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) into law, and guided by the Truth and Reconciliation Commission's Call to Action #92, DGV strives to build strong, respectful relationships with local First Nations and will work to be recognized as a good and trusted partner. This will require an ongoing commitment to reconciliation, including meaningful engagement, the co-creation of opportunities, and the integration of Indigenous perspectives into decision-making processes. It also calls for transparency, accountability, and a willingness to learn and adapt in ways that honour the rights, priorities, and cultural values of Indigenous communities. While much lies ahead, we are committed to walking this path with intention, care, and a genuine commitment to reconciliation.

Recognizing that research from Destination BC indicates one in four visitors to British Columbia seeks authentic Indigenous experiences, DGV will commit to supporting Indigenous tourism development in respectful and meaningful ways. This commitment will include actively working to ensure that the visitor economy benefits local First Nations. Local First Nations are already investing in tourism, including Songhees Nation which owns and operates Songhees Tours, Songhees Catering and Events, Songhees Food Truck, and the Salish Seaside RV Resort & Marina, which is a partnership with Xwsepsum Nation. DGV will support the economic development ambitions of local First Nations, uplifting Indigenous tourism businesses, and, through relationship-building and ongoing meetings, hopes to develop mutually beneficial partnerships.

DGV will continue and strengthen its partnership with Indigenous Tourism BC, making no-cost memberships to DGV available for ITBC member businesses and increasing support for Indigenous-owned tourism enterprises throughout Greater Victoria. These efforts will strive to reduce barriers, foster economic growth, and ensure Indigenous voices are included and amplified within the visitor economy.

Sustainability and Destination Stewardship

As an organization positioned between government and business, DGV will play a unique and influential role in advancing sustainability within the visitor economy. DGV will strive to remain a global leader in sustainable tourism and events, delivering world-class experiences while prioritizing alignment with local community values and environmental stewardship.

In the years ahead, DGV will collaborate with First Nations, local government, industry, non-profits, and the wider community, leading the way in sustainable tourism by fostering innovation, reducing waste and carbon emissions, supporting local food systems, and maintaining alignment with the values and environmental goals of the community.

Building on the professionalization of its approach to sustainability and stewardship through 2022–2026, DGV will continue to implement and evolve key plans such as the Destination Plan, Climate Action Plan, and Circular Economy Strategy. These plans will remain closely aligned with local First Nations and government partners and industry stakeholders, guiding DGV’s approach throughout the 2027–2031 strategic period.

DGV will have the opportunity to provide leadership on climate action by supporting its members, building capacity within the local visitor economy, fostering strategic partnerships to amplify impact, and reducing its corporate emissions. Recognizing limited internal resources, DGV will focus on maximizing its efforts to deliver measurable benefits and drive meaningful impact.

DGV will advance its industry-leading Circular Economy Strategy by supporting members in adopting circular practices and business models designed to reduce waste and unlock new economic potential. Through these actions, DGV will demonstrate what a successful circular economy can look like at scale in an urban visitor economy.

In addition, DGV will continue to partner on ecological restoration and ecosystem stewardship projects, providing genuine examples of regenerative tourism in action and reinforcing Greater Victoria’s reputation as a destination where sustainability and stewardship are at the core of the visitor experience.

Target: Advance reconciliation and action key plans such as the Greater Victoria Destination Plan, Climate Action Plan, and Circular Economy Strategy.

8.2 Preliminary Accommodation Targets

As part of the target-setting for this five-year plan, Destination Greater Victoria surveyed the hotel community to endorse this plan and sought their input on targets for the first three years of the plan. Acknowledging that setting targets for 2030-2031 is challenging, below are results:

Occupancy (%)	2022	2023	2024	2025	2026	2027	2028
This Year	66.0%	68.9%	74.3%	75.1%	75.1%	75.7%	76.3%
Percent Change	34.0%	4.3%	7.8%	1.1%	0.1%	0.8%	0.7%
ADR	2022	2023	2024	2025	2026	2027	2028
This Year	\$247.29	\$255.37	\$270.67	\$278.25	\$284.64	\$290.62	\$296.43
Percent Change	30.0%	3.3%	6.0%	2.8%	2.3%	2.1%	2.0%
RevPAR	2022	2023	2024	2025	2026	2027	2028
This Year	\$163.33	\$175.91	\$200.97	\$208.87	\$213.89	\$220.13	\$226.10
Percent Change	74.2%	7.7%	14.2%	3.9%	2.4%	2.9%	2.7%

The projections for the years 2025 to 2028 are based on feedback from a total of 18 respondents, representing between 2,350 and 2,400 rooms annually, depending on the year. It is important to note that these figures may be somewhat conservative, as actual Average Daily Rates (ADRs) are likely to trend higher. Targets will be refined annually as part of each year’s business and tactical plans, which will be submitted throughout the 2027–2031 period.

8.3 Balanced Scorecard

Destination Greater Victoria applies the Kaplan & Norton Balanced Scorecard approach for strategic, performance-based management. Balanced Scorecard moves beyond only financial metrics to capture all core elements of business operations across four perspectives:

1. Financial Perspective: answer questions for “How are we seen by those invested in us?”
2. Customer Perspective: answers questions for “How do our customers see us?”
3. Internal Process Perspective: answers questions for “What should we be best at?”
4. Learning and Growth Perspective: answers questions for “How can we improve and drive value?”

By assigning performance measures and targets across all four perspectives, Balanced Scorecard links strategy to business operations to drive results. The framework is designed to align components of the organization to ensure they function effectively. Destination Greater Victoria has used the Balanced Scorecard framework to underpin performance management since 2015. The approach has been integral to driving strong results and incremental year-on-year growth directly attuned to strategic objectives. DGV will continue to use a Balanced Scorecard approach throughout the term of this Strategic Plan. Performance metrics and results will be reported in Tactical Business Plans prepared and submitted annually in accordance with MRDT program requirements.

8.4 Goals and Use of Balanced Scorecard

To further round-out Destination Greater Victoria’s strategic objectives over the next five years, four goals have been set with an expectation that all be achieved by 2031:

1. Strengthen Greater Victoria’s Position as a Leading Gateway Urban Destination

Establish and sustain Greater Victoria as a world-class urban destination renowned for its role as a welcoming gateway and vital connector within the provincial tourism network.

2. Enhance the Visitor Experience Through Safe, Accessible, and Vibrant Infrastructure

Invest in placemaking across the region, with a focus on activating downtown Victoria, to ensure an inclusive, welcoming, and memorable experience for all visitors and residents.

3. Build a Resilient, Year-Round Visitor Economy

Reduce seasonality by strategically attracting conferences, sport events, and off-season travel through targeted business development, marketing, and promotional activities, driving consistent economic benefits throughout the year.

4. Champion Destination Stewardship and Inclusive Partnerships

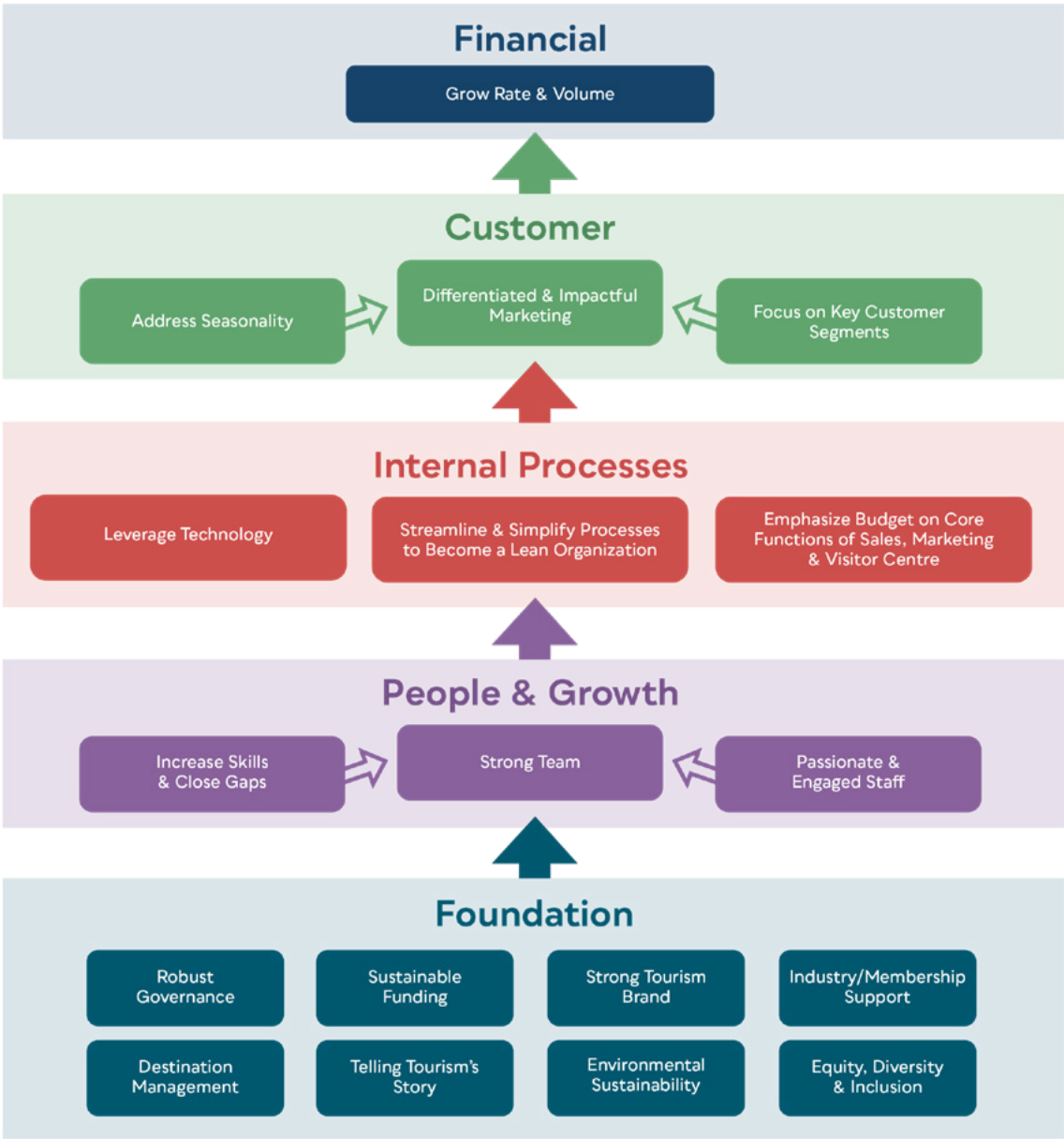
Lead in sustainable tourism and stewardship by deepening engagement with Indigenous partners, advancing environmental leadership, and fostering inclusive community and industry collaboration to ensure long-term prosperity and shared benefits.

8.5 Strategy Map

Destination Greater Victoria uses a Strategy Map to connect its Balanced Scorecard perspectives with strategic goals and operational priorities.

The integration of the Strategy Map alongside the Balanced Scorecard methodology ensures organizational consistency and alignment, grounding our actions in a proven framework that has served Destination Greater Victoria exceptionally well over time.

The success drivers listed above form the map’s foundation, linking and supporting each operational perspective. While regularly reviewed and updated as needed, the Strategy Map remains essential to DGV’s multi-year strategy. The current Strategy Map for this Strategic Plan is shown below.



8.6 Foundational Drivers of Success

A range of factors underpin Destination Greater Victoria's strategies going forward and collectively determine how effectively the objectives are achieved. These foundational drivers are key enablers of DGV's performance and work together to ensure DGV remains aligned and on track; they therefore also support the Balanced Scorecard. DGV has the following key drivers in place:

Robust Governance

A robust, transparent and representative governance structure with informed advisory Committees and an engaged Board of Directors that provides insights, strategic advice, governance oversights, and support for Destination Greater Victoria's management team.

Sustainable Funding

Reliable, competitive levels of funding, particularly as the Eligible Entity for MRDT, allow Destination Greater Victoria to plan for the longer term and focus its energy and efforts toward building Greater Victoria's visitor economy.

Strong Tourism Brand

The strength and high profile of Greater Victoria's brand and brand positioning enables Destination Greater Victoria to implement compelling marketing communications that draw high-yield visitors to the destination and encourage them to stay longer and spend more.

Industry/Membership Support

Destination Greater Victoria is sustained by its members and industry partners, and their continued support is vital for success. DGV works collaboratively in everything it does and aims to consistently deliver added value for members and industry partners.

Destination Management

Destination Greater Victoria focuses strategically on destination management issues and engages industry and other stakeholders effectively around critical matters that impact, could affect or would enhance Greater Victoria's prospects.

Telling the Visitor Economy's Story

Destination Greater Victoria utilizes effective in-house and external corporate communications and public affairs resources to advocate for Greater Victoria's tourism sector and build appreciation for Greater Victoria's vibrant visitor economy.

Environmental Sustainability

As detailed in this Strategic Plan and in line with community values, Destination Greater Victoria is committed to enhancing environmental sustainability within the organization, among members and also for the destination. DGV will take a lead position on many initiatives that work towards this.

Equity, Diversity, and Inclusion

Destination Greater Victoria is committed to promoting policies and practices that enhance equity, diversity and inclusion, not only within the organization but also within its governance structures and for the tourism industry generally.

9. Governance, Management and Administration

9.1 Continue Partnership with City of Victoria and District of Saanich

There is a long history of Destination Greater Victoria and the City of Victoria working in partnership to advance mutual objectives, and support business and community initiatives. This partnership is collaborative, efficient and successful, and therefore central to DGV's strategy going forward. DGV remains the Eligible Entity for MRDT in the City of Victoria and since 2017 has managed sales and marketing for the Victoria Conference Centre (VCC), which the City of Victoria owns.

DGV and the City of Victoria are renewing their business services contract in 2026, which will operate throughout the duration of this Strategic Plan, include specific deliverables for VCC sales performance and set broad expectations for destination marketing and management.

Similarly, Destination Greater Victoria continues to have an effective, collaborative partnership with the District of Saanich, which also underpins this five-year plan. DGV and the District of Saanich are aligned on a wide range of strategic goals and priorities, particularly sustainable business practices, benefits of tourism for communities, growth in sports tourism, and enhancing tourism products and opportunities. This relationship is integral to DGV's destination management activities.

9.2 Destination Greater Victoria's Governance

Destination Greater Victoria is a not-for-profit, membership-based organization governed under the BC Societies Act. DGV operates in accordance with its comprehensive Constitution and Bylaws that were most recently updated and approved by its general membership on April 26, 2024. The Constitution and Bylaws are available on the Corporate Information pages of DGV's website.

Destination Greater Victoria is overseen by a Board of Directors comprising eleven Directors who are elected by DGV's membership, three appointed representatives, and two ex-officio Directors. The eleven Directors who are elected by DGV's membership include eight Directors from each of the following Membership Categories, and three Directors at large, elected from any Membership Category.

One of the organization's priorities is a governance refresh with the intended aim of assigning at large categories to previously underrepresented groups such as, Indigenous, and fine and performing arts, while balancing the number of accommodation seats on the board, recognizing their role as ratepayers or enablers. The process is estimated to be complete in 2026-2027.

Membership Categories

- Accommodation – Convention Hotel
- Accommodation – Non-Convention Hotel, 50 or More Rooms
- Accommodation – 49 Rooms or Fewer
- Arts, Culture and Societies
- Attractions
- Transportation and Sightseeing
- Recreation and Outdoor Adventure
- Retail and Restaurants
- At Large (3)

Appointed Representatives

- City of Victoria (contributes MRDT to Destination Greater Victoria)
- District of Saanich (contributes MRDT to Destination Greater Victoria)
- Greater Victoria Chamber of Commerce

Ex-officio Directors

- Past Chair of the Board of Directors
- Chair of the Sport Tourism Committee as representative of the Greater Victoria Sport Tourism Commission (GVSTC)

Destination Greater Victoria is also supported by six advisory Committees that report into the Board of Directors. The committees are important connections to DGV's membership, a valuable interface between the tourism industry and DGV, and provide advice and recommendations to the Board of Directors as well as DGV's management team.

Advisory Committees

Finance and Membership Committee

- Advises on prudent financial and membership strategies, including Destination Greater Victoria's financial and membership performance.

Governance, Human Resources and Risk Committee

- Oversees effective governance of the organization including human resources and risk management.

Sales and Marketing Committee

- Provides advice on sales and marketing strategies including Destination Greater Victoria's sales and marketing performance.

Transportation and Destination Management Committee

- Provides insights and advice on transportation matters, public policy issues, and strategies for sustainable destination management.

Sport Tourism Committee

- Provides advice and recommendations about sport tourism strategies and performance of the Greater Victoria Sport Tourism Commission.

Sustainability Committee

- Advises on environmental, social and cultural sustainability matters, best practices and developments in sustainability, including Destination Greater Victoria's sustainability performance, and strategies for managing the visitor economy sustainably.

Destination Greater Victoria's Board and Committees meet quarterly. Additionally, the Board meets each December to elect Officers for the upcoming year and conducts an annual strategic retreat to support business planning for the following year.

9.3 Destination Greater Victoria's Management and Administration

Destination Greater Victoria's Board of Directors has a single employee, the Chief Executive Officer (CEO). The CEO reports to the Chair of the Board of Directors, leads DGV's day-to-day operations, and is accountable for execution of strategy as well as organizational performance. The CEO is one of two officers of the society; the other is the Chief Financial Officer (CFO). The CFO has an indirect reporting relationship to the Chair of the Finance and Membership Committee and the Chair of the Board of Directors with regard to the financial status and wellbeing of the organization. Dual fiduciary accountability within the organization serves as a prudent control measure.

Destination Greater Victoria's executive management team is dynamic and comprises seven roles:

- Chief Executive Officer
- Executive Vice President, Sales and Business Development
- Chief Financial Officer and Executive Vice President, Commercial
- Vice President, Marketing Communications
- Vice President, External Relations, Sustainable Development and First Nations Partnerships
- Executive Director, Corporate Communications and Member Services
- Executive Director, Greater Victoria Sport Tourism Commission

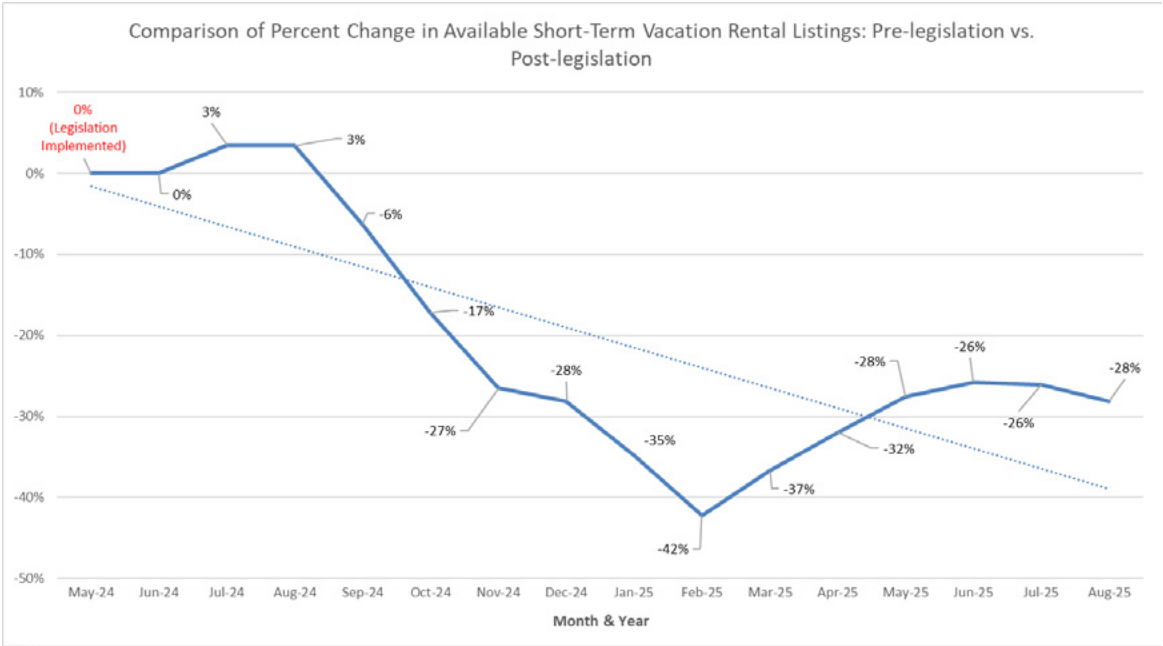
Destination Greater Victoria operates with an efficient and primarily flat human resources structure, supported by robust management and administrative systems. The Board has approved a labour ratio cap of 35 per cent, though actual figures have consistently ranged between 29 and 31 per cent.

Core tools include use of a Balanced Scorecard and Strategy Mapping (Kaplan and Norton, of Harvard Business School and The Palladium Group) which translate strategy into operational terms and underpin performance measurement at multiple levels, a comprehensive Human Resources Strategy which guides human resources initiatives and administration, and an integrated Customer Relationship Management (CRM) system to inform and track service performance for members, business partners and industry stakeholders.

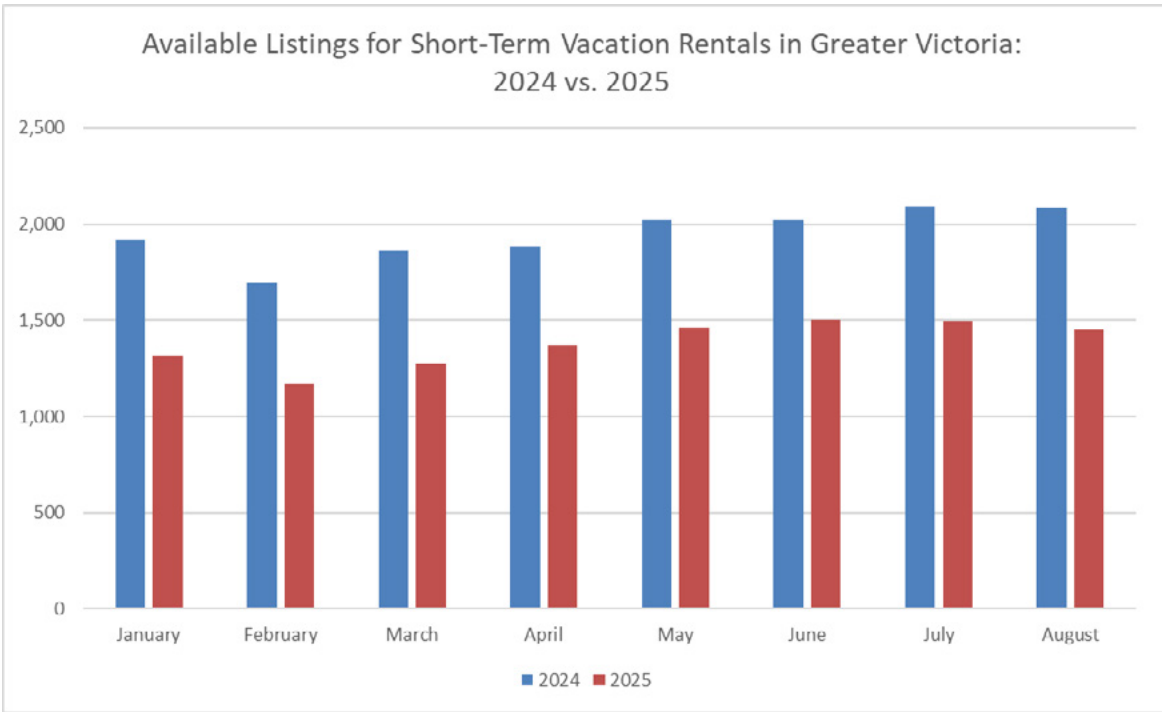
10. Affordable Housing

As part of Destination Greater Victoria’s priority to align tourism with community values and generate local benefits, DGV plans to continue directing online accommodation platform (OAP) MRDT revenue to the City of Victoria for its Housing Reserve Fund over the next five years.

In May 2024, the Province introduced legislation to regulate the rapidly expanding short-term rental market. Analysis from short-term rental data analytics company AirDNA shows a 27 per cent drop in listings in Victoria from April 2024 (pre-legislation) to April 2025.



Available listings in 2025 have dropped an average of 29 per cent compared to pre-legislation listing numbers.



Since the new legislation came into effect, the number of short-term rentals available through online accommodation providers has decreased, which has affected the amount of MRDT collected. While the amount is not accruing as quickly as it once did, MRDT collected on OAP is still meaningful in Greater Victoria.

^{7,8} Source: AirDNA

10.1 Innovative Housing Project Benefits Hospitality Workers

In September 2023, Victoria City Council approved the Greater Victoria Housing Society's request for \$2.5 million from the Victoria Housing Reserve Fund to assist with the construction of a 40-unit affordable workforce housing project at 2558 Quadra Street. This decision was in accordance with DGV's 2022-2026 contract with the City of Victoria to allocate Online Accommodation Platform Municipal Regional District Tax revenue for affordable housing purposes.

Since 2018, funds collected from OAP MRDT have been placed in the City of Victoria Housing Reserve Fund, specifically earmarked for the creation of affordable workforce housing for hotel and hospitality workers. While workforce housing development isn't core to DGV's work, DGV and its partners can contribute to addressing the issue of workforce housing.

In 2023, a partnership was forged among the City of Victoria, Destination Greater Victoria, and the Greater Victoria Housing Society (GVHS) to fund this below market purpose-built rental project. Contributing \$2.5 million in OAP MRDT funds to the project closed the project's existing equity gap and enabled the project, which had already received zoning approvals, to move forward. In return for this funding contribution, the Greater Victoria Housing Society is prioritizing housing units within the building for hotel and hospitality workers.

The pressing need for affordable housing has been a long-standing concern in Greater Victoria, particularly for the hardworking individuals who power the local hotel and hospitality industry. The lack of affordable housing options not only poses significant challenges for workers, but also impacts the overall operations of many businesses within the sector.

The approval of this funding to support an important housing project represents a small, but important step towards resolving the housing crisis faced by hotel and hospitality workers in Greater Victoria and underscores the power of partnerships and community collaboration in addressing pressing societal challenges.

Funds collected from OAP MRDT will continue to be placed in the City of Victoria Housing Reserve Fund. Destination Greater Victoria looks forward to working with the City of Victoria on future initiatives to support affordable housing.



11. Tourism Project/Additional Prescribed Purpose

11.1 Arrival Experience, Sense of Welcome: Illumination Project

Through the consultation process for the 2027-2031 Strategic Plan, a broad community priority became clear: a strong desire to improve the sense of welcome and arrival, along with the sense of belonging in our world-class city. Like many urban centres post-pandemic, Victoria has experienced a change in atmosphere, affecting visitors’ first impressions, in turn decreasing the sense of welcome. This has become a concern among a broad range of DGV members and accommodators who directly collect the MRDT from guests.

Vital Signs Issue Area Grades Throughout the Years ⁹													
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Safety	B	B	B	B	B	B	B	B	B-	B-	C+	C+	C+

While a tourism board cannot invest directly in interventions, it can – through the auspices of the MRDT “programs and projects” line – support areas of broad agreement to improve the visitor experience in Victoria’s iconic downtown. Through the program period of 2027-2031, DGV, as the Eligible Entity, intends to invest \$1 million to improve the sense of arrival, downtown lighting, and illumination in the City of Victoria. This investment will support the guest experience, and elevate experience for leisure travellers and conference delegates.

Our consultations show that enhancing the city’s offerings is valuable not only for leisure travellers, but also for conference delegates, who often visit during the off-peak season when evenings are darker. By enhancing late afternoon and evening experiences, we can encourage these visitors to explore more of the city, promoting greater dispersal beyond the usual areas.

Once improvements are complete, cruise passengers will also enjoy a stronger sense of arrival and excitement, further boosting Victoria’s competitiveness as a cruise destination.

The illumination project directly aligns and supports the City of Victoria’s Community and Safety Wellbeing Plan (CSWB). Completed in 2025 in response to strong feedback from business community and other stakeholders, the CSWB plan has a specific section of the plan focused on downtown, with objectives including:

- Encourage people to visit, and spend time in, downtown.
- Ensure downtown is safe and welcoming for residents and visitors.

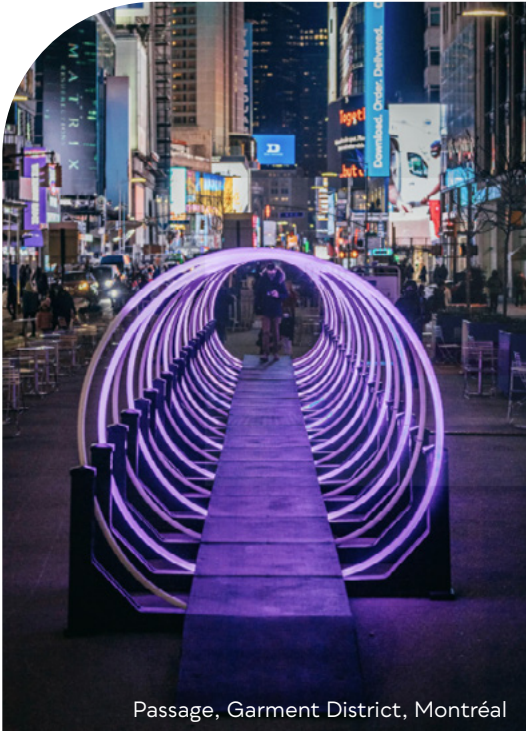
Specifically, Action 4.6 identified on page 58 of the plan calls for investment “in downtown public realm amenities, like benches, trees, lighting, murals, micro-plazas, Indigenous storytelling plaques, historical markers, wayfinding, light projections, etc.

From this list, the private sector is most interested in supporting lighting, lighting projections, and sense of welcome and arrival for its guests with a focus on experiences.

DGV looks forward to working collaboratively with the City of Victoria and the Hotel Association of Greater Victoria to integrate private sector needs. By working together, government and industry through Destination Greater Victoria can be part of the solution and craft a win-win scenario.

Transformative lighting and activation initiatives have significantly enhanced visitor experience in prominent tourism destinations such as Umbrella Alley in Quebec City and Sparkman Wharf in Tampa, Florida. In Quebec City, Umbrella Alley’s installation has created a vibrant destination through the installation of colourful suspended umbrellas and upgraded evening lighting. This creative approach boosted the area’s sense of welcome during the day and after dark, attracting both tourists and local residents who now frequent the alley for its visual appeal and atmosphere.

Similarly, Sparkman Wharf’s waterfront showcases the power of dynamic lighting and activation programming. By integrating lighting and illuminated public art with curated event spaces, Sparkman Wharf has created an inviting nighttime environment that appeals to a broad demographic. These enhancements have encouraged greater evening activity.



Appendix

EDI Commitment

Destination Greater Victoria is committed to ensuring our policies, practices, and systems are free of barriers, emphasize the value of diversity, and promote full participation to ensure dignity, respect, and equal access for all team members.

We strive to create a culture that values and respects equity diversity, and inclusion, recognizing and accepting unique perspectives. Throughout all our processes and practices, we continue to work to eliminate barriers to employment for people who are usually underrepresented in Canada's workforce.

Destination Greater Victoria bases its understanding and policies on the following definitions:

Equity: The fair and respectful treatment of all people. This means identifying and eliminating unfair biases, stereotypes, or barriers and working toward equitable outcomes for all people or groups by treating them in ways that address and support their unique advantages or barriers.

Diversity: The presence of a wide range of human qualities and attributes within an individual, group, or organization. Diversity includes such factors as age, sex, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background, and expertise.

Inclusion: Appreciating and using our unique perspectives in a way that shows respect for the individual and ultimately creates a dynamic, collaborative, and supportive organization. Everyone should feel accepted, valued, and heard in the workplace.

Accessibility: The proactive commitment to eliminate and prevent barriers throughout services, programs, and infrastructure, ensuring the inclusion of people with disabilities in a manner that upholds their dignity, independence, and integrates diverse perspectives to strengthen the community.

Employee Values



Human Connection



Push Boundaries for Results



Effective Communication



Diversity, Equity & Inclusion



Teamwork & Cooperation