

DESTINATION GREATER 
VICTORIA



Destination Greater Victoria
2022 Business Plan

WIDE AND DEEP RECOVERY

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MESSAGE FROM THE CEO



As we prepare for 2022 there is continued uncertainty in the Greater Victoria visitor economy. However, following two years of the COVID-19 pandemic we can initiate more concrete plans for recovery so that our members and partners can have a road map for planing alongside their community DMO.

Here is what we have learned over the past two years:

- Like many city destinations, all segments of the Greater Victoria visitor economy were devastated in 2020.
- Greater Victoria's accommodation sector and other select segments experienced significant demand upon re-opening in 2021. Unfortunately, revenue opportunities were curtailed by labour shortages.
- Recovery to date has been extremely uneven. Membership categories such as transportation, attractions, and experiences, as well as meetings, conferences and special events continue to lag other sectors in their rate of recovery.

As 2021 ends and 2022 begins, more and more people are comfortable travelling. People are also travelling in different ways and once in the destination they are patronizing segments they did not experience previously. But overall, travel is returning and this presents opportunities for our community if property stewarded.

Destination Greater Victoria (DGV) has been extremely disciplined financially, as well as operationally, throughout the COVID-19 pandemic. Working with trusted partners such as the Victoria Hotel Destination Marketing Association, the organization was nimble and able to deploy resources into the marketplace effectively to stimulate recovery in 2021. Many traditional source markets and lines of business continue to be closed and full recovery remains years away. For many, it is difficult not to give up hope in the face of these challenges – both those still being experienced and those to come. It is our job as the official tourism board to tackle this difficult work for industry. In the past we achieved success by working together on well-supported plans built on consensus through broad and diverse committee input and Board dialogue. This is a proven framework, and it will remain the process in 2022.

We need to get all segments of the visitor economy moving again. This means short-term tactical marketing and sales efforts, while concurrently rebuilding our foundational book of meetings, conferences and sports business for the medium and long term. Destination Greater Victoria will continue to do its part to provide the business stability and predictability desired by our members.

Importantly, Destination Greater Victoria will continue to make research-, experience- and evidence-based decisions for its members, stakeholder communities, and employees. We have a lot to look forward to in 2022: An appropriately-sized office space that is more affordable and reduces overhead over the medium to long term, as well as tailored for today's hybrid work environment, and a refreshed contemporary tourism brand that is world class and built on extensive consultations in line with customer expectations developed during the COVID-19 pandemic. Work will also occur to refresh our digital environment, featuring a bespoke experiences strategy that will provide benefits for our customers and members alike.

We will also plan for medium-term recovery. For example, we will begin work on a destination master plan to create an integrated vision for our destination. We want to answer questions from our community regarding the shape of the destination for years to come. As the adage goes: Those that fail to plan, plan to fail.

Destination Greater Victoria is humbled and honoured to be working from a renewed Municipal and Regional District Tax agreement (MRDT). This renewed mandate is in place through 2026. We have a lot of work to do but are excited and focused, as we anticipate 2022 will be the year that recovery comes together. It is our job to make sure recovery is wide and deep, benefitting as many of our members as possible.

Sincerely,

A handwritten signature in black ink that reads "Paul Nursey". The signature is fluid and cursive.

Paul Nursey

CEO, Destination Greater Victoria

DESTINATION GREATER VICTORIA 2022 BUSINESS PLAN

STRATEGIC DIRECTION

Destination Greater Victoria's Mission and Vision continue to underpin strategy and are aligned with community values and industry and stakeholder priorities. The Mission and Vision are supported by clear brand definition, a successful brand proposition, and significant long-term partner investments 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.

As outlined within Destination Greater Victoria's 2022-2026 Strategic Plan, as the visitor economy emerges from impacts and restrictions of the COVID-19 pandemic there will be opportunities to rebuild and realign in new and better ways. 2022 will likely be the first full year where new areas of focus can complement pre-COVID-19 work and successes. The strategic imperative for 2022 will be setting the course for wide and deep recovery from the impacts of COVID-19 and having this process underway as efficiently and effectively as possible.

Innovative destination marketing and management will continue to be central to Destination Greater Victoria's strategic direction for 2022, particularly to underpin recovery from COVID-19. There will be a strong emphasis on aligning authentically with community values while driving the visitor economy through lenses focused on citizens as well as the commercial sector. DGV's approach to rebuilding Greater Victoria's visitor economy will not only encompass restoring positive financial returns and investments for tourism businesses, but also incorporating the community, sustainability, and quality of life benefits the visitor economy can deliver.

In 2022, Destination Greater Victoria will continue to leverage its strong governance structure and the Balanced Scorecard performance management framework to transparently deliver attributable business results. Destination Greater Victoria (DGV) will also draw upon its foundation of strategic alignment with stakeholders, engaged members and partners, a high-performance team and impressive destination attributes to develop and implement marketing initiatives that drive recovery. In essence, DGV's tactical focus in 2022 will be to commence implementation of its five-year 2022-2026 Strategic Plan.

ENVIRONMENTAL SCAN

Destination Canada recently engaged Resonance Consulting to prepare a comprehensive environmental scan of the Canadian travel landscape to provide context for planning visitor economy recovery. Below are some of the key highlights from Resonance Consulting's report that apply to Greater Victoria and inform Destination Greater Victoria's 2022 Business Plan.

REDUCED URBAN TRAVEL: Cities have historically been valued as vibrant hubs of cultural attractions, including dining, arts, events and festivals. They have also been prime destinations for business travel as well as convention visitors attending conferences and events. While leisure travellers are expected to return to cities as restrictions are eased, companies have been delaying returns to the office and thereby realizing significant cost savings. As a result of limited corporate travel, many have forecast that business travel will likely recover to only around 80 per cent of pre-COVID-19 pandemic levels by 2024. Should this forecast materialize, Greater Victoria's size as a small city with resort-style attributes coupled with outdoor opportunities means the destination is well positioned to see sustained business in 2022 despite changing demand within the marketplace.

INCREASED HOUSEHOLD SAVINGS: Household savings in both Canada and the U.S. have increased dramatically, largely because many high-contact services such as travel and entertainment have been shut down, and people are being more cautious about both their finances and their health. Canadians saved on average \$5,800 per household in 2020 (over \$180 billion). However, as the health situation improves consumer confidence is rising. This means more people are willing to spend on travel and tourism. Destination Greater Victoria is ready to capitalize on pent-up demand for travel in Canadian and US markets by deploying resources when the time is right.

LABOUR AND SKILLS SHORTAGES: Diminished workforce capacity and lack of training will be a major challenge hampering recovery. Staff reticence to return is attributed to various factors including safety/health reasons, precarity of employment, competition for talent from other sectors and availability of government assistance. Labour and skills shortages substantially constrained business recovery in Greater Victoria’s visitor economy during summer 2021 and is a risk to further recovery in 2022.

HYBRID MEETINGS AND CONFERENCES: Hybrid meetings will continue to be popular as workers and organizations have become comfortable with video conferencing during the pandemic. Lack of clarity over vaccine policies, quarantine requirements, company policies, insurance coverage and venue/hotel contractual commitments continues to fuel uncertainty, making firm planning for reopening difficult. Destination Greater Victoria believes hybrid meetings and conferences will continue through 2022 but gradually transition back to full in-person meetings and conferences by 2023.

INDIGENOUS EXPLORATION: Indigenous experiences are back on Canadians’ travel lists. This growth in demand is helping create sustainable and meaningful employment for Indigenous communities, and providing opportunities for elders to pass down culture, history, and traditions to youth, as well as benefiting businesses that collaborate with Indigenous groups. In recent years, Destination Greater Victoria has strengthened its relationships with local Indigenous groups and supported their initiatives as they build their tourism product. Destination Greater Victoria’s 2022-2026 Strategic Plan provides a roadmap for continuing this work in the years to come.

SHIFT IN CAPACITY AND ROLE OF DESTINATION MARKETING ORGANIZATIONS: Destinations have been pushed into a new and broader range of roles and responsibilities beyond marketing to survive in a post-COVID-19 world. From marketing to destination management, economic development, and stewardship, the role of the destination marketing organization is being redefined. This has also been true for Destination Greater Victoria. Prior to the COVID-19 pandemic, Destination Greater Victoria began placing an increased focus on destination management and stewardship. As the COVID-19 pandemic continued and travel decreased dramatically, Destination Greater Victoria’s focus shifted from marketing to greater involvement in advocacy.

Going forward, visitor economy recovery is expected to be uneven. Some segments will see faster recovery than others. In 2022, Destination Greater Victoria will continue its focus on advocacy and member support, particularly for those experiencing persistent challenges, to promote wide and deep recovery across the industry on behalf of its members and the community we serve.

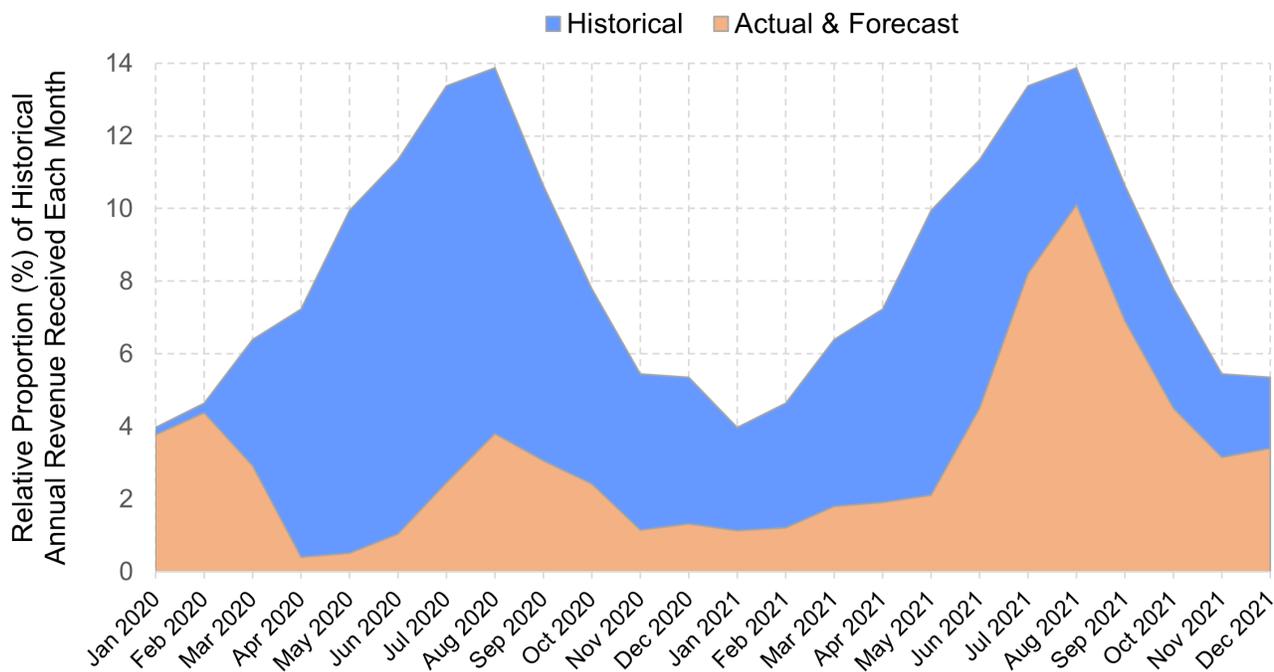


SITUATION ANALYSIS

Destination Greater Victoria’s 2022 Business Plan has been developed in the light of ongoing industry-wide impacts from the COVID-19 pandemic. Capacity to undertake proposed tactical activities will be greatly influenced by how effectively and expeditiously a pathway to reopening and recovery continues to unfold over the remainder of 2021 and into early 2022. A recovery roadmap incorporating clear milestones, predictability, financial prudence, and best use of industry expertise will be critical.

Pre-COVID-19, tourism was Greater Victoria’s second largest industry, generating \$2.3 billion in economic impact and driving \$1.4 billion in new revenue from visitors into the local economy each year. This revenue sustained many small and medium-size businesses that underpin the sector. Almost 40 per cent of working Greater Victorians were directly or indirectly linked to the tourism industry for employment. Cross-border travel, business events, and conferences accounted for more than 45 per cent of visitors to Greater Victoria and 55 per cent of total visitor expenditure. Tourism is inherently seasonal, and most businesses receive up to two-thirds of their annual revenue from May to September each year; they then rely on this revenue to continue operating for the remainder of the year. Due to travel and health restrictions required to address the COVID pandemic, there has been decreased tourism activity in Greater Victoria since March 2020. Access to many Canadian source markets and all US markets has been intermittent and greatly reduced, and there has been extremely limited access to international markets. Revenues for tourism businesses have been far below historical levels and while some recovery has commenced in 2021, it is likely that 2022 will be the first year where revenue flows begin tracking back towards pre-COVID-19 levels.

The chart below compares 2018-2019 revenue flows for commercial accommodation providers in Greater Victoria (blue) with their actual and forecast 2020-2021 revenue flows due to impacts of the COVID-19 pandemic (orange), highlighting severe revenue shortfalls going into 2022.



SOURCE: STR, DESTINATION REPORTS VICTORIA BC 2018 TO 2021

Destination Canada’s research proposes a (currently best-case) scenario on timing for visitation to return to 2019 levels, based on the border reopening in late 2021:

SCENARIO	REVENUE FORECAST		MONTH OF RETURN TO 2019 TRIP LEVELS			
	2021 Canadian Tourism Revenue	2021 Revenue Loss vs. 2019	Intra-Provincial	Inter-Provincial	USA Arrivals	Overseas Arrivals
Late 2021	\$42 Billion	-60%	Dec 2022	Sep 2023	Mar 2025	Mar 2026

SOURCE: DESTINATION CANADA VISITOR DEMAND FORECAST UPDATE NOVEMBER 2020 AND CANADA’S BUSINESS EVENTS RESTART RECOVERY FRAMEWORK DECEMBER 2020.

Although redirection of outbound spending to domestic travel was forecast to partly buffer the loss of US and international visitors in both 2020 and 2021, experience has shown that this fell far short of offsetting actual losses, at least for Greater Victoria. Throughout 2022 it will continue to be important to convert as many Canadians as possible to travel to British Columbia. It will be equally or more important to remain well positioned (in terms of marketing communications, transportation services, and visitor services) to take advantage of border reopening.

Of all industries affected by the COVID-19 pandemic, tourism was first to be restricted, has been most severely impacted, and will probably be last to fully recover. Although Greater Victoria’s brand has many attributes that make it a preferred destination going forward, the visitor economy will not just bounce back. The damage has been so extensive that a core focus for 2022 will be rebuilding in planned steps, essentially one initiative, market, or customer segment at a time.

Transportation links must be re-established. There is a need to rebook as many conferences as possible, secure new business events, and compete for sports events to help drive year-round business. Marketing campaigns will be highly focused to secure high value overnight stays while also supporting festivals, the arts and key major events. To enable this and set the stage for recovery, there is an urgent need for stability and predictability. Tactical planning for 2022 is based on these being in place before year-end 2021.

EMERGING TRENDS FROM 2021 THAT ARE SPECIFIC TO GREATER VICTORIA

As 2021 evolved key trends developed, which inform recovery planning. These trends are specific to Greater Victoria as a destination and add a more precise level of context for Destination Greater Victoria’s 2022 Business Plan.

- STRONG DEMAND FOR GREATER VICTORIA FROM DOMESTIC MARKETS:** When limited re-openings were set for June 15, 2021 and pan-Canadian travel from July 1, 2021, bookings at hotels and other commercial accommodations built quickly. There was strong recovery in domestic demand, as Canadians chose to travel within the country’s borders in the summer of 2021. This occurred before summer leisure trips in the Okanagan were cancelled due to wildfires, to Vancouver Island’s short-term benefit. This underpinned a robust Average Daily Rate (ADR) for Greater Victoria’s commercial accommodations through the summer months and into fall 2021.
- STRONG SUMMER AIR ROUTE DEPLOYMENT – WITH EQUALLY QUICK SEASONAL REDUCTION IN LIFT CAPACITY:** Leading up to the summer of 2021, Victoria International Airport saw very strong growth in the number of domestic city pairs. Victoria saw new city pairs with Ottawa, Kitchener-Waterloo, Winnipeg, and Saskatoon along with increased numbers of flights on routes such as Toronto-Victoria, where during the summer of 2021 three brands serviced Victoria International Airport from Toronto Pearson (Air Canada, Westjet and Swoop). However, moving into fall 2021 many of these new routes disappeared quickly as airlines changed their short-term focus. It became clear that the short-term strategic priority of airlines had been to drive as much revenue as possible in the immediate term over summer and then redeploy aircraft as the summer high season ended, as opposed to building and developing long-term, viable city pair connections. This experience will affect decisions about airline marketing partnerships moving into 2022.

3. **LATE AND LIMITED US BORDER REOPENING AND RECOVERY:** On August 9, 2021 the Government of Canada allowed fully-vaccinated American travellers to enter Canada for leisure purposes. It must be noted that recovery of travel to Canada from the United States was slower than many anticipated and lagged behind recovery of United States travel to and from regions such as Mexico and the Caribbean. Some analysts point to Canada's requirements for PCR tests as an impediment to travel uptake, while others point to travellers needing a period of adjustment. Regardless, recovery in US visitation will take longer than expected but it is underway. Working with advocacy partners in September 2021, Destination Greater Victoria helped provide a pathway for international ferries to resume service between the US and Victoria.
4. **MORE CANADIANS TRAVEL ABROAD:** Small numbers of adventurous Canadians are starting to travel abroad again. Social media feeds are showing Canadians travelling to Hawai'i, Italy, the United Kingdom, and other places. As this continues, the Greater Victoria visitor economy needs to be prepared that its domestic market for 2022 may not be as strong as it was in 2021, as Canadians re-discover international travel and make adjustments with their travel plans.
5. **INTENSE COMPETITION IN THE MEETINGS AND CONFERENCE MARKETPLACE:** Consistent with past crises affecting the meetings and conferences sector, Destination Greater Victoria is noting a trend where larger tier A conference destinations, that typically rely on key international meetings, conferences, and congresses to drive their foundational business, are increasingly turning to Canadian and provincial association business in the short term to build books of business using aggressive business development tactics. This puts intense competitive financial pressure on tier B conference destinations such as Greater Victoria. Destination Greater Victoria is nimble and will remain competitive within this critical sector, although not with undisciplined business development tactics but rather by re-enforcing the tried-and-true reasons to meet in Greater Victoria and improving its marketing and sales efforts in the short term.
6. **SPORT TOURISM RE-OPENING SLOWLY:** Through most of 2021, sport tourism and related activities remained affected by health orders and other restrictions. However, by the third quarter of 2021 there was a modest re-opening of sports events, including reduced limits on spectators. Events such as the Royal Victoria Marathon took place in a modified format and demonstrated such events could be held safely. Sports teams such as the Victoria Royals, Pacific FC and Rugby Canada resumed play with adjusted operations. DGV anticipates that sport tourism organizations will learn and build from the COVID-19 policies and procedures they implemented in 2021, and there will be further growth in sport tourism events during 2022.



SOURCE MARKETS

Greater Victoria’s visitor economy is largely and traditionally a short-haul market, drawing many visitors from source markets such as British Columbia and Washington State, as well as Alberta, Ontario, and California. These markets will be important in 2022 as well. Canadian priority source markets will continue to be British Columbia, Alberta, and Ontario. In the United States, Destination Greater Victoria will market direct to consumers in Seattle – an approach that has worked for decades. Engagement in the California market will be through consortia partnerships. The European market will be a lower priority for Destination Greater Victoria than Canadian and United States markets, although existing travel trade relationships through receptive tour operators could provide opportunities.

In October 2021 Destination BC released its priority geographic markets, which are divided into four tiers. The first tier includes British Columbia, Alberta, Ontario, and Quebec. The second tier includes Washington, California, UK, and Germany. A “Monitoring for investment timing” tier includes China, Australia, and Mexico and finally, a “Future monitor (no investment)” tier includes Japan, South Korea, India, France, and the Netherlands. Destination Greater Victoria and Destination BC have many overlapping priority source markets. This alignment will allow Destination Greater Victoria to work cooperatively with Destination BC and create opportunities where the interests of the organizations coincide. Destination Greater Victoria’s priority source markets align with those set out in its 2022-2026 Strategic Plan as shown below.

CANADIAN TARGET MARKETS

BRITISH COLUMBIA

ALBERTA

ONTARIO

USA TARGET MARKETS

WASHINGTON STATE

CALIFORNIA



THREE PILLARS OF THE BUSINESS PLAN



EQUITY, DIVERSITY AND INCLUSION

Destination Greater Victoria will continue to focus on improving its understanding, capacity, skills and actions in this vital area in 2022. This will build upon significant work during 2021. In 2021 Destination Greater Victoria joined the Government of Canada's 50/30 Challenge as well as the Inter-Cultural Association of Greater Victoria's Community Partnership Network. In addition, Destination Greater Victoria's Miranda Ji actively participates on Destinations International's Equity, Diversity and Inclusion Committee, while Paul Nursey has taken Destinations International's Equity, Diversity and Inclusion CEO pledge (<https://destinationsinternational.org/CEOpledge>; <https://destinationsinternational.org/equity-diversity-inclusion-ceo-pledge>) and completed the Destinations International Equity, Diversity and Inclusion Masterclass.

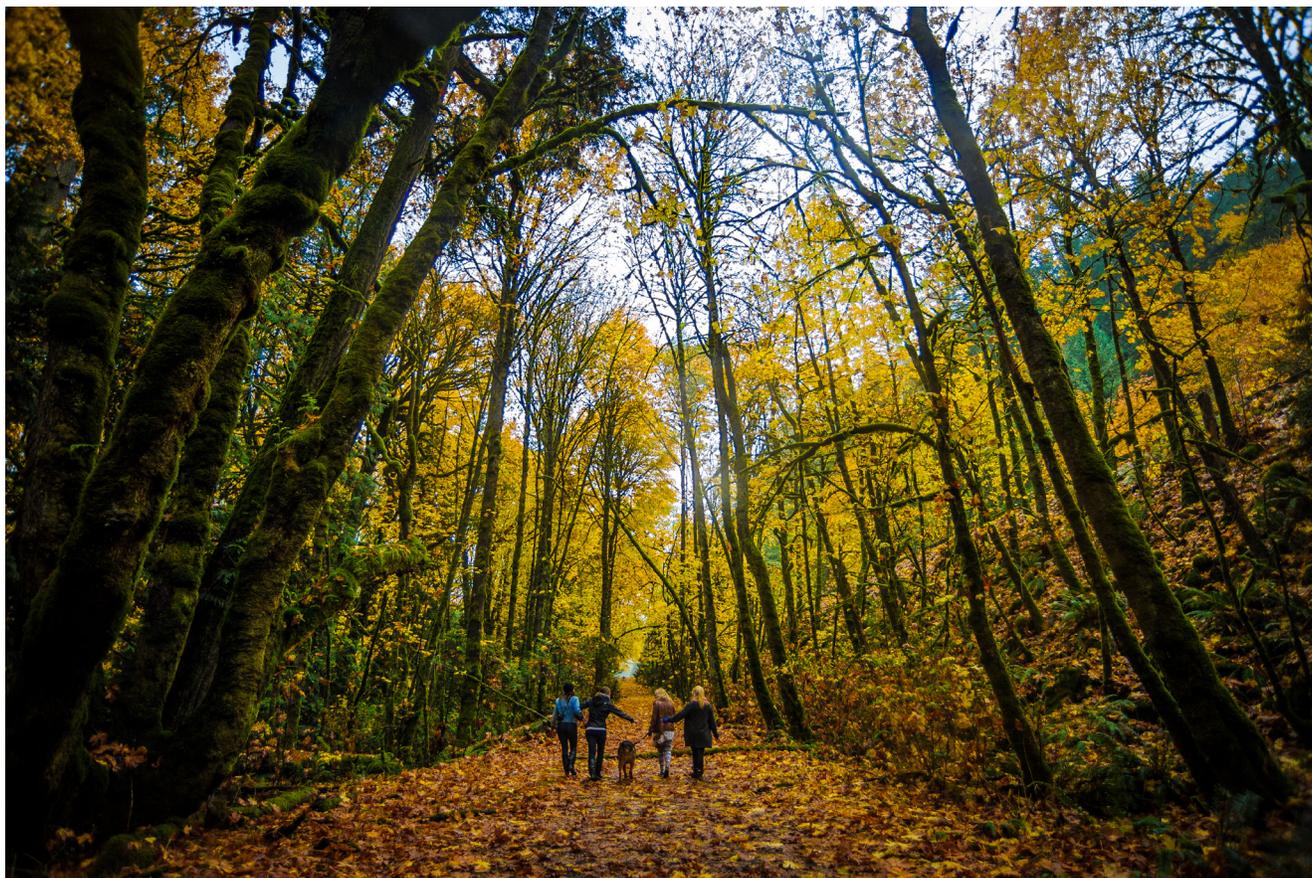
Paul Nursey has also proactively and publicly disclosed his own learning disability in dyslexia to send a signal that all are safe to work at Destination Greater Victoria, even if we each work a little differently. As we complete this business plan a formal third Equity, Diversity and Inclusion audit of the organization is being undertaken. Actions and next steps for 2022 will be driven from the results and recommendations of the audit report.

EMPLOYEE WELLNESS AND SAFETY

Destination Greater Victoria's employees and volunteers are dedicated and work hard to advance our industry and community. As identified in DGV's 2021 Business Plan, employee mental health and wellbeing are core priorities. Destination Greater Victoria invests to be an employer of choice in terms of employee learning, health, fitness and recreation supports, executive coaching, team-building and other initiatives. However, if these efforts are not supported by protecting employees from occasional but intense mistreatment then these investments are for naught.

Learning from experiences in 2021, DGV is adding a further dimension to this priority: an increased focus on employee safety. In 2021 we noted an increase in aggressive or disrespectful behaviour towards some staff. This was experienced at the Visitor Centre, where there has always been pressure on staff to deliver sales, the Victoria Conference Centre, in relation to sport tourism, and at head office. Expressing views professionally, including disappointment, is certainly permitted; however undue pressure, intimidation or threats to staff and volunteers to the point where they are uncomfortable in their job is not appropriate. Being a member of an association does not entitle a stakeholder to mistreat others. This behaviour is not acceptable, and perhaps is driven by frustrations with the prologued pandemic or reduced revenues across the entire tourism system, including at DGV. Although we note this is driven by a very small number of stakeholders, the intensity has increased.

Destination Greater Victoria has a duty to provide a safe work environment for its employees and there is a provision in DGV's Member Code of Conduct regarding respectful treatment of staff. In 2022 Destination Greater Victoria will clarify a framework for respectful behaviour towards employees and volunteers, and will proactively increase communications on this topic.



OBJECTIVES AND GOALS

BECAUSE 2022 IS THE FIRST YEAR OF DESTINATION GREATER VICTORIA'S 2022-2026 STRATEGIC PLAN, THE OBJECTIVES AND GOALS OF THE 2022 BUSINESS PLAN DIRECTLY REFLECT THOSE SPECIFIED WITHIN THE PREVIOUSLY APPROVED STRATEGIC PLAN.

OBJECTIVES TO IMPLEMENT OR HAVE UNDERWAY IN 2022 ARE:

1. RECOVER FROM COVID-19 QUICKLY AND EFFICIENTLY

Recovering rapidly and efficiently from impacts of the COVID-19 pandemic will directly benefit Greater Victoria's local businesses, workers, and communities. The implications of quick, efficient recovery are extensive, including the strategic importance of large and small businesses remaining solvent, retaining local ownership of existing enterprises, returning the visitor economy's workers to their jobs and keeping key talent for the long-term competitiveness of the sector. It is critical that revenues return as soon as possible. Destination Greater Victoria's experience, expertise, and ability to partner will be integral to driving the recovery process effectively and efficiently.

2. SET THE TONE FOR THE VISITOR ECONOMY TO OPERATE IN LINE WITH VALUES OF GREATER VICTORIA'S COMMUNITIES

Greater Victoria's visitor economy can build back and operate in ways highly aligned with community values. Moving forward, Destination Greater Victoria will actively set the tone for this and emphasize environmental sustainability, diversity, and inclusion, Indigenous partnership, and destination stewardship.

3. FOCUS ON HIGHER YIELDING, YEAR-ROUND CUSTOMERS IN ALL TARGET SEGMENTS

Throughout 2022 Destination Greater Victoria will continue building upon its pre-COVID-19 success in addressing seasonality and promoting yield, prioritizing the revenue and benefits derived from the visitor economy rather than primarily volume metrics. Strategies will focus on year-round visitation, brand positioning that reflects the unique attributes of the destination, and more-nuanced customer segmentation. Marketing initiatives will focus on attracting visitors who are an optimal match for Greater Victoria, align on core community values, and spend more when compared to other visitor profiles. This will contribute to a positive visitor interface for Greater Victoria's residents, provide a larger economic contribution per visitor, and reduce the need to focus on visitor volumes.

4. SUPPORT OUR MEMBER BUSINESSES AND COMMUNITIES

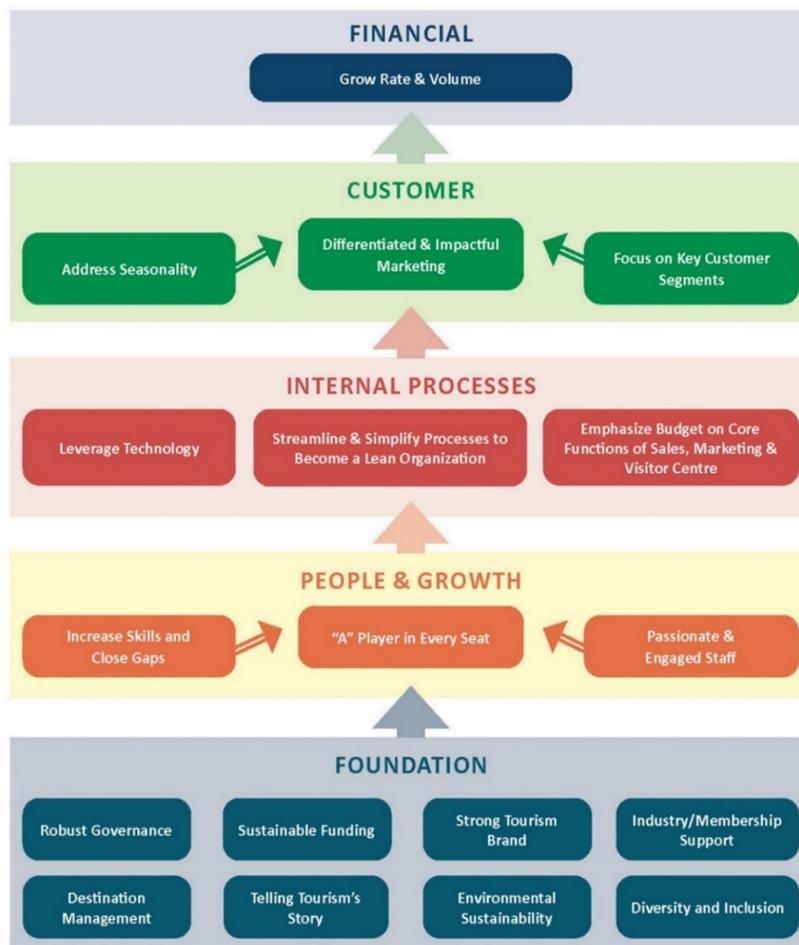
Building upon work in 2020 and 2021, Destination Greater Victoria will enhance its destination development and advocacy initiatives. Experience during the COVID-19 pandemic has shown that even though there are numerous and diverse tourism-focused businesses in Greater Victoria, they all benefit from the support, coordination, research, and advocacy provided by DGV. Utilizing tactics that are collaborative and constructive, DGV will speak for the needs of its members throughout the recovery process. In an equivalent vein, in 2022 DGV will continue to engage with and understand the priorities of City of Victoria, District of Saanich and Provincial government partners to generate mutually beneficial outcomes.

GOALS FOR 2022 (SOME ARE UNDERWAY):

1. Continuing to address seasonality by building year-round compression, particularly through confirmed contracted meetings, conferences, and sports business.
2. Reviewing and improving Greater Victoria's globally-recognized experiential tourism brand.
3. Promoting well-managed, bespoke tourism opportunities which address both time-of-day and day-of-week opportunities to improve visitors' experiences and benefits to our community.
4. Continuing to communicate destination management priorities to ensure the foundational elements of a vibrant destination are in place, including appropriate tourism infrastructure as well as supports for a positive visitor-resident interface.

Destination Greater Victoria will continue to use Kaplan & Norton's Balanced Scorecard approach to tactical performance management in 2022. Balanced Scorecard captures and strategically aligns key elements of business operations across four perspectives (financial, customer, internal processes, learning and growth) that are built upon foundational drivers of success. Assigning performance measures and targets across these perspectives explicitly links strategy to operations to drive superior results and ensure the components of the organization are functioning effectively.

Destination Greater Victoria has used a Balanced Scorecard framework successfully for more than five years. Prior to the COVID-19 pandemic this drove year-over-year incremental growth in line with strategic objectives and going forward it will continue to underpin DGV's annual Business Plans. Foundational drivers for 2022 will be robust governance, sustainable funding to enable longer-term planning, a strong tourism brand, industry and membership support, effective destination management, telling tourism's story, environmental sustainability, and diversity and inclusion. These are reflected in DGV's Strategy Map (shown below) and support strategies within the four Balanced Scorecard perspectives.



BUSINESS ACTIVITIES

CONSUMER MARKETING AND TRAVEL MEDIA

STRATEGY

As the path to rebuilding from impacts of the COVID-19 pandemic becomes clearer, Destination Greater Victoria will continue its work supporting wide and deep recovery across the visitor economy. Despite ongoing challenges related to the COVID-19 pandemic, Destination Greater Victoria will drive incremental yield to the region with a focus on measurable room night increases, growth in business for attractions and experiences, and delivering value to stakeholders.

Collectively, the Marketing and Communications team will focus on six strategic priorities:

1. Promoting Greater Victoria as a compelling, year-round destination.
2. Increasing length-of-stay and spend per visitor to boost destination revenues.
3. Driving strong call-to-action (CTA) and promoting measurable conversion.
4. Leveraging partnerships and co-investment opportunities with Destination BC, Destination Canada and other entities that align with Destination Greater Victoria's objectives.
5. When meetings and events are permitted, being ready to drive high-yield visitation to Destination Greater Victoria-owned major events and conferences.
6. Enhancing promotion of the Greater Victoria region to drive visitor disbursement.

MARKETING BUSINESS TO CONSUMER (B2C): ADVERTISING, B2C PROMOTION ACTIVITY AND CONTENT MARKETING

STRATEGY

Destination Greater Victoria will continue to focus on welcoming visitors back to Greater Victoria through building consumer confidence and rebuilding demand by generating awareness of the destination and guiding consumers down the path to purchase.

TACTICS

A brand refresh and asset development will increase awareness and interest for travellers, particularly those who are the best fit for the destination and aligned with community values. Destination Greater Victoria's marketing activities will leverage extensive expertise from award-winning agency MMGY Global, as well as in-house talent for Destination Greater Victoria-owned social media channels and a website that showcases Greater Victoria as a must-visit destination like no other.

Tactics include:

- Growing yield.
- Rebuilding demand.

- Optimizing and refocusing marketing investments to the areas with highest ROI and growth.
- Growing engagement and visits to Destination Greater Victoria’s website and social channels.
- Creating adaptive, long-term solutions.
- Understanding and employing existing and emerging trends.

Driving awareness of the destination on an ongoing basis, marketing efforts will showcase “evergreen” destination experiences and products that result in bookings. The efforts will include dedicated campaign themes to address consumer confidence. Destination Greater Victoria will continue to work with member partners to ensure content, offers and value-adds are current and consumer-centric.

The focus for initiatives and campaigns in spring 2022 will be on re-entry into the Washington State market, specifically Seattle. Tactics for this major campaign may include incentives and culinary and wellness-focused marketing. The goal of these marketing efforts is to create recovery that will be wide and deep to benefit all sectors and member businesses.

TRAVEL MEDIA: IDENTIFYING AND PITCHING MEDIA OUTLETS, JOURNALISTS AND KEY INFLUENCERS

STRATEGY

The Travel Media team will continue its focus on securing quality earned coverage on television, radio, print, online and social channels. Media and influencers are selected based on their demographics, engagement, story angles, and overall relationship with the destination.

Travel Media will pitch relevant and timely themes that set Greater Victoria apart; these will include wellness, culinary, outdoor adventure, and off-the-beaten-path experiences. There will be increased emphasis on Greater Victoria as an inviting destination for visitors to explore and safely practice physical distancing.

Destination Greater Victoria will be proactive in driving interesting and unique Greater Victoria stories to compel media to visit or leverage existing content for the destination. Destination Greater Victoria will also encourage influencers to repurpose existing content and images taken during previous visitation. Traditional media opportunities will be provided via Destination BC and Destination Canada in regional and international markets. The Travel Media team will also work closely with MMGY Global to maximise opportunities for high-quality, targeted travel media coverage.



BUSINESS ACTIVITIES

BUSINESS EVENTS

STRATEGY

Business Events Victoria (BEV) generates opportunities for meetings, conferences, and conventions within the destination, focusing on booking room nights, meeting space, related venues, and activities to drive revenue in all areas of the visitor economy.

TACTICS

Marketing

BEV utilizes several tactics to execute on its strategy. These include:

- **Incentive Campaign: “Choose Your Impact”** This campaign highlights Greater Victoria and the Victoria Conference Centre’s sustainability initiatives while providing financial incentives to drive meetings bookings
- **Cities in Sync Partnership:** This collaboration between destination marketing organizations in St. John’s, Saskatoon and Greater Victoria creates joint marketing opportunities and in-market activations.
- Refreshed Business Events Victoria marketing materials and proposal package.

Market Segment Focus

- **Incentive Market:** Aligning with Business Events Canada’s focus on the incentive market and promoting local partners and experiences with destination management companies.
- **Association Market:** Partnerships with Association Management Companies (AMCs) AMCI Canada and US AMCs.
- **Economic Sectors:** Aligning with Business Events Canada’s focus on the economic sectors by highlighting Greater Victoria’s ocean/marine and technology sectors and partnering with “Local Hosts” to be specialists in this area.

Familiarization Tours and Site Visits

- Collaborate with hotel partners, off-site venues, and attraction partners to host site visits for clients with business leads.
- Mini-FAMs for key third-party accounts.

Victoria Conference Centre

- **Focus on Citywide Conferences:** Brings economic impacts to all areas of the City.
- **Business Development Fund:** Provide opportunities to sponsor conferences during the shoulder and off-season.
- Alignment of Victoria Conference Centre Sales Team and Destination Sales Team.

Client Advisory Board

- Board transition and bringing in new members.
- Providing insights in rebuilding the destination’s meetings industry and furthering the plans for developing Greater Victoria’s strength and profile in the market.

Host Conferences to Showcase the Destination

- Connect Pacific Northwest: Education conference and trade show that brings together the most active planners in association meetings and events in the Pacific Northwest.
- Tourism Cares Meaningful Travel Summit: Focuses on work and education on water and wildlife conservation and the critical role sustainability plays holistically for the destination.
- Travel and Tourism Research Association.

In-Market Activities

In-market sellers in key markets of Vancouver and Toronto to engage directly with clients through client events, local industry events, and meetings. General Manager (GM) Missions within key markets – Toronto, Ottawa, Montreal, Vancouver, Seattle.

TRADE SHOW/EVENT	CITY	2022 TIMING
GM Mission Client Events	(Mississauga/Toronto Ottawa/Montreal)	March
Canadian Society of Association Executives (CSAE) Tete-a-Tete	Ottawa	April 6
Destination Direct Canada	Ottawa	April
Global Meetings Industry Day Events	Toronto/Vancouver	April
MPI The Event	Toronto	April 28-30
Vancouver Client Event	Vancouver	Spring
CanSPEP Conference	Saskatoon	July
CSAE Trillium Summit	TBC	TBC
Canada Meeting & Event Expo (CMEE)	Toronto, ON	August
CONNECT National	TBC	August
Prestige Event	Seattle	TBC
American Society of Association Executives (ASAE)	Nashville	August 20-23
IMEX AMERICA	Las Vegas, NV	October 25-27
CSAE National Conference & Showcase	TBC	Fall
GM Mission Client Events	Seattle	Fall
PCMA Canadian Innovation Conference	TBC	Fall
CONNECT Pacific Northwest	Victoria	November or December
MPI & CSAE Holiday Events	Toronto/Vancouver	December

BUSINESS ACTIVITIES

TRAVEL TRADE

PURPOSE

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

STRATEGY

Travel Trade will continue to develop new strategies and identify partners with the goal of increasing the number of overnight stays in the destination. This strategy is part and parcel of meeting Destination Greater Victoria's objective of full deep and wide recovery from the COVID-19 pandemic. In 2022 Travel Trade will maintain and enhance existing travel trade/B2B relationships and leverage these relationships to grow business from key Canadian and US markets, as well as international markets when access returns. There will be continuing collaboration with Destination British Columbia and Destination Canada to develop joint marketing, particularly where strategic outcomes are closely aligned. This will provide a strong return on investment (ROI) and inform receptive local tour operators, leading to increased business growth in the destination. There will be a strong focus on short-haul markets throughout Canada and the United States, with a concentration on consortia, airline partnerships, and airline vacation-division partnerships. Destination Greater Victoria has paused initiatives in international markets (i.e. beyond the US) until a stable recovery of those markets emerges. However, Destination Greater Victoria will continue to monitor international markets and pivot its initiatives towards these markets when appropriate.

TACTICS

Travel Trade will continue to develop robust and clearly defined partner programs for key US markets with consortia travel organizations. Partnerships with these organizations will aim to provide growth in yield, destination awareness, dispersion across regions, experience uptake, and hotel room-night production. Destination Greater Victoria's consortia program will target short-haul US markets, create new tour programs, and increase total length of stay in Greater Victoria. The focus will be primarily on US markets that offer direct flights or efficient access to Greater Victoria along with growth potential as markets re-open. Program tactics will include direct mail to consortia client databases, in-store promotions, familiarization (FAM) tour support, agent training and B2B promotional opportunities.

Promoting Greater Victoria through airline partnerships will continue to be a focus in 2022. Destination Greater Victoria's key airline partnerships to penetrate short-haul markets will include Air Canada, Air Canada Vacations, WestJet, Swoop and Flair.

Travel Trade will provide FAM tours to key clients from targeted markets as a tactic to showcase the destination when it is safe to do so. Destination Greater Victoria will continue to be strategic and tactical when selecting FAM groups and will always require a commitment to delivering ROI.

Additionally, Travel Trade will work in partnership with Canadian based receptive tour operators (RTOs), Destination B.C. and Destination Canada to leverage their activities and in-market opportunities to drive business.

GEO-MARKETS

Based on research from Destination B.C and, to a lesser degree, Destination Canada, Destination Greater Victoria will provide market support across the following markets:

1. **Canada-** British Columbia, Alberta, Ontario, Quebec
2. **United States-** Washington, Oregon, California

TRADESHOW / MARKET DEVELOPMENT

During 2022 Travel Trade will attend high profile and major B2B tradeshows in key source markets to build business opportunities for Greater Victoria. Tradeshows will be utilized to source and establish B2B contacts as well as sell additional itineraries, tour series, and Greater Victoria tourism products and attractions to deliver strong business leads.

PLANNED 2022 TRADE SHOWS AND SALES INCLUDE:

MONTH	ACTIVITIES	LOCATIONS
FEB-MAR	RTO sales calls	Vancouver
MAY	RVC Marketplace	Toronto
JUNE	US Sales Mission	TBD
NOV	Canada West Marketplace	Alberta
NOV	Signature Travel Network	Las Vegas



BUSINESS ACTIVITIES

MAJOR EVENTS AND CONFERENCES

STRATEGY

The focus for Destination Greater Victoria’s Major Events activities is to develop and execute events that showcase and attract people to the destination. This creates economic impact by driving hotel room nights and associated major event business activities. Major events are also usually held in the shoulder and off-peak seasons when hotel room occupancy and visitation are traditionally lower than the summer months. These events provide predictable recurring business for the destination, build compression, address seasonality and help build a year-round visitor economy.

TACTICS

Destination Greater Victoria has several major events planned for 2022. These events will occur if public health restrictions on the size of gatherings allow for a financially viable and successful event.

IMPACT Sustainability Travel & Tourism Conference

The IMPACT conference is a collaborative national dialogue on innovation and the contribution of tourism to Canada’s sustainable future. 2022 will be the fifth year of this event. It has developed a strong brand reputation as a premier event in sustainable travel. IMPACT is run in partnership with Synergy Enterprises, Starrboard Enterprises, and Tartan Bond. Its goal is to align the Canadian tourism industry, as well as stakeholders and communities touched by tourism, behind a vision for achieving economic, social, and environmental sustainability. IMPACT has enhanced the destination’s profile and commitment to sustainability. In 2022 IMPACT will be held from January 23 to 26.

Capital City Comic Con

Capital City Comic Con celebrates fans of all ages who love comic books, and comic book-based movies and television. This event is run in partnership with the Downtown Victoria Business Association and the National Toy Museum. The event was postponed in March 2019 due to the COVID-19 pandemic. The Capital City Comic Con organizing committee will be evaluating the best path forward for this event in 2022.

Dine Around and Stay in Town

In partnership with BC Restaurant and Food Services Association (BCRFA), this event runs in January and February and drives restaurant and hotel business during the off-peak season. It encourages visitors and locals to experience various dining options in the destination.

Northwest Deuce Days

Destination Greater Victoria and Northwest Deuce Days Owner/Chief Organizer Al Clark agreed to a new relationship for the successful and popular Northwest Deuce Days classic car show. Under this new agreement, Destination Greater Victoria has purchased all assets, goodwill, and intellectual property associated with Northwest Deuce Days from Al Clark, who built a small community car show into the largest gathering of Deuce Coupes in the world. 2022 will be the 90th Anniversary of the Deuce Coupe. Northwest Deuce Days will be held in July 2022 and is trending to be a sold-out event.



BUSINESS ACTIVITIES

GREATER VICTORIA SPORT TOURISM COMMISSION

With recent changes to travel restriction and gatherings, the sport tourism industry has started to recover. The Greater Victoria Sports Tourism Commission (GVSTC) is pleased to be in a position to help in this recovery.

More than twenty sponsored events were cancelled or postponed in 2020 and 2021. But as we continue with Phase 4 of the BC Restart Plan, all of those events and more are back on the 2022 sports calendar. The GVSTC is confident that our sponsorship will help these events recover strongly and help the local visitor economy in-kind.

STRATEGY

The Greater Victoria Sports Tourism Commission continues to conceptualize sport tourism as a major visitor attraction. Sport offers a unique contribution to tourism, and society in general, as proven by the COVID-19 shutdown. With its envious natural environment and robust hosting infrastructure, Greater Victoria lends itself extremely well to sport event hosting.

In 2022 the GVSTC will continue bidding on significant national and international sporting events to raise the profile of Greater Victoria as a sport tourism destination. At the same time, the GVSTC will continue to support more than a dozen smaller events, both local and provincial, as they try to recover from the 2020-21 downturn.

TACTICS

To help event organizers, the GVSTC is now developing a comprehensive Sport Hosting Toolkit. This Toolkit will be available on the new GVSTC website, which will be launched in 2022. GVSTC now has access to a new system for more professional bidding documents. The GVSTC is spearheading key meetings within the sport community to define hosting capacity along along with facility needs. The GVSTC is also launching the Victoria Sports Awards in February, 2022. This event will bring together the sport and business communities and will be a welcome annual event for major hotel ballrooms.

PARTNERSHIPS

As a membership-driven organization, the GVSTC is working hard to improve its website, newsletter, sports calendar—and to deliver more visibility for its members.

TIMEFRAME

Year-round, with bidding of events focussed on spring, fall and winter.

EVALUATION

- Number of bids.
- Significance of bids/sports legacy.
- Potential room nights.
- Confirmed room nights.
- National and International media visibility.
- Membership revenue.

KEY SPORT TOURISM EVENT IN 2022: DELIVERY OF THE 55+ BC GAMES

The 55+ BC Games will take place in Greater Victoria, September 13-17, 2022. DGV and the Greater Victoria Sports Tourism Commission will execute the games. A strong Board of Directors is in place and work is well underway. These games typically have an economic impact of \$3.3 million (based on a 2017 Vernon 55+ BC Games economic impact study) in the communities they are held. In addition, these games will create organizing capacity for multi-sport events and support capacity-building for future events.



BUSINESS ACTIVITIES

VISITOR SERVICES



COVID-19

The COVID-19 pandemic has influenced Destination Greater Victoria's Visitor Centre operations. Fewer visitors to the destination in 2020 and 2021 meant the Visitor Centre was open on fewer days and for fewer hours each day when compared to previous years. As the Greater Victoria visitor economy recovers, Destination Greater Victoria plans to open the Visitor Centre year round in 2022, beginning with five days a week and adjusting operations in line with the pace of business recovery.

STRATEGY

Destination Greater Victoria's Visitor Centre strategy is to apply destination knowledge and outstanding customer service in interactions with visitors desiring information and booking services, thereby helping to create unforgettable travel experiences. The goal of Visitor Services' visitor interactions is to extend lengths-of-stay and encourage repeat visitation. In connection with the Destination Greater Victoria's five-year strategy, this includes:

- Ticket sales for our members.
- Growing rate and volume.
- Addressing seasonality.
- Remaining highly rated in Destination Greater Victoria's membership survey.

RATIONALE

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

TACTICS

- Professional and continuous sales training for all front-line staff to ensure products are understood, sales targets are met, customer service initiatives are integrated and a strong growth mentality is fostered.
- Collaborate with members and potential partners.
- Leverage technologies to enhance digital offerings to visitors.
- Increase relevance of Visitor Centre to augment foot traffic.
- Enhancement of the volunteer program and elevating their presence to see a growth in volunteer numbers, hours, and impact.

PARTNERSHIPS

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

BUSINESS ACTIVITIES

MEMBER SERVICES

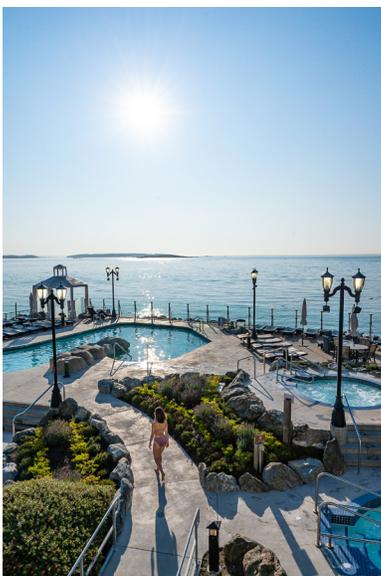
STRATEGY

Destination Greater Victoria is a member-based organization comprising a diverse array of tourism and hospitality businesses. These businesses are not only the foundation of the organization but also drive Greater Victoria's visitor economy. When member businesses are operating fully they bring considerable new incremental money into the economy, which provides jobs, tax contributions and further business opportunities along with a vibrant, sustainable industry. In turn, Destination Greater Victoria provides a wide range of services and support for members. Member businesses continue to be impacted severely by the COVID-19 pandemic and it is important that DGV provides as much support as possible to assist wide and deep recovery. This has included a Board-approved policy to extend memberships through to the end of 2021, providing an additional year of membership benefits for one payment of membership dues. Destination Greater Victoria's advocacy work with the Greater Victoria Tourism Rescue & Recovery Task Force has been influential in gaining a range of support for member businesses. As the organization moves into 2022 and the early stages of business recovery from COVID-19, there will continue to be a strong focus on providing the services, support, information and networking opportunities required by members in order to build back efficiently and effectively.

TACTICS

Key activities and tactics for 2022 include:

- Providing ongoing value, support, benefits and services for Destination Greater Victoria's members.
- Continuing to recruit new members to the organization.
- Recommencing annual membership renewal processes and aligning the membership cycle for the Greater Victoria Sport Tourism Commission (GVSTC) with those for Destination Greater Victoria.
- Introducing streamlined membership renewal processes, including online forms and payments.
- Developing an à la carte menu of membership options and enhancements.
- Incorporating required membership criteria into member recruitment and renewal processes.
- Developing interactive, multi-media onboarding materials and information for new members.



BUSINESS ACTIVITIES

CORPORATE COMMUNICATIONS

STRATEGY

Destination Greater Victoria's strategy for corporate communications during 2022 is to develop and execute effective messaging in areas such as stakeholder engagement, speech writing, media relations, and event planning to support deep and wide recovery for members and the visitor economy. Corporate communications activities are informed by Destination Greater Victoria's strategic planning as well as considerations specific to the issues or goal of public commentary. Underpinning Destination Greater Victoria's corporate communications is providing support and advocacy for members. The public profile and positive reputation of Destination Greater Victoria are carefully considered with the best interests of members in mind. Going forward, the strategic vision for corporate communications will directly reflect the objectives of Destination Greater Victoria's 2022-2026 Strategic Plan.

TACTICS

Corporate communications occur through local media, social media, member newsletters and other public-facing documents to highlight the positive contribution of tourism in the Greater Victoria economy as well as issues faced by member businesses. The overriding focus is telling Greater Victoria's tourism story and the role played by a destination marketing and management organization within this story. It is the responsibility of Destination Greater Victoria to maintain positive community relations and social license for tourism conducted sustainably, and to publicly align with and reflect the values of Greater Victoria's citizens. Organizational messaging is an important tool in undertaking these core responsibilities.



BUSINESS ACTIVITIES

DESTINATION MANAGEMENT

STRATEGY

The purpose of Destination Greater Victoria's destination management activities is to address supply-side issues or opportunities relevant to Greater Victoria's visitor economy, promote the visitor economy as beneficial to the wider community, and build a healthy and resilient visitor-resident interface. Destination Greater Victoria operates in areas of public scrutiny and must continually demonstrate to local policymakers, stakeholders, and the public at large that it is adding value in its work to market the destination. Much of DGV's work on destination management occurs through its highly industry-representative Transportation and Destination Management Committee. Areas of focus for 2022 include sustainable practices in tourism and the work of the Sustainability Advisory Committee, increasing support for Indigenous initiatives and relations, and engaging on diversity and inclusion initiatives. Destination Greater Victoria maintains formal relations with the City of Victoria through consultation processes on their strategic plans and initiatives. This includes actively participating on the Climate Adaptation Working Group, Mayor's Business Support Group, and consultations on potential re-envisioning of space on Government Street. Destination Greater Victoria will also remain engaged on Belville Terminal redevelopment and establishing preclearance facilities in Victoria. Additionally, in 2022 Destination Greater Victoria will commence work with MMGY NextFactor to develop a comprehensive, integrated Tourism Master Plan for the destination, to guide strategic planning, development and initiatives over the next ten or more years.

TACTICS

The foundation for successful destination management is to cultivate positive and mutually beneficial relationships with industry partners, community stakeholders and government officials. Offering support, where appropriate, for programs and projects of other aligned Greater Victoria organizations builds trust and educates key decision-makers on the role of Destination Greater Victoria in the economy and community. Destination Greater Victoria's advocacy work is a key element of its destination management efforts. Destination Greater Victoria will continue to nurture robust and positive relations with federal, provincial, and municipal government partners. Addressing impacts of the COVID-19 pandemic has required strong industry voices advocating for the needs of the Greater Victoria visitor economy and member businesses. In 2022, Destination Greater Victoria will continue this advocacy work as the visitor economy recovers.

KEY ACTIVITIES FOR 2022 INCLUDE:

- Ongoing tourism advocacy on behalf of DGV's members for support through COVID-19 recovery.
- Building upon existing work in the areas of sustainability, Indigenous relations and diversity and inclusion
- Obtaining globally-recognized sustainability accreditation for Greater Victoria's visitor economy.
- Continuing to tell tourism's story, highlighting tourism's value and many contributions to the local economy, jobs, tax revenues, residents, and communities.
- Partnering with experts to develop a Tourism Master Plan for Greater Victoria to inform and guide strategic planning and future growth for the destination.

RESEARCH, EVALUATION AND GOVERNANCE

STRATEGY

The focus of Destination Greater Victoria's research, evaluation, and governance activities is to develop insights and implement processes to support DGV's strategic planning and direction, as well as ensuring effective organizational oversight and performance. These are particularly important within the context of continuing uncertainties due to COVID-19 as well as the need to work purposely for wide and deep recovery of Greater Victoria's visitor economy. Destination Greater Victoria's research and evaluation activities aim to inform business development and provide members, partners, and other stakeholders with industry information to support timely and effective decision making. Destination Greater Victoria's governance activities are geared to delivering best-practice governance in line with DGV's Constitution and Bylaws, and supporting the Board of Directors and advisory Committees in representing members and partners, overseeing organizational performance and providing strategic input.

TACTICS

Key activities and tactics for 2022 include:

- Disseminating information to support wide and deep recovery from COVID-19 impacts for members.
- Analyzing and reporting tourism industry data from multiple sources to help inform Destination Greater Victoria's strategies and business unit activities, and to add value for members.
- Providing industry information and reports as resources for members, partners and stakeholders.
- Monitoring and evaluating Destination Greater Victoria's performance on key strategic measures using the Balanced Scorecard framework.
- Commencing work to inform development of a Tourism Master Plan for Greater Victoria as well as an integrated Experiences Strategy to enhance visitation to the destination.
- Helping to ensure best practices in governance and providing access to governance resources; for example, through the Institute of Corporate Directors (ICD).
- Providing support and tools for efficient Board and advisory Committee activities, including collating meetings packages, facilitating meetings, maintaining governance records as well as the Board and Committee Portal, and coordinating Board and Committee nominations.

GREATER VICTORIA VISITORS & CONVENTION BUREAU

2022 BUDGET OVERVIEW

Greater Victoria Visitors and Convention Bureau 2022 Budget Overview

Ordinary Income/Expense	BUDGET	FORECAST	BUDGET	Reference
	2021	2021	2022	
Income				
Total Commission Revenue	60,000	14,508	163,048	1
Total Destination Marketing Fee (DMF)	600,000	492,400	1,315,000	2
Total Grant Revenue	18,000	692,825	15,000	3
Total Hotel Tax Revenue	1,823,875	2,871,850	4,114,269	4
Total Membership Services	483,266	493,287	628,650	5
Total Miscellaneous Revenue	1,065,318	1,341,955	5,747	6
Total Retail Sales	18,274	3,969	48,225	7
Total Sports Tourism	0	0	45,000	8
Total Income	4,068,733	5,910,794	6,334,939	
Total COGS	15,897	3,272	41,956	
Gross Profit	4,052,836	5,907,522	6,292,983	
Expense				
Marketing Expenses				
Total Advertising	1,837,000	1,467,478	1,654,500	9a
Total Business Events Victoria	199,870	330,610	1,043,725	9b
Total General Marketing	7,946	41,847	24,500	9c
Total Major Events & Conferences	0	1,635	233,933	9d
Total Publications	9,300	171,554	21,000	9e
Total Research	17,776	9,300	191,760	9f
Total Corporate Communications	37,784	58,898	96,100	9g
Total Sports Tourism Commission	3,100	73,197	260,000	9h
Total Travel Media	24,000	(21,589)	151,600	9i
Total Travel Trade	75,000	285,356	376,805	9j
Total Website	165,636	145,318	271,000	9k
Total Marketing Expenses	2,377,412	2,563,604	4,324,923	
Operating Expenses				
Amortization	74,000	69,263	55,000	10
Total Communications	50,191	44,708	61,211	11
Total Facilities Rent & Taxes	416,338	403,286	400,305	12
Total General Travel & Conferences	31,800	16,182	60,100	13
Total Grants & Sponsorships	95,000	85,029	71,667	14
Total Interest & Bank Charges	34,000	8,321	56,831	15
Total Membership Events	26,000	30,001	72,100	16
Total Operating Supplies	140,656	146,037	173,444	17
Total Professional Services	112,228	158,648	182,543	18
Total Utilities & Premises	11,864	10,674	15,021	19
Total Operating Expenses	992,077	972,149	1,148,222	
Total Wages & Benefits	1,587,720	1,779,745	2,422,249	20
Total Expense	4,957,210	5,315,498	7,895,394	
Net Income	(904,374)	592,024	(1,602,411)	21
Restricted Reserve - Deployed for Marketing	(800,000)	0	(980,000)	
Prior Yr carryover - Deployed for Marketing			(592,024)	
Net Income	(104,374)	592,024	(30,387)	

NOTES

DESTINATION GREATER
VICTORIA