



DESTINATION GREATER
VICTORIA

Maximizing Your Membership –
With CEO Paul Nursey

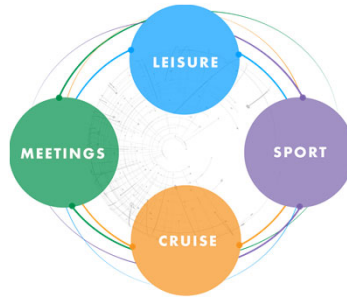
Situational Context

- Year 3 of a 5 year plan (2017-2021)
- Building a resilient, diversified visitor economy (sports, off-peak events, etc.)
- Marketing – traditional marketing, media/influencer relations and travel trade all prominent but we are not overly reliant on any one stream.

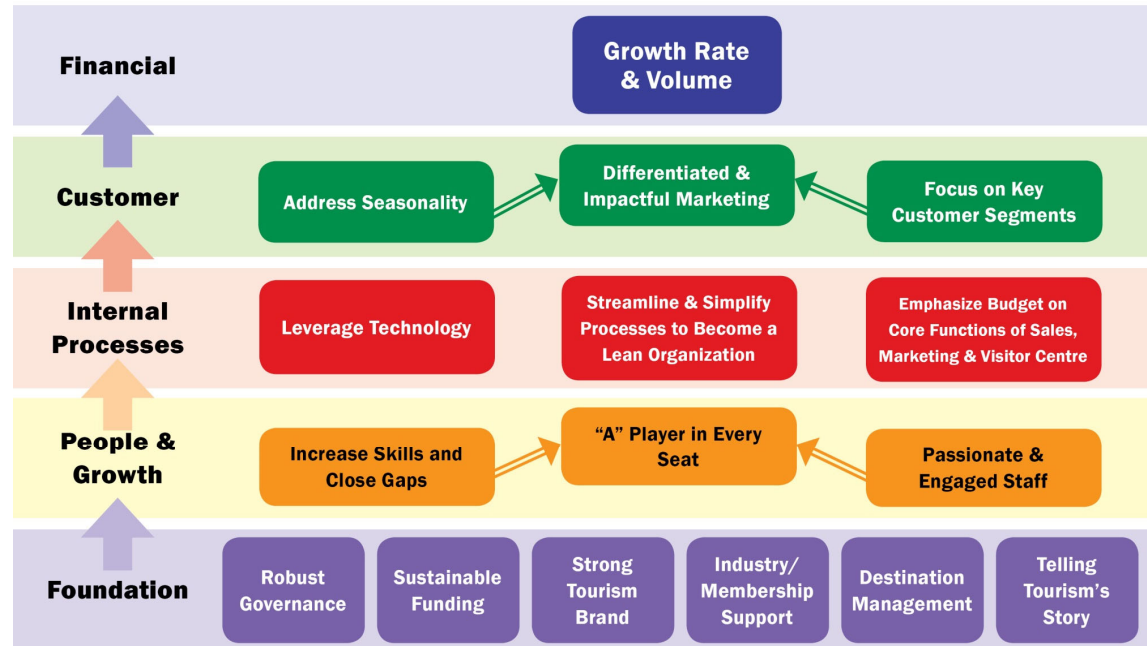
Strategic Plan 2017 - 2021

There are four objectives to Destination Greater Victoria's current strategic plan:

- 1) Grow rate and volume – Generate demand, emphasis to drive revenue and rate.
- 2) Addressing seasonality – Promote Victoria as a year-round destination.
- 3) Destination management – Push forward critical policy and supply-side drivers.
- 4) Telling tourism's story – Increase appreciation and support for visitor economy locally.

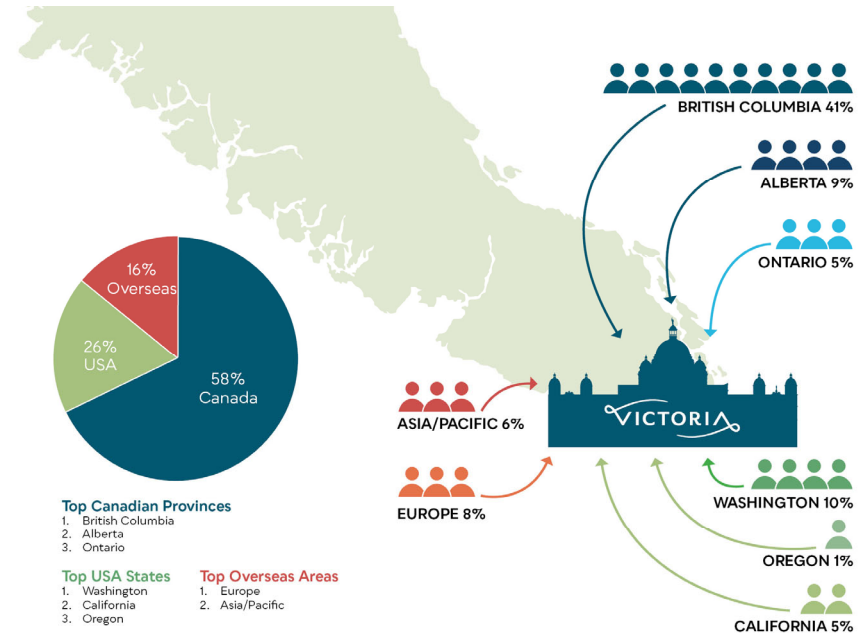


Destination Greater Victoria Strategy Map



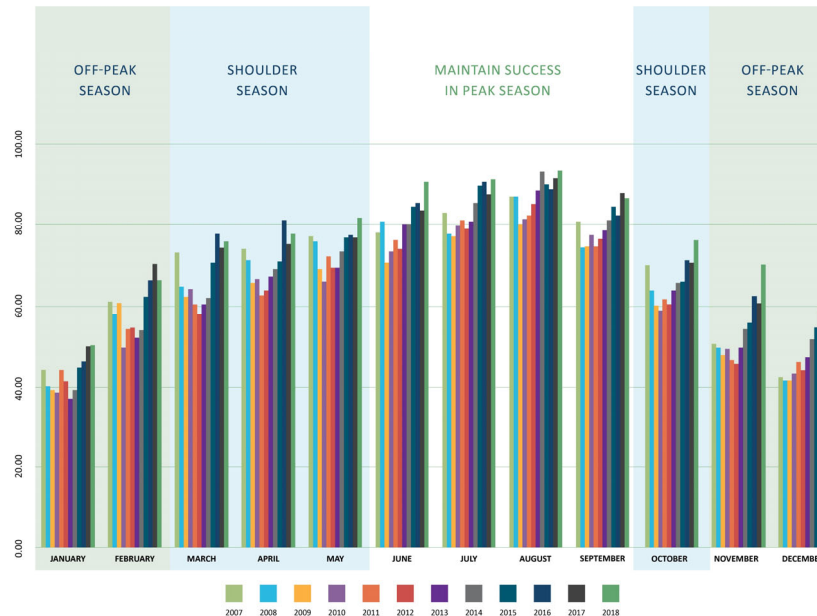
Source Markets

- **Primary source markets:** Calgary, Seattle and Vancouver.
- **Secondary source markets:** Toronto and San Francisco.



*Source: Destination Greater Victoria CMA Overnight Visitor Profile 2017, Statistics Canada ITS and TSRC data 2017.

Greater Victoria Occupancy Rate – Opportunities in Shoulder Seasons and Off-Peak Season



Stakeholder Environment

Destination Greater Victoria has positive relationships with many organizations in Greater Victoria, and has balanced committee/board representation to be influential in making things happen.



Corporate Communications and Public Affairs

Develop and execute on communications that align with strategic direction of Destination Greater Victoria.

- Tell tourism's story – part of Strategic Plan
- Reinforce success in local media and social media
- Highlight common goals with stakeholders.
- Communicate research and trends in industry. Ex. Economic impact study.

Destination Management

- Destination Greater Victoria – Like other DMOs – is increasingly focused on managing and advocating for the supply-side of the tourism industry.
- Examples of ongoing destination management files include Belleville Terminal and pre-clearance facilities, as well the Ogden Point Master Plan.
- Destination Greater Victoria manages files such as Southern Resident Killer Whales and horse-drawn carriages as they arise.
- Affordable housing will be a focus in 2019 as well.

Consumer Marketing, Travel Trade, Travel Media

Delivering a year-round, three channel approach: integrated marketing, communications and travel trade.

Marketing B2C: Advertising, B2C promotion activity and content marketing

- Shifting to deliver an always-on approach, with increased activity in the should seasons and off-seasons

Travel Trade B2B: Joint marketing agreements, travel trade support and market support

- Maintain existing travel trade/B2B relationships and at the same time, leverage these relationships to grow incremental, shoulder season business.



Consumer Marketing, Travel Trade, Travel Media

Travel Media: Identifying and pitching media outlets, journalists and key influencers

- 2018 was first full year of integrated media/influencer team.
- Dedicating budget to paid influencer visits that can demonstrate ROI



Business Events Victoria (BEV)

Focus is to book more meetings in future years to provide solid group base for hotels and drive room nights during the shoulder seasons and off-seasons.

Utilizing various approaches to drive growth, including:

- Vertical sector strategy. Ex. Clean tech & natural resources.
- In-market sales activities and client events – Ex. Have GSAs in Vancouver and Ottawa.
- FAM tours and site visits.

BEV Client Advisory Board

- The first meeting of the BEV Client Advisory Board was in January 2019.
- Great opportunity for meetings industry professional to provide input.
- As the meetings, events and conferences business grows alignment and communication will be imperative for this business line to be delivered successfully.



Major Events and Conferences

Similar focus to BEV – driving room nights with a focus on the shoulder seasons and off-season.

- IMPACT Sustainable Tourism & Travel Conference – Grew this year over last year.
- Capital City Comic Con – Over 9,300 attendees in March 2019.
- North American Garden Tourism Conference – Announced last month.
- Northwest Deuce Days – July 2019.
- 55+ BC Games – Providing project management and logistical support.

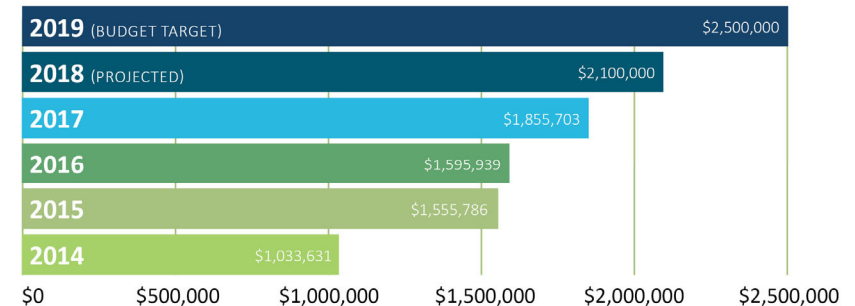


Visitor Services

Through visitor services interactions, want to extend length-of-stay and encourage repeat visitation. Focus of visitor services include:

- Ticket sales for our members.
- Grow rate and volume.
- Address seasonality.
- Remain highly rated in membership survey.

Visitor Centre Ticket Sales



We have hired a General Manager at the Visitor Centre to put an increased focus on business results.

Greater Victoria Sport Tourism Commission

Destination Greater Victoria and SportHost Victoria united to create the Greater Victoria Sport Tourism Commission in 2018.

There is enormous opportunity in sport tourism. Envisage this business line as a major visitation driver.

Working through creation of a strategic plan, yet already bidding successfully. Early wins include 55+ BC Games.



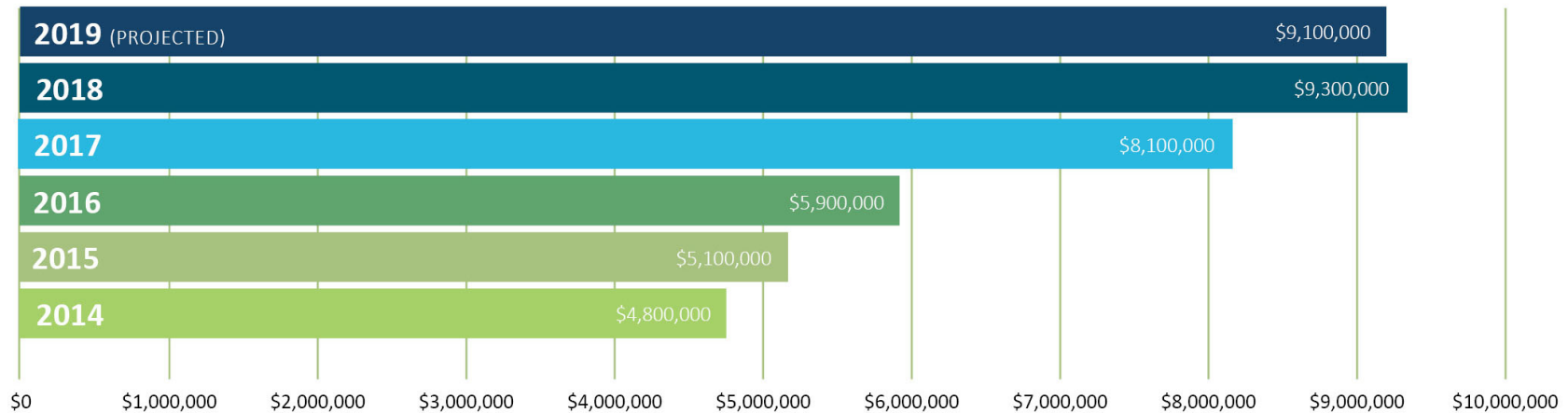
Destination Greater Victoria in the Community

It is not *all* about business. Destination Greater Victoria has supported other organizations in the region. These include:

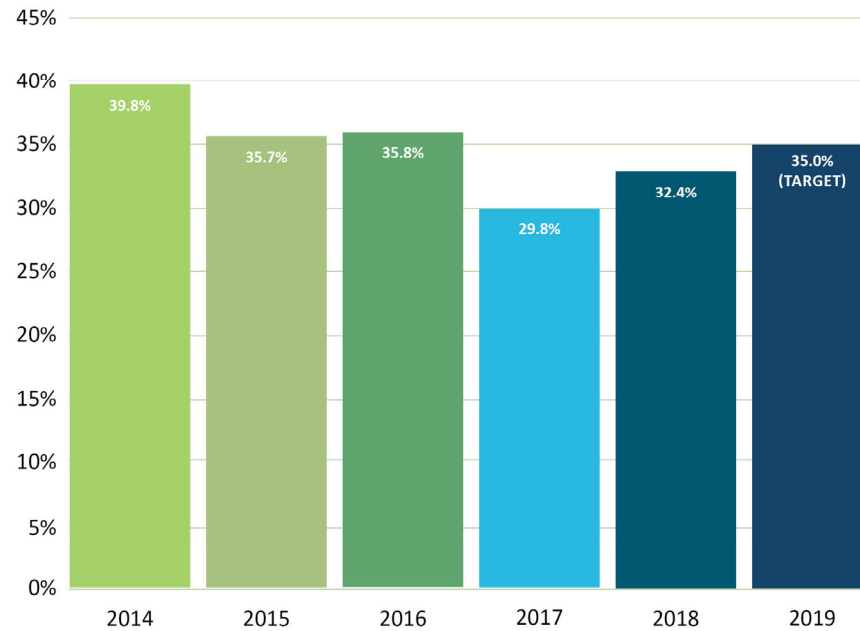
- Southern Vancouver Island Anglers' Coalition - \$10K for the Sooke Net Pen Project
- Capital Region Food and Agriculture Initiatives Roundtable - \$5K for Flavour Trails Program.
- Vancouver Island South Film and Media Commission - \$2K for grant writer.

Budget

Destination Greater Victoria – Revenues by Year



Labour Ratio



Thank You
Questions?

