



DESTINATION GREATER VICTORIA



2022-2026 Strategic Plan

*The visitor economy enhances the quality of life for residents
and enriches the lives of our visitors to Canada.*

Destination Canada

Designated Recipient: Greater Victoria Visitors & Convention Bureau (Destination Greater Victoria)

Community Name: Victoria

Date Prepared: November 2020 to January 2021

Current MRDT Term Expiry Date: December 31, 2021

Five Year Period: January 1, 2022 to December 31, 2026

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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

SYNOPSIS

Destination Greater Victoria's 2022 to 2026 Strategic Plan has been developed during the severe impacts of the COVID-19 pandemic throughout Greater Victoria's visitor economy, and is therefore firmly grounded in the urgent need to build effective pathways to reopening and recovery. Destination Greater Victoria (DGV) has achieved the objectives and targets of its 2017 to 2021 five-year plan and consistently improved its attributable business results. There is now a very strong foundation of strategic alignment, engaged partners and members, diverse year-round business opportunities, a high-profile global brand, and enviable destination attributes to build from. There is also the valuable opportunity to rebuild in new and deliberate ways to ensure positive, sustainable outcomes for communities as well as industry.

Destination Greater Victoria's mission and vision are unchanged. DGV will continue its work to build a vibrant, year-round visitor economy that contributes economic value for Greater Victoria, provides stable revenue growth for tourism businesses, and generates jobs and benefits for citizens in ways that are sustainable and closely aligned with community values. To gain these outcomes, DGV will deliver on four strategic objectives:

1. Recover from COVID-19 quickly and efficiently,
2. Set the tone for the visitor economy to operate in line with values of our community,
3. Focus on higher yielding, year-round customers in all target segments, and
4. Support our member businesses and communities.

As part of the process of formulating this Strategic Plan and setting the four objectives, Destination Greater Victoria has consulted with industry partners, DGV's members, government and community stakeholders, and Victoria's citizens. This extensive stakeholder engagement has directly informed the Plan and ensured close alignment, which will be critical in working towards shared goals.

A key forward focus for Destination Greater Victoria's marketing initiatives will be penetrating further into US and Canadian short-haul markets. Using a more-nuanced approach to segmentation, DGV will seek higher yielding customers attuned to local values across all business channels. There will be a strong focus on building rate and volume for accommodation partners to underpin sector-wide benefits. There will be continued work to build compression and dispersion, reduce seasonality, tell tourism's story to enhance appreciation for the industry, and lead with destination management. In collaboration with stakeholders, DGV will implement an experiences strategy for Greater Victoria to encourage visitors to stay longer and spend more. DGV will partner to support continued growth in indigenous tourism, support City of Victoria affordable housing initiatives, and continue industry's contributions to the David Foster Harbour Pathway project. Throughout this Plan DGV will maintain its robust governance structure, financial prudence and rigorous performance monitoring using the Balanced Scorecard framework.

Overarching all of Destination Greater Victoria's activities will be a commitment to sustainability as well as diversity and inclusion, which will be key lenses for determining what DGV does and how it carries out its mandate. These commitments will also directly reflect in the annual Tactical Business Plans to be developed in support of 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.

1. INTRODUCTION

1.1 THE ROLE OF THE TOURISM BOARD OR 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. More recently this focus has expanded to include community and stakeholder relations as well as industry advocacy. This wider concept of destination management industry organizations reflecting community values and being responsible for destination management encompasses much more than economic growth or business revenue. While marketing the destination to attract visitors and their spending remains a core function, other vital considerations such as community acceptance, benefits for citizens, support for locally-owned small businesses, environmental sustainability, and supporting diversity and inclusion are forefront for modern Destination Organization.

1.2 CORE REASON FOR EXISTENCE: CORNERSTONE STATEMENT

The role of Destination Organizations has come into sharper focus over recent years, with markedly greater emphasis on providing local programs in an environment of global travel options. In a world dominated by large global brands, who is speaking for the local community and providing business programs to benefit the community? With platforms such as Expedia, Booking.com, Airbnb or Vrbo continuing to grow, who will facilitate direct bookings from customers without punitive commissions, or collaborate upfront with stakeholders to compete for and win lucrative conferences, events and sports opportunities to drive economic impact? Who will steward and promote the tourism brand in ways that communicate a community's values, people and neighbourhoods authentically, and also ensure the community's brand is not simply commodified to benefit third parties? Each of these key roles belong to the local Destination Organization, which must be authentic and true to its home.

Online travel agencies, global travel or accommodation technology platforms, and third-party meeting planning companies do not share our strong community focus on working together to build a year-round visitor economy that is sustainable for the long term, disperses economic benefits widely to residents, and encourages visitors to see and discover more while also respecting and embracing community values. Destination Greater Victoria cares greatly about these outcomes and this is the essence of who we are. A positive, engaged and aligned Destination Organization not only fills the gaps, but also sets the tone. This is the type of tourism industry we wish to see and Destination Greater Victoria works diligently to achieve it.

Whereas many pundits in the tourism industry had forecast that online travel agencies, global travel platforms, and/or third-party meeting planners would disintermediate Destination Organizations, this is increasingly not the case. The role of Destination Organizations is more important than ever, given the imperative to align authentically with community values while driving the visitor economy using lenses focused on citizens as well as the commercial sector. Destination Greater Victoria has been able to achieve this over recent years and, as we rebuild from the COVID-19 pandemic, this is our opportunity once again.

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 outdated notion of a 'tourism economy'. Traditional perspectives equate tourism with leisure travel and define the tourism economy as revenues resulting from these travellers' in-destination activities. This view fails to capture a large proportion of the interactions and economic benefits that occur when people travel into a destination by (a) overlooking the many visitors who are not leisure travellers and (b) not accounting for the social, cultural and environmental components of an economy.

A visitor economy is considerably more comprehensive, inclusive, and far-reaching in its economic outcomes than a tourism economy. It is based on interactions and exchanges between visitors and the destination, including its citizens. Visitors are not only leisure travellers but also conference and meetings delegates, business travellers, event-specific visitors, and 'temporary residents' including students and contract workers. Collectively these are the hosts who comprise the social fabric of a destination. The visitor economy incorporates the direct, indirect and induced benefits flowing from these exchanges and interactions between visitors, their hosts and the destination itself, across all dimensions of the economy – financial, socio-cultural and environmental.¹

Economic activities generated by the visitor economy contribute beyond tourism to multiple sectors of the broader economy. There is direct revenue from goods and services used by visitors, indirect contributions through supply chains and supporting services, and induced benefits via spending by those who derive income from visitation. All of these benefits flows, and the interactions giving rise to them, must be given strategic attention in order to achieve successful, equitable and sustainable destination management. Accordingly, Destination Greater Victoria refers exclusively to the 'visitor economy' throughout this document, to reflect its perspective that the visitor economy goes beyond traditional concepts of tourism to encompass not only financial returns derived from hosting visitors in Greater Victoria but also the socio-cultural, community, sustainability and quality of life benefits it can deliver.

"The visitor economy is much more than simply the tourism industry. It extends to interactions between visitors and the city, and all of the direct and indirect effects triggered by visitors."

Vienna Tourist Board, Shaping Vienna Visitor Economy Strategy

¹See: Vienna Tourism Board 2019, Shaping Vienna: Vienna Visitor Economy Strategy 2025. Foundation for Puerto Rico 2020, What is The Visitor Economy? Destination Canada and McKinsey & Company 2018, Unlocking the Potential of Canada's Visitor Economy.

1.4 BRITISH COLUMBIA'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 percent (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, and bed & breakfasts; and,
2. Online Accommodation Platform (OAP) MRDT which is also available for affordable housing initiatives as outlined in section 8 below.

2. BACKGROUND

2.1 DESTINATION GREATER VICTORIA

Victoria is located on southern Vancouver Island as the capital of British Columbia. Greater Victoria incorporates 13 municipalities which collectively have 370,000 citizens including vibrant indigenous communities. By population Greater Victoria is the second largest Census Metropolitan Area (CMA) within British Columbia and has experienced steady growth due to a strong economy, an energetic and diverse tourism sector, and a favourable climate. The region is an established home for thriving technology, marine services, ocean science, education, clean tech, health, advanced manufacturing and agricultural sectors. Greater Victoria is widely regarded as a great place to live, work and visit.

Destination Greater Victoria (DGV), previously known as Tourism Victoria, is the official Destination Marketing 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, five municipalities in Greater Victoria (the City of Langford, City of Colwood, District of Oak Bay, Township of Esquimalt, and Town of Sidney) are active members of DGV. The City of Langford is a top-tier member of the Greater Victoria Sport Tourism Commission (GVSTC) and major supporter and enabler of sports business for the region. Although the District of Oak Bay, City of Langford, and Gulf Islands have their own MRDT programs, DGV works collaboratively with all municipalities and tourism organizations across the region.

As a member-based not-for-profit organization governed by a Board of Directors and with day-to-day leadership by a CEO, DGV is responsible for marketing tourism to the Greater Victoria region within Canada and the United States as well as select international markets. DGV builds and promotes a strong visitor economy across many sectors of the industry, including leisure tourism, meetings and conventions (business events), travel trade, sports events, festivals and cultural events, and media relations. These are reflected in a comprehensive, integrated brand family.

DGV is also responsible for 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 in the Greater Victoria region. By staying close to both industry and government partners, working collaboratively, being open and transparent, and actively driving very significant business results, Destination Greater Victoria enjoys strong stakeholder support within a complex multi-dimensional environment.

Destination Greater Victoria has been in continuous operation since 1974 and currently represents almost 1,000 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. Destination Greater Victoria has been the Eligible Entity for MRDT in Victoria since 2017, when it deepened its relationship with the City of Victoria by taking on sales and marketing of the Victoria Conference Centre, which is a key City asset.

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). Supported by DGV and its resources and marketing expertise, the GVSTC was formed in 2018 to grow sport tourism by developing sports-hosting opportunities in a strategic, coordinated manner that delivers measurable business and community ROI. Similarly, in 2018 Destination Greater Victoria established major events and conferences functionality within its structure. With this dedicated management capacity DGV adapted a business model from Australia to become actively involved in owning and operating core conferences and events. This approach retains key programs aligned with DGV's brand and helps round-out business seasonality.

Destination Greater Victoria operates with a robust and transparent governance structure that is not only representative of members and stakeholders, but also reflects evolving business priorities and developments. For example, alongside its existing advisory committees, in 2018 DGV established a Sport Tourism Committee to link DGV's Board of Directors and management team with the Greater Victoria Sport Tourism Commission. Similarly, in 2019 DGV established a Sustainability Committee to advise on sustainability issues and opportunities for the tourism sector and

also help coordinate sustainable tourism initiatives for Greater Victoria. 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 6 below.

A core role of Destination Greater Victoria is to grow Greater Victoria's visitor economy sustainably, which in turn is central to the strength of the wider local economy. By leveraging strategic alignment via a Balanced Scorecard performance management framework, DGV has continued to improve its attributable business results over the last five years. Notwithstanding the impacts of the COVID-19 pandemic, there is now a strong foundation of strategic alignment, engaged members and partners, a high-performance team and impressive destination attributes to build from when developing and implementing marketing initiatives.

2.2 KEY ACHIEVEMENTS FROM 2017-2021 STRATEGIC PLAN

Destination Greater Victoria's strategic plan for 2017 to 2021 has been highly successful; amplifying growth, building yield, attracting investment, telling tourism's story, and tackling the difficult task of addressing seasonality effectively. This forward-looking plan for 2022 to 2026 builds upon this and focuses on continuing to manage and stimulate responsible year-round growth while also ensuring the benefits of tourism are maximized locally, sustainability is forefront, and broader economic and societal outcomes are realized.

Key outcomes and achievements to date from the 2017-2021 Strategic Plan include:

- Attaining Eligible Entity status for MRDT in Victoria from 2017. This has strengthened DGV's capacity to influence the visitor economy by facilitating secure longer-term planning and a multiple-year approach to strategic initiatives. This status also significantly increased DGV's ability to build predictable, year-round meetings and conference business, which is typically booked more than one or two years in advance. Additionally, more-secure funding has been central to stable staffing and developing positive organizational culture and competencies.
- Modernizing Destination Greater Victoria's digital platform to be more versatile, user-friendly, responsive and impactful, along with a major review and refresh of DGV's brand and brand positioning (see further details below).
- Enhancing strategic alignment, coordination and business opportunities in the sport tourism sector by establishing the Greater Victoria Sport Tourism Commission. The GVSTC enables stakeholders from sports teams and associations, municipalities, education, and the tourism sector (including commercial accommodation, attractions and experience providers) to align efficiently in securing strategically-valuable sport tourism business for Greater Victoria.

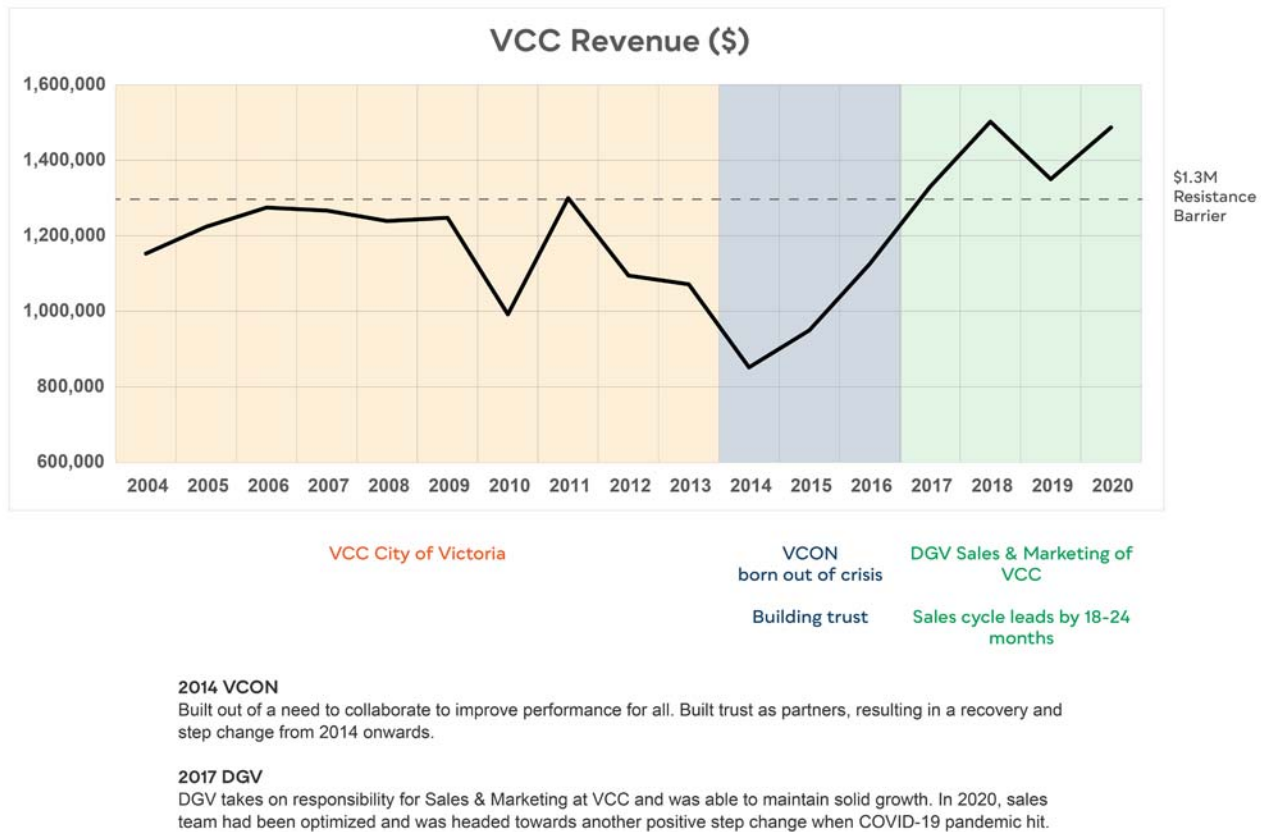
Strategic Growth in Sport Tourism Business in Greater Victoria

The Greater Victoria Sport Tourism Commission (GVSTC) was established in 2018 to coordinate sport opportunities and win sport tourism business for Greater Victoria. The GVSTC's work has included developing an integrated strategy for sport tourism business in collaboration with sport partners and stakeholders. The strategy acts as a toolkit for evaluating the feasibility, merits, and ROI for sports opportunities, with a focus on large single events (such as the World Junior Hockey Championships and the FIBA Olympic Qualifying Basketball tournament) and smaller multi-sport events (such as the Invictus Games or 55+ BC Games).

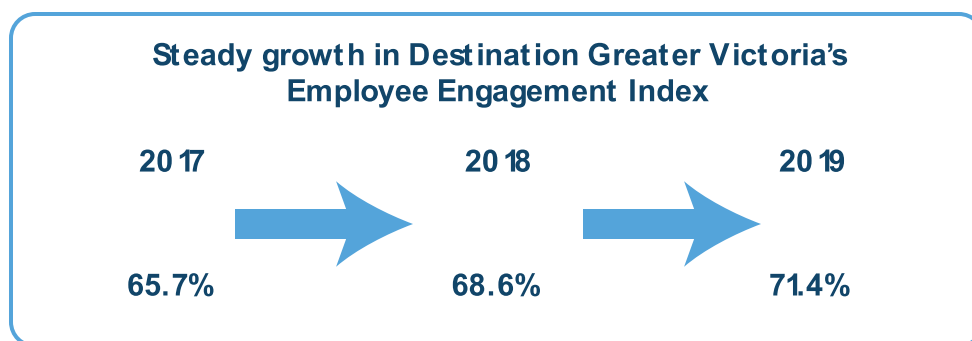
- Achieving significant growth in meetings and conference business through Business Events Victoria, particularly as a result of taking on sales and marketing responsibility for the Victoria Conference Centre from 2017. Key performance metrics are highlighted in the summary of Enterprise Balanced Scorecard results below.

Successfully Managing Sales and Marketing for the Victoria Conference Centre

Destination Greater Victoria has delivered strong results for the Victoria Conference Centre since taking on responsibility for sales and marketing in 2017. Based on average figures for three years from 2017 to 2019 compared to the three years prior to 2017, there has been a 43% increase in VCC revenues along with a 16% increase in VCC delegate days. Also, DGV's Business Events team achieved a 177% increase in confirmed room nights from meetings and conventions, which benefits hotel partners. VCC revenue flow from 2004 to 2020 is shown below (note: the 2020 figure refers to business booked pre-COVID); whereas revenue flow was highly variable prior to 2017, it is now more stable and above \$1.3 million annually.



- Successfully standing-up the Major Events and Conferences function to deliver events such as the annual IMPACT Sustainability Travel & Tourism Conference and Capital City Comic Con. Involvement in owning and operating these core events has helped to retain important shoulder-season business and reduce seasonal variance.
- Building a Restricted Reserve that is sufficient to ensure the organization can weather shocks and downturns, and implementing a prudent and flexible investment strategy to generate further low-risk growth in Reserve funds.
- Developing a highly-aligned, engaged organization throughout a period of significant growth and change, including implementing a corporate succession plan to further strengthen DGV going forward. DGV's most recent Employee Engagement Survey highlighted ongoing very positive perceptions of DGV's work policies, sharing of information, teamwork, collaboration, communication, leadership, services to members, and industry engagement. All employees understand how their role contributes to DGV's goals and reported high job satisfaction. The Employee Engagement Index has grown steadily from 65.7% in 2017 to 68.6% in 2018 and 71.4% in 2019, along with the high proportion of employees who actively promote DGV as a rewarding and progressive organization to work for.



- Achieving all major enterprise Balanced Scorecard targets through to the end of 2019 (2020 not included due to COVID impacts) with significantly increased performance compared to prior to 2017. Collectively these results (as indicated by the following metrics) have provided an execution premium:
- Continuing to embrace sustainability and work towards sustainable practices and outcomes for DGV as well as the broader visitor economy. This has included forming a Sustainability Committee within Destination Greater Victoria's governance structure from 2019 and efforts to achieve carbon neutrality in 2021.

		ENTERPRISE BALANCED SCORECARD RESULTS				
Performance Measure	Unit	2015	2016	2017	2018	2019
Accommodation Occupancy Rate	%	70.2	74.2	73.4	76.4	73.5
Average Daily Room Rate (ADR)	\$	147.74	159.55	169.19	184.20	189.10
Revenue Per Available Room (RevPAR)	\$	103.65	118.43	124.21	140.77	139.03
YYJ Airport Arrivals	#	1,710,825	1,856,421	1,934,842	2,048,627	1,924,385
Conference Centre Delegate Days	#	96,590	106,808	108,836	121,430	118,661
Victoria Conference Centre Revenue	\$	949,501	1,132,846	1,330,263	1,508,427	1,350,171
Business Events Confirmed Room Nights	#	12,788	12,169	22,966	34,184	37,951
DGV Visitor Centre Ticket Sales	\$	1,555,786	1,595,939	1,855,703	1,994,912	1,753,500
DGV Membership Services Revenue	\$	995,100	1,096,784	1,095,378	1,124,832	1,114,451
New Business Leads for Members	#	307	328	484	516	535

RESULTS FOR 2017-2021 STRATEGIC OBJECTIVE TARGETS

Additionally, performance has exceeded specified targets for each of the four objectives within the 2017-2021 Strategic Plan, providing a solid foundation and benchmarks for business going forward following the industry's recovery from the impacts of COVID-19.

1. Grow Rate and Volume

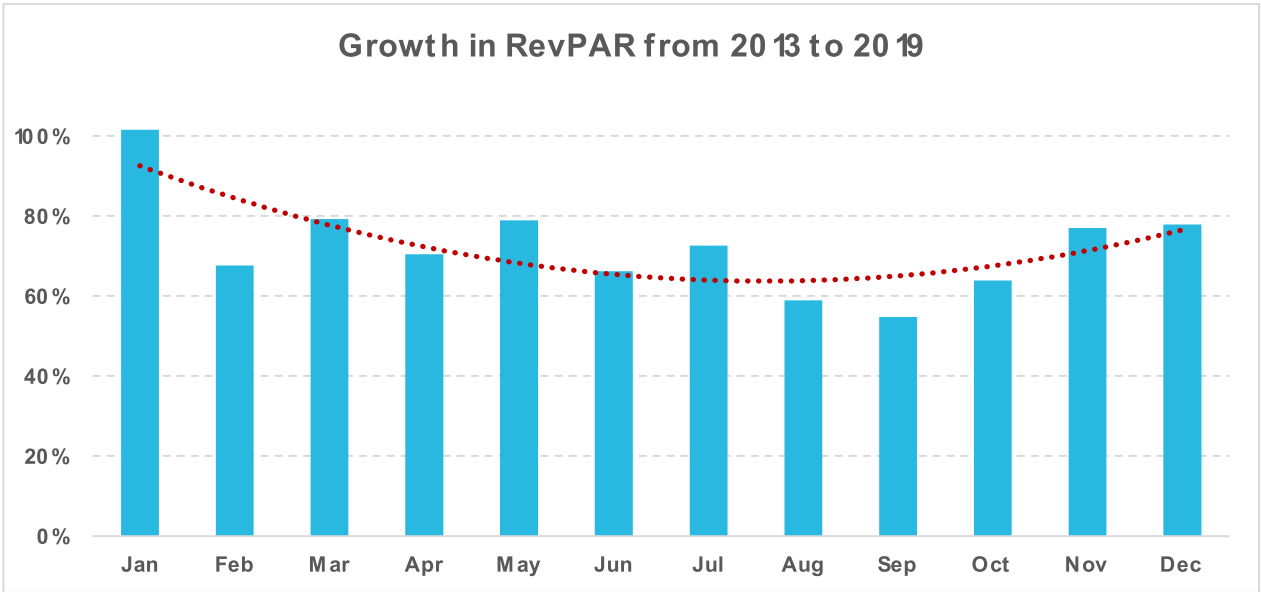
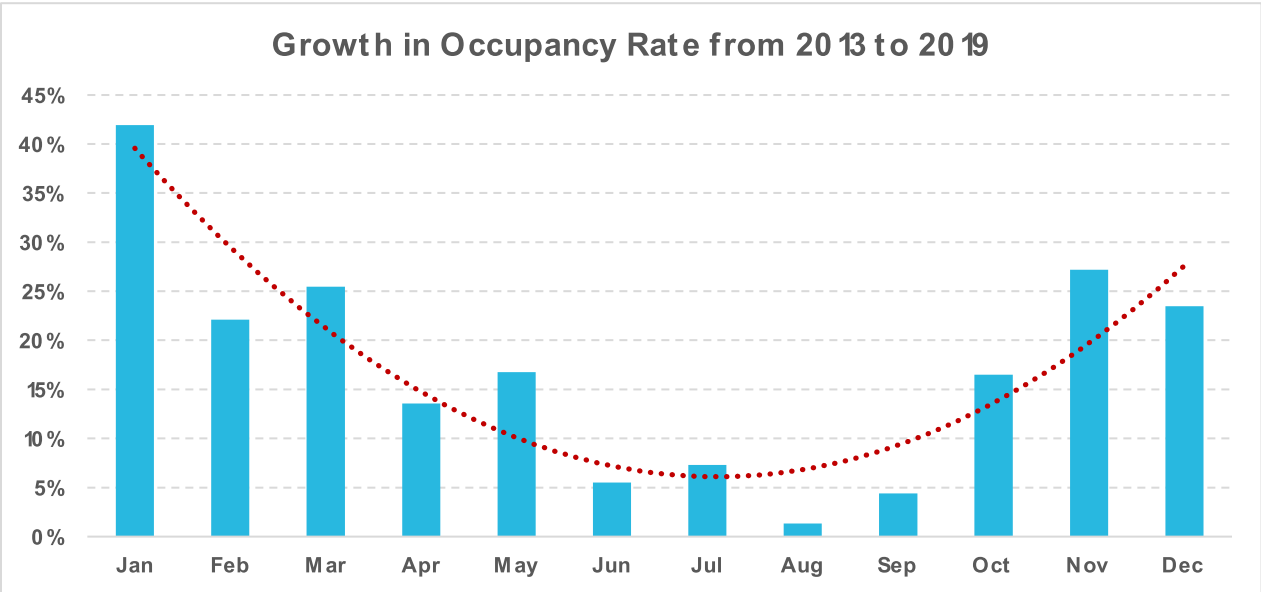
This objective reflected Destination Greater Victoria's primary priority of generating demand for the destination with a strong focus on yield as well as volume. Targets were average 72.2% occupancy and \$105 RevPAR. Results for 2017 to 2019 have been average 74.4% occupancy alongside \$135 RevPAR, exceeding expectations well within the Plan's timeframe.

STRONG PERFORMANCE GROWING RATE AND VOLUME

	Average Occupancy	Average RevPAR
Targets 2017 to 2021	72.2%	\$105
Results 2017 to 2019	74.4%	\$135

2. Addressing Seasonality

In line with Destination Greater Victoria’s objective to address seasonality, growth in occupancy and RevPAR has also been markedly greater in the off-season and shoulder seasons than during peak season, as illustrated in the following charts:



Source: Chemistry Consulting Group, Victoria Tourism Bulletins

These results flow directly from DGV’s strategy of building consistent off-peak business via targeted and seasonally-themed marketing campaigns, more meetings and conference business, and high-ROI festival and major events business. The target for this objective was average 59% occupancy from October to April. The result prior to 2020 has been 66% occupancy from October to April each year, exceeding target by 12%.

3. Destination Management

This objective focused on working with industry on critical supply-side drivers of destination success and has been primarily achieved via policies and actions developed with DGV's Transportation and Destination Management Committee (TDMC). Specifically the target was to work with stakeholders on three-phase redevelopment of Belleville Terminal and position Greater Victoria for pre-clearance and homeporting. Two phases of redeveloping Belleville Terminal's facilities are now complete and the final stage is on the horizon, significantly improving the visitor experience and setting the stage for preclearance capability.

4. Telling Tourism's Story

This objective has been achieved through Destination Greater Victoria's advocacy and policy work, corporate messaging, marketing and membership communications, stakeholder engagement, and research insights. The focus has been on tourism's experiential nature and benefits, the importance of social license and a positive visitor-resident interface, the need for sustainability and innovation, and the value of tourism's many contributions to the regional economy. Increasing appreciation and support for Greater Victoria's vibrant visitor economy will continue to be a core priority.

Collectively the abovementioned achievements and outcomes from the 2017 to 2021 Strategic Plan provide important context and benchmarks for this next five-year plan. They form a robust platform that Destination Greater Victoria can build from alongside new directions and initiatives.

2.3 OPPORTUNITIES AND CHALLENGES OF DEVELOPING A FIVE-YEAR PLAN DURING A GLOBAL PANDEMIC

This five-year Strategic Plan has been developed during unprecedented conditions arising from the global COVID-19 pandemic, which has severely impacted travel, tourism businesses and the wider economy. Planning within this context presents challenges as well as opportunities. While on one hand there continues to be significant uncertainty about how and when critical gates for tourism, events and conferences will reopen, on the other hand there are opportunities to rebuild in new, deliberate ways to produce more positive and sustainable outcomes for stakeholders as we continue to grow a strong and vibrant visitor economy. The plan will provide a strategic framework throughout recovery from COVID-19 and as we rebuild in close positive alignment with the values of the communities we serve.

In addition Destination Greater Victoria will develop annual one-year business plans that are more tactical, as is required by DGV's Constitution and Bylaws and in accordance with the Province of BC's MRDT guidelines. These tactical plans will consider the prevailing and foreseeable business and community conditions at the time, and address opportunities in place or likely to arise.

3. STRATEGIC CONTEXT

3.1 VISION AND MISSION

Destination Greater Victoria's Mission and Vision continue to anchor strategy and are aligned with community values as well as industry and stakeholder priorities. The Mission and Vision are roundly supported by clear brand definition and an effective, successful brand proposition. These attributes are well-established and underpinned by significant 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.

3.2 BRAND AND POSITIONING

Greater Victoria is a small to mid-size city with a global brand reputation. It is consistently ranked in the top ten small cities of the world in publications such as Condé Nast Traveler, and is increasingly recognized as a leading global city for business, education, technology and innovation. With diverse attributes, Greater Victoria is an exciting, multi-dimensional city in a vibrant, evolving region.

During 2018 Destination Greater Victoria undertook an extensive and robust branding process from a tourism perspective to gain a deeper and more-nuanced understanding of core brand attributes. A key part of this work sought to break from past stereotypes and communicate a modern, fresh and accurate representation of who we are as a destination and what visitors can expect.

DGV's brand refresh was informed by six months of research and consultation, including interviews with community, local government and industry stakeholders, workshops with citizens and business owners, sentiment analyses, and consumer surveys within target markets. The process defined the destination's fundamental attributes to develop an integrated brand story, strategy, and positioning along with unique selling propositions (USPs) centred on connections to the Salish Sea.

Destination Greater Victoria implemented its brand refresh in September 2018, with the new brand reflecting the vibrant multi-faceted global destination we have become. As part of the brand update the organization's trading name was changed from Tourism Victoria to Destination Greater Victoria, to better represent DGV's membership portfolio as well as the increasingly regional nature of visitor experiences. The change in trading name was also driven by DGV's focus on strategic destination management; many tourism boards have now incorporated a destination management function into their operations and have revised their trading name to highlight this responsibility. DGV's updated trading name is a platform for building cohesive regional marketing strategies that highlight all there is to see and do in the destination and encourage customers to revisit and explore more.

The brand refresh extends to Destination Greater Victoria's sub-brands, forming an integrated brand family including Business Events Victoria, the Greater Victoria Sport Tourism Commission, Greater Victoria Visitor Services and Greater Victoria Membership.

DESTINATION GREATER VICTORIA BRAND FAMILY

DESTINATION GREATER
VICTORIA



The brand review confirmed that the attributes most responsible for driving positive visitor sentiment for Greater Victoria are nature, outdoor activities, attractions, restaurants and breweries, performing arts, festivals, sports, business events and conventions, and wellness and spas. Core elements of Greater Victoria’s brand positioning are:

Far from Ordinary

Greater Victoria looks and feels like no other place. It is timeless and monumental, vibrant but also mild and relaxed. Victoria meshes wild nature with gentle sophistication and eclectic contemporary energy. The result is a place that’s far from ordinary.

A Place to Reconnect and Renew

Explore a city that is ready for your kind of adventure at the pace you choose. Disconnect from the hustle and bustle of regular life and reconnect with experiences to feed your soul. Victoria is a place to renew yourself.

Timeless City on the West Coast

Experience the best of British Columbia’s past and present. Chart your own adventure and explore this special place where the Pacific meets the land. Experience the vibrancy of an intimate city alive with character. Victoria is a Pacific Coast city unlike any other.

Connections to the Salish Sea

Rediscover perspective by immersing into one of Canada’s most diverse ecosystems. Connect with coastal Salish Indigenous traditions, natural landscapes and wildlife. Greater Victoria is shaped by the interactions between natural environment and history.

Alive with BC’s History

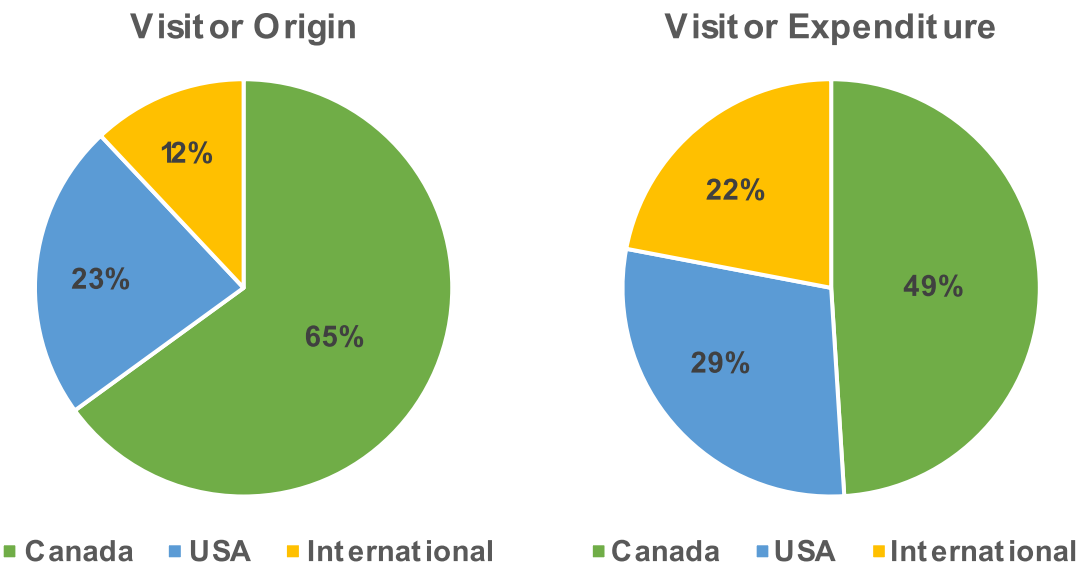
Engage with the rich and diverse history of British Columbia’s capital city. As one of the oldest cities in the Pacific Northwest, the history of the Coastal Salish First Nations together with British legacies, European influences and North America’s second oldest Chinatown surrounds you.

Destination Greater Victoria’s brand refresh successfully moved our tourism proposition away from past stereotypes and delivered a compelling and competitive brand. However, more work must be done to remain on pace with our evolving tourism economy, visitor preferences and the realities of the destination we serve. A brand update is planned for 2021-2022, which will be appropriate timing because insights about consumers’ adaptations due to COVID will be available and effects of severe disruptions should have reduced for visitors and the industry. Outcomes from this brand update will be reflected in the marketing components of Destination Greater Victoria’s five-year strategy.

3.3 SOURCE AND TARGET MARKETS

Source markets for Greater Victoria’s visitor economy have predominantly been within Canada and western states of the USA. Short-haul markets such as Vancouver, the BC Lower Mainland, Seattle 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. Over recent years Toronto, Montreal, Portland and San Francisco have also shown growth as important markets.

Based on pre-COVID data², Greater Victoria hosts approximately 4.2 million visitors each year who spend almost \$1.5 billion within the destination. Historically, as shown in the charts below, travellers from within Canada account for almost two-thirds of visitors to Greater Victoria but less than half of visitor expenditure, confirming the critical strategic importance of US and international markets. On average (and with minor seasonal variation), visitors from the USA spend 70% more than Canadian visitors within Greater Victoria, while international visitors spend up to 133% more.



A survey of Destination Greater Victoria’s members in October 2020 (discussed further in section 4 below) sought feedback on source market priorities for the next five years. Members recommended that short-haul and domestic markets take precedence, with the five most-important being:

- 1. Vancouver and Lower Mainland
- 2. Seattle and Washington State
- 3. Calgary, Edmonton and Alberta
- 4. British Columbia beyond Vancouver and Lower Mainland
- 5. Toronto, Ottawa and Ontario

²Sources: Statistics Canada 2018 National Travel Surveys (NTS) and Visitor Travel Surveys (VTS). Destination Greater Victoria 2019 Visitor Survey Report.

Accordingly, Canadian and US short-haul markets will continue to be primary target markets for the next five years. It will be critical to penetrate further into these markets, particularly in the USA given potentially high returns on investments, and a main pathway towards achieving this will be applying insights from a comprehensive market segmentation process, as outlined further below. In addition, Destination Greater Victoria will target international markets selectively for appropriate channels of business. Target markets over the term of this Strategic Plan are listed below; DGV will focus most actively on the Tier A markets and have limited, channel-specific involvement in the Tier B markets. As always, DGV will remain responsive to market developments and any emerging opportunities to build business in line with strategic objectives.

TIER A TARGET MARKETS <i>Active Involvement</i>	TIER B TARGET MARKETS <i>Limited Involvement</i>
BRITISH COLUMBIA Vancouver and BC Lower Mainland	OTHER BRITISH COLUMBIA Vancouver Island, Okanagan, Kelowna
WASHINGTON STATE Seattle and Western Washington	ALBERTA Edmonton
ALBERTA Calgary	QUEBEC Montreal
ONTARIO Toronto and Ottawa	CALIFORNIA Los Angeles
CALIFORNIA San Francisco	OREGON Portland
INTERNATIONAL Selective in Asia-Pacific and Europe	OTHER USA Denver, Dallas

3.4 ROLE OF SEGMENTATION

Market segmentation is a process of systematically dividing and defining a market into increasingly nuanced categories to facilitate finer-scale targeting. The process assigns customers to groups that share relevant characteristics based on demographics, behaviour, interests, preferences, needs or geographic location. Main benefits of market segmentation include identifying the most appropriate customers, creating a highly focused or engaged customer base, informing the design and delivery of hyper-targeted advertising, focusing on customers with niche interests, needs or values, and brand or service differentiation.

Market segmentation is well established in Canadian tourism, ranging from market-specific reports and analyses to customizable software allowing data to be queried at various scales across multiple parameters. Segmentation linking traveller typologies with specific activity preferences was a main output from the 2001 national Travel Activities and Motivation Survey (TAMS), which remains a key resource for tourism market research in Canada. Using data on consumers’ geo-demographics and behaviour, Environics Analytics has aligned its PRIZM software with Destination Canada’s Explorer Quotient (EQ) model to define almost 70 traveller-lifestyle types, allowing segmentation at very fine scale. Although these tools have limitations in how data are sourced and how consumer attributes are assumed to reflect in travel behaviour, they provide useful market insights and are updated and refined frequently. Destination Greater Victoria has drawn upon such tools effectively to help inform its marketing strategies.

As noted throughout this Strategic Plan, Destination Greater Victoria will continue to focus on higher yielding and values-aligned customers within all our channels. This requires a refreshed approach to segmentation, aligned with new ways of characterizing customers, greater data availability and new methods of analysis. By year-end 2022 DGV will leverage existing segmentation data via programs such as Explorer Quotient, engage widely where possible on additional and emerging data sources, and work with its agency partner on a refreshed segmentation process to identify target customers who best fit strategic goals.

3.5 EXPERIENCES STRATEGY

Over the next five years Destination Greater Victoria is committed to developing, implementing and refining an ‘experiences strategy’ for visitors to Greater Victoria. Calls to explore this concept were initiated by industry partners, particularly those in the experiences sector, and they have requested DGV to bring it to life; hence all stages of development will occur in close consultation with industry. Alongside destination stewardship and community alignment, digital conversion to connect tourism businesses with travellers in more sophisticated ways has been identified as a key transformational opportunity³. The aim is to provide an engaging, user-friendly digital platform that makes it enticing and easier for visitors to experience more of Greater Victoria than has historically been the case.

The platform will be available to travellers prior to visiting (for example, on booking accommodation or transportation) and also while in-destination. It will be integrated across all experiences, including attractions, tours, activities, culinary, wellness, entertainment, events and bespoke services. A core goal is encouraging visitors to experience more, spend more and stay longer in Greater Victoria by helping to curate and guide their journey within the destination, in ways that are most appealing to them based on insights from digital data.

This component of DGV’s strategy is intended to tie into marketing across all lines of business and complement initiatives to promote a more-sustainable visitor economy. Performance measures are likely to focus on rate of uptake, depth and breadth of engagement, dispersion, yield, length of stay (hotel room nights) and growth in shoulder and off-season business.

Work on the experiences strategy will commence in 2021, with further development planned in early 2022 for implementation by summer 2022. The strategy will then grow incrementally and be further refined over subsequent years in line with insights about performance. Importantly, the platform for the experiences strategy is not only intended to curate activities for visitors but also provide insights about how visitors are experiencing Greater Victoria. This feedback loop will allow DGV and tourism partners to fine-tune and refine the platform on an ongoing basis to maximise performance.

3.6 IMPORTANCE OF COMPRESSION

The process of compression is an important driver of tourism performance and growth in the visitor economy. Compression exists in a destination when a large number of meetings, major sporting or cultural events, or pre-planned leisure business creates limited availability for last minute travellers. This has the positive benefit of prompting transient travellers to either pay a higher rate at their first choice accommodation or book a different accommodation option in the destination; both outcomes are beneficial for the destination’s overall business health⁴.

In addition, compression creates geographic dispersion of business into other neighbourhoods and commercial centres, thereby spreading the benefits of the industry more broadly. Accordingly, it is strategically important to focus on securing more pre-planned business on the books because that will allow the entire region to benefit from compression. A critical role of DMOs such as Destination Greater Victoria is to create compression and subsequent dispersion. The DMO should plan across years and tourism seasons to ensure healthy beneficial compression occurs, which in turn provides a steady platform for the wider visitor economy. This is the approach DGV will continue to use going forward.

3.7 ROLE OF DISPERSION

The growth of tourism globally reflects greater participation in travel by people from a broader range of countries, in line with increased economic prosperity in those countries. If not managed properly, tourism can be relatively concentrated in time and space, which is becoming more evident with (for example) the rapid increase in Chinese tourism activity. Improved dispersion of tourism across time and space is likely to be much more sustainable because capacity restraints in popular destinations will be mitigated and economic benefits can be distributed more widely⁵.

³MMGY NextFactor DestinationNEXT 2019 Futures Study.

⁴Cornell University 2011, The Cornell School of Hotel Administration on Hospitality.

⁵McKinsey & Company and World Travel & Tourism Council 2017, Coping with Success: Managing Overcrowding in Tourism Destinations.

Destination Greater Victoria is committed to the concept of dispersion for several reasons:

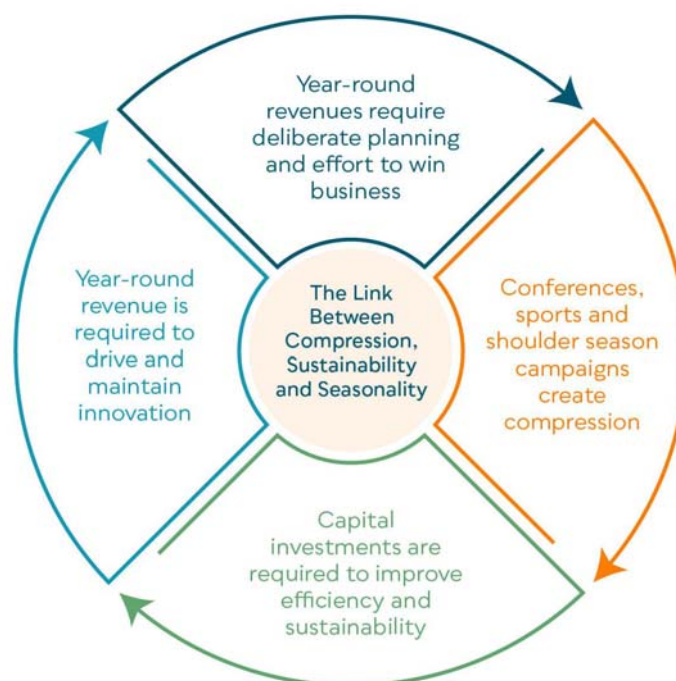
1. It generates economic opportunities for a broader range of members of our community;
2. it provides a variety of diversification opportunities for existing tourism businesses; and,
3. it exposes visitors to a diverse range of quality experiences, leaving them keen to return and explore and experience more in the destination.

Given impacts of the COVID pandemic, the risk of 'overtourism' in Greater Victoria remains far from immediate. The narrative has shifted towards re-establishing the benefits of tourism lost due to the pandemic, but through the lens of a positive visitor-resident interface. It is timely to plan and prepare strategically. Destination Greater Victoria's performance demonstrates that it executes on strategic dispersion extremely effectively, delivering a full range of benefits while continuing to build positive branding for our communities. Key examples are (i) the Pacific Marine Circle Route program, which achieved international recognition and provided economic benefits to underserved areas, (ii) recent work on 'agritourism' on the Saanich Peninsula, and (iii) partnership with Tourism Cowichan Society while concurrently linking back to the culinary scene in Victoria's hotels and restaurants. This level of highly-tuned strategic destination management, tied to marketing and communications, can drive new benefits for our community efficiently. Destination Greater Victoria is highly skilled in this area and will continue to implement strategic dispersion very effectively in future years.

3.8 THE LINK BETWEEN SUSTAINABILITY, COMPRESSION AND SEASONALITY

The concepts of sustainability, compression and seasonality interlink. To improve performance on environmental sustainability, significant investments are required. Over recent years many tourism businesses in Greater Victoria have made sizeable investments in sustainability initiatives, such as hotel retrofits, motor coach fleet modernization, alternative fuel systems, and innovative propulsion systems (for example, Harbour Air's electric aircraft) which carry investment risks. A sound revenue model is needed to support this. Business operators are comfortable making required sustainability investments if they can foresee year-round revenues, which is underpinned by achieving significant future meetings, conference and sports business on the books. These books of business then drive compression to reduce seasonal variability in business and build a predictable year-round revenue cycle. These links are illustrated in the diagram below.

At the outset of this document, reference was made to building a long-term sustainable competitive advantage. Destination Greater Victoria has reached the conclusion that the very way we live, along with who we are as community, provides our long-term sustainable competitive advantage.



3.9 SWOT ANALYSIS

As a central component of strategy development, this five year plan has been informed by analysis of Destination Greater Victoria's strengths and weaknesses, as well as opportunities and threats in its operating environment. As is typical of SWOT analyses for effective organizations positioned for growth, DGV's strengths are significantly greater than its weaknesses while opportunities outweigh potential threats.

STRENGTHS

- High-profile destination with positive reputation and diverse tourism assets and attributes.
- Strong tourism brand and extensive brand portfolio relative to competitive set.
- Proximity to large and affluent markets with a wide range of transportation links.
- Wide range of tourism products, services, attractions and experiences across all seasons.
- Extensive accommodation options offering high quality, value and services for visitors.
- Modes of travelling to and exploring Greater Victoria enhance the visitor experience.
- Positive visitor sentiment and perceptions along with a history of repeat visitation.
- Solid foundation of addressing seasonality and building a year-round visitor economy.
- Focused on increasing yield as well as volume along with benefits for citizens.
- Active across multiple business channels with solid expertise and strong performance.
- High capacity to compete for and win meetings and conventions business.
- Strategic support for business events including a customer advisory board.
- Attractive destination for meetings, conferences, festivals and major events.
- Positive sports and recreation culture with community support for sports events.
- Strong alignment and collaboration with all sectors of industry.
- Strong focus on social license, community values and a positive visitor-resident interface.
- Active involvement in destination management and stewardship.
- Established networks of effective partnerships and stakeholder engagement.
- Alignment with regional, provincial and national tourism partners.
- Tourism is seen as a major contributor to Greater Victoria's economy and workforce.
- Adaptable, talented, engaged and highly-skilled staff focused on strategic priorities.
- Robust, effective and transparent governance structure and practices.
- Stable funding and an effective medium to longer-term strategic planning horizon due to MRDT eligible entity status.

WEAKNESSES

- Perceptions that Greater Victoria has limited access, is not a hub, or is not easy to travel to.
- Reduced staffing and constrained resources until growth can support further investments.
- The need to rebuild trust during COVID recovery that travel and tourism can occur safely.
- Potentially enduring negative perceptions around links between travel and COVID.
- Perceptions that Greater Victoria has predictable tourism products late in their lifecycle.
- Insufficient capacity for meetings and conventions business at Victoria Conference Centre.

OPPORTUNITIES

- Potential to outcompete competitors and recover faster from COVID impacts, thereby providing more benefits to communities more quickly.
- Greater customer focus on sustainability, regenerative practices and the circular economy.
- Further growth in alignment and effective relationships with indigenous stakeholders.
- Building a positive visitor-resident interface and strengthening community alignment.
- Rebuilding purposively and operating in new ways as part of recovery from COVID.
- Increased leveraging of technology and data across all business operations.
- Sustainable growth in yield and ROI through nuanced visitor and market segmentation.
- Continuing scope to address seasonality and build a year-round visitor economy.
- Improved and expanded facilities for meetings and conventions business.
- Potential for expanded air and ferry access to Greater Victoria.
- Improved sports and recreation facilities to support growth in sports events business.
- Further growth and development of co-owned conferences and events, including the IMPACT Sustainability Travel & Tourism Conference.

THREATS

- Loss of tourism products and businesses due to impacts of the COVID pandemic.
- Lack of a coordinated restart and reopening plan from COVID restrictions.
- Potential inability to recover from COVID at the same or faster pace than competitors.
- Strong competition for visitors as all jurisdictions re-prioritize tourism highly.
- Concerns around perceived negative externalities of tourism which must be planned for, managed and mitigated.
- Potential economic downturn and/or further disruptive tourism industry risks.

3.10 SITUATION ANALYSIS AND LOOKING FORWARD

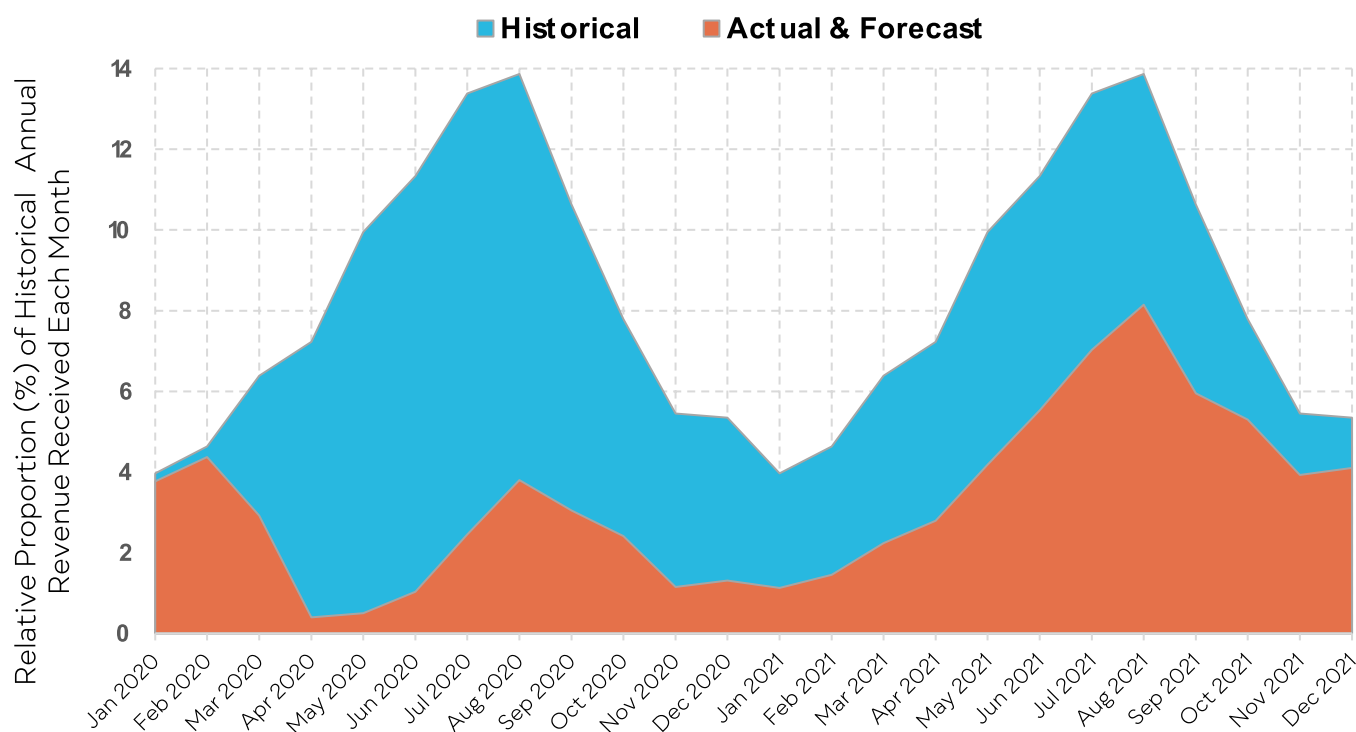
This Strategic Plan has been developed against the backdrop of severe industry-wide impacts from the COVID pandemic. Because these impacts continue to undermine the visitor economy, the ways in which Destination Greater Victoria's strategy rolls out, and the timeline this follows, will be greatly influenced by how effectively the pathway to recovery unfolds over the next one to two years. There were very strong levels of business on the books as 2020 commenced and Greater Victoria's visitor economy had achieved significant growth from 2017 to 2019. Tourism business can, and will, return to these levels and grow further; however, the way in which it returns and how quickly it returns are dependent on actions in the short to medium term. A roadmap to recovery with clear milestones is essential and stability, predictability, financial prudence and depth of expertise will be critical. These factors have been considered in developing this Plan.

IMPACTS OF THE COVID-19 PANDEMIC

Prior to the COVID-19 pandemic, tourism was Greater Victoria's second largest industry, delivering \$2.3 billion economic impact annually and bringing \$1.4 billion in new revenue from visitors into the local economy each year. This revenue sustained the numerous small and medium size businesses which underpin the sector. Almost 40% of working Victorians were directly or indirectly employed in the tourism industry. Tourism generates jobs at all skill and technical levels for people of all ages; it is a major employer of young adults and an important gateway employer for students seeking work experience. Tourism's contributions to year-round quality of life for residents enhances the region's ability to attract and retain skilled human resources for the technology, government, academic and health care sectors.

Prior to COVID-19, cross border travel along with business events and conferences accounted for more than 45% of visitors to Greater Victoria as well as 55% of total visitor expenditure. Tourism is inherently seasonal; most tourism businesses receive up to two-thirds of their annual revenue from May to September each year then rely on this critical core revenue to continue operations over the remainder of the year. Due to the travel and health restrictions required to address COVID-19 there has been minimal tourism activity in Greater Victoria in 2020, with limited or intermittent access to most Canadian source markets and no access to key USA and international markets. Revenue for tourism businesses has therefore been very modest for 2020 and far below historical levels, While recovery is expected to commence in 2021, it is likely that pre-COVID revenue levels may not return until 2022 or 2023.

The following chart compares historical revenue flows (averaged for 2018 and 2019) for commercial accommodation providers in Greater Victoria (blue) with their actual and forecast revenue flows for 2020 and 2021 due to the impacts of COVID-19 (orange).



Source: STR, Destination Reports Victoria BC 2018 to 2020

Recent research by Destination Canada⁶ proposes two key recovery scenarios going forward. The scenarios forecast revenue impacts for Canada's tourism industry and likely timing for visitation to return to 2019 levels, based on when the border reopens (April 2021 or October 2021). Under both scenarios, domestic travel is expected to recover to 2019 levels by 2022 provided COVID remains under control following the second wave. Although (assumed) redirection of outbound spending to domestic travel is forecast to partially buffer the loss of US and international visitors, experience in 2020 showed this will be far from sufficient to offset actual losses to any meaningful extent, at least for Greater Victoria. Still, it will be important to convert as many Canadians as possible to travel to British Columbia. Destination Canada's scenarios are outlined in the table below; both assume that when the border reopens it will be open to all US and international markets, and all domestic travel restrictions are lifted.

⁶Destination Canada, Visitor Demand Forecast Update November 2020 and Canada's Business Events Restart Recovery Framework December 2020..

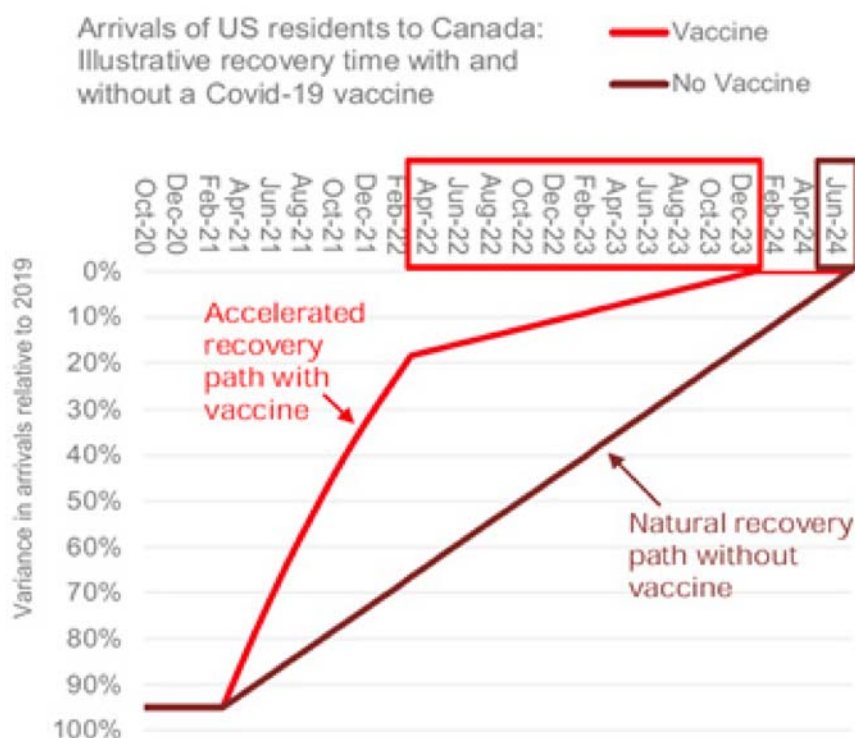
Destination Canada's Scenarios for Recovery of Tourism Business to 2019 Levels

Scenario		Revenue Forecast		Month of Return to 2019 Trip Levels			
Border Reopening		2021 Canadian Tourism Revenue	2021 Revenue Loss vs. 2019	Intra-Provincial	Intra-Provincial	USA Arrivals	Overseas Arrivals
1	Apr 2021	\$48 billion	-54%	Mar 2022	Mar 2023	Jun 2024	Jun 2025
2	Oct 2021	\$42 billion	-60%	Dec 2022	Sep 2023	Mar 2025	Mar 2026

Source: Destination Canada Research 2020

Importantly, availability and widespread use of COVID vaccines is expected to accelerate the pace of industry recovery. Vaccine roll-out is already underway across Canada as well as internationally, although timeframes to protect significant proportions of populations remain uncertain. The diagram below shows the dramatic positive benefit of vaccines in accelerating recovery assuming the border reopens in April 2021. It is anticipated that vaccines administered to 70% of individuals within target populations over one year would accelerate recovery to 2019 business levels by a minimum of six months.

Forecast Pathways for Recovery of US Visitation, With and Without Vaccines



Source: Destination Canada Visitor Demand Forecast November 2020, p.20.

URGENT NEED FOR STABILITY AND PREDICTABILITY FOR POST-COVID RECOVERY

Of all industries affected by the COVID pandemic, tourism was first to be restricted, it has been the most severely impacted, and it is likely to be last to fully recover. Virtually all jurisdictions have seen their visitor economy decimated. Although Greater Victoria's brand is solid and has many attributes making it a destination of choice going forward, the industry cannot simply 'bounce back'; it has been damaged so extensively that it needs to be rebuilt in planned steps, one initiative or customer segment at a time.

Living on an island we need to work deliberately to restore and secure each vital transportation link, which are currently tenuous. We must rebook as many delayed conferences as possible while also securing new business events, and compete for sports events aligned with DGV's strategy to drive year-round business. We need to execute highly-focused, efficient marketing campaigns to secure high-value overnight stays while also supporting festivals, the arts and events that fit our objectives. The visitor economy must be viewed through a destination management lens, in order to compete vigorously in a manner that reflects the values of the community we are grateful to call home. In all cases there are medium-term opportunities to improve on what was done previously.

To set the stage for recovery and rebuilding in better ways, there is an urgent need for stability and predictability. Without these it is extremely difficult to develop pathways and plan actions. DGV will continue to advocate and work for these preconditions, with a caveat to 'beware shiny objects' that advance simplistic or quick-fix ideas in the name of tourism recovery. Rebuilding will be specialized work that should be led by experts, such as DGV's highly skilled team in collaboration with a deeply experienced industry that has worked successfully through crises previously. By way of our actions, effectiveness and commitment, Destination Greater Victoria seeks to continue earning the trust and respect of industry and government partners as well as community organizations. DGV has a track record of success and is pursuing a renewed mandate to lead recovery efforts for Greater Victoria's visitor economy from 2022 to 2026.

FINANCIAL PRUDENCE

As demonstrated throughout the pandemic to date, prudent financial management and policies are critical to working through crises, and will be equally imperative post-COVID. It is very important to constantly evaluate expenditures, reforecast where warranted, and implement rigorous controls to ensure spending does not creep unnecessarily. COVID has required deep efficiencies very quickly and Destination Greater Victoria's strategy is to continue working in such ways. Operational savings and efficiencies have been part of DGV's Balanced Scorecard framework for many years, alongside accuracy of financial forecasts.

Notably, the lease for Destination Greater Victoria's headquarters at 737 Yates Street will expire in May 2022. With fewer staff DGV requires less office space, and will work through the Finance and Membership Committee to search the market for suitable, safe, efficient and more-affordable space if available. It is expected that any new office space will meet DGV's operational needs for at least the term of this Strategic Plan.

DEVELOPING HUMAN RESOURCES

At its core, a Destination Organization is a highly skilled and specialized professional services entity with solid expertise in marketing communications, digital marketing, research, complex business to business sales, industry advocacy, and many related areas necessary for success. High-performing Destination Organizations recruit carefully, nurture and develop talent fastidiously, and understand that its people drive success. The paradox is that, because of their not-for-profit model, Destination Organizations often have difficulty competing with the private sector, government departments and agencies for talent. Organizations such as DGV are frequently the training ground for future private sector and government leaders by providing broad industry experience. Doing this over the longer term has considerable innate value for the visitor economy. Experienced executives in Destination Organizations understand they are required to not only deliver results today, but also develop talent for tomorrow.

Key human resources elements of Destination Greater Victoria's strategy for the next five years are:

- Continuing to ensure there is an "A" player in every seat.
- Engendering a learning environment where growth is at the centre of the employee experience.
- Continuing to focus on the mental health and wellness of employees.
- Revisiting team values and norms in a post-COVID environment.

4. PARTNERSHIPS AND ALIGNMENT

Partnerships are central to all aspects of Destination Greater Victoria's operations. Because DGV's work affects or influences all areas of Greater Victoria's visitor economy, these partnerships involve a diverse range of stakeholders with varied perspectives and interests. Collaboration is critical and community and industry alignment are paramount. Partnership underpins DGV's strategy; DGV has worked diligently to build effective stakeholder relationships and will continue to do so.

4.1 VALUE OF TOURISM FOR GREATER VICTORIA

Tourism's value for a destination 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 are business and employment opportunities as well as contributions to government revenues through taxes.

ECONOMIC IMPACTS OF TOURISM IN GREATER VICTORIA

\$2.3 billion in economic outputs annually

\$1.2 billion in GDP

22,300 jobs supported

\$400 million in tax contributions

\$1.4 billion in visitor spending each year

Recent (pre-pandemic) assessment of the economic impacts of Greater Victoria's tourism industry⁷ confirms it is a major contributor to the local economy. Economic outputs total \$2.3 billion annually, supporting more than 22,000 jobs, almost \$750 million for wages and salaries, \$1.2 billion in GDP, and almost \$400 million in tax contributions. Visitor spending brings \$1.4 billion in new revenue into Greater Victoria's economy each year.

In Greater Victoria, the value tourism generates through its economic impacts is made possible by the collaborative partnerships that Destination Greater Victoria has built and nurtured with tourism stakeholders over many years. Going forward these partnerships will continue to be the foundation for effective stakeholder engagement and strong strategic alignment.

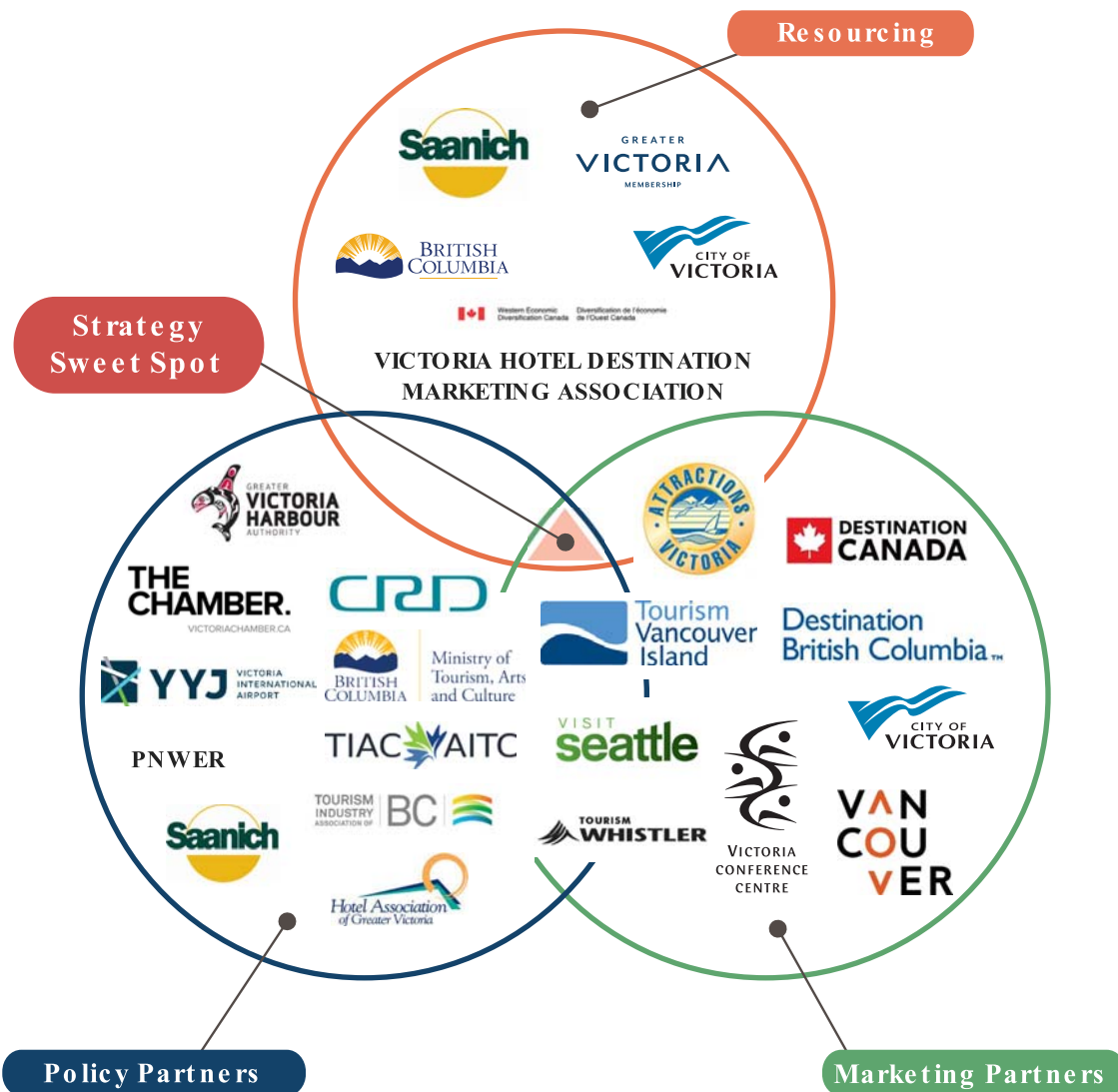
4.2 PARTNERSHIP ENVIRONMENT

Destination Greater Victoria works effectively with myriad funding, marketing and policy partners to advance the mutual goal of a vibrant, sustainable, year-round visitor economy that benefits Greater Victoria's citizens. DGV's primary partners are shown in the diagram below. Strategic alignment occurs when the objectives of these partner groups mesh together, which DGV works diligently to achieve. Many of these partners have provided input in the development of this five-year plan.

4.3 STAKEHOLDER ENGAGEMENT

Destination Greater Victoria works to engage actively, effectively and collaboratively with all tourism stakeholders in Greater Victoria. These comprise industry partners (including DGV's membership), municipal, provincial and federal government, other DMOs, tourism organisations, Greater Victoria business associations, citizen's groups and communities. Input for this five-year Strategic Plan has been sought widely from these stakeholder groups, including as outlined below.

⁷InterVISTAS 2018, Economic Impact of Tourism in Greater Victoria, B.C.



ENGAGEMENT WITH CITIZENS

Community alignment is central to Destination Greater Victoria's objectives. To inform development of the next strategic plan, in September 2020 DGV surveyed residents of the City of Victoria about their perceptions of tourism as well as key priorities and opportunities for tourism over the next five years. The survey was prompted by the need for broad engagement as best practice, especially to gauge citizen sentiment and perspectives in light of pandemic impacts. The survey was conducted online by Insights West using a ten-item questionnaire comprising multiple-option and open-ended questions. The sample was 701 residents (49% female, 51% male) across all age categories, from 18 to over 65. Where appropriate, data were weighted in line with Statistics Canada census records to ensure the sample was representative of the City of Victoria's population.

When asked whether tourism is important for Greater Victoria, 98% of respondents stated it is very important (80%) or important (18%).

When respondents were then asked why they considered tourism to be important, the vast majority (80%) cited economic contributions (jobs, taxes, sales revenues, and business opportunities) while others (12%) noted that tourism promotes the many features and attractions that make Victoria a great place to live and work and also visit. These results align almost completely with findings from an equivalent survey in July 2018, indicating Victoria residents' positive perceptions about tourism's importance are solidly grounded and enduring, even given adverse impacts of the COVID pandemic.

Importance of Tourism

Four out of five Victoria citizens consider tourism to be very important because it contributes significantly to Greater Victoria's economy, provides jobs for residents and promotes Greater Victoria's quality of life, features and attractions.

When asked how much they agreed or disagreed with various statements about tourism in Victoria, the vast majority of respondents completely agreed or agreed that tourism generates jobs, supports small business, provides positive exposure, and creates new business opportunities. Similarly, the vast majority agreed tourism provides activities, experiences and facilities which residents can also enjoy, brings diversity and different cultures into the region, and makes Victoria a good place to live and work. Perceptions were much more disparate about possible negative impacts of tourism, such as making Victoria more expensive for residents, damaging nature and the environment, potentially overloading infrastructure and facilities, or diverting resources from resident services or amenities.

Overall, 82% of citizens surveyed completely agreed or agreed that the benefits of tourism outweigh any potential disadvantages; 13% were neutral and only 5% disagreed.

These results are shown in the chart below and highlight the critical importance of ensuring tourism delivers benefits to citizens, nurtures a positive visitor-resident interface, and acts sustainably while also generating valuable economic contributions. This approach is central to the strategic objectives within this five-year plan.

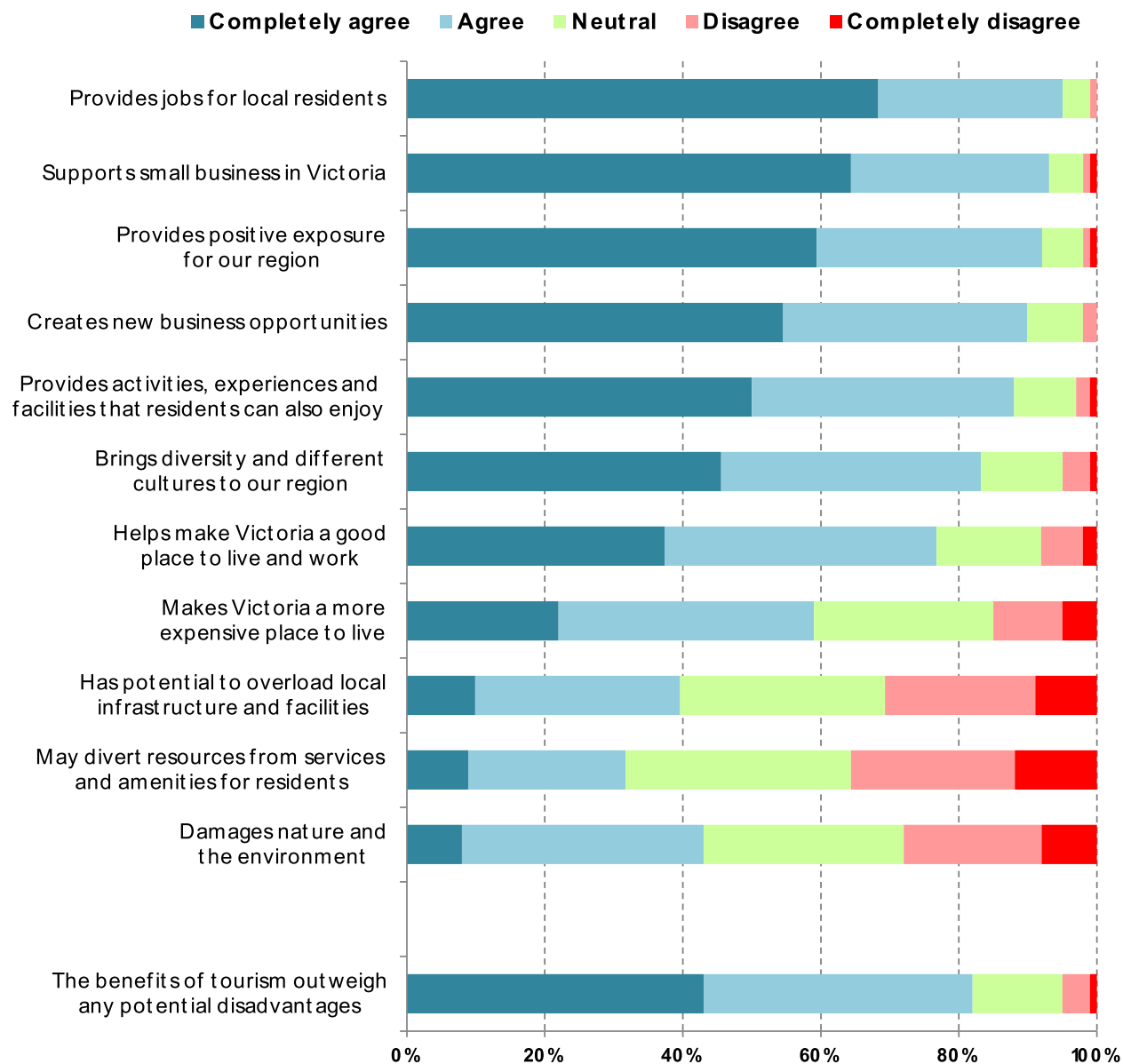
When residents were asked to score the overall value of tourism to the region using a scale from one (no value, does not benefit Victoria) to ten (very valuable, great for Victoria) the median score was 9 and the mean 8.3. The large majority (87%) scored tourism's value to Greater Victoria very positively from 7 to 10. Broadly, and in line with results noted above, those residents most focused on tourism's economic contributions rated tourism's value most highly, while those who highlighted potential social and/or environmental concerns were more likely to reduce or qualify their score.

In an open-ended question residents were asked what they see as the most important priority or opportunity for tourism over the next five years. The response stated most frequently (30%) was rebuilding the visitor economy as soon as safely possible from the effects of the COVID pandemic.

Overall, the top five priorities or opportunities for tourism were identified as:

1. Rebuilding tourism as soon as safely possible from the impacts of COVID-19.
2. Further investment in tourism products, services, experiences and infrastructure.
3. Ensuring sustainable practices in tourism and a positive visitor-resident interface.
4. Focusing on nature-based and authentic experiences, ecotourism and outdoor activities.
5. Promoting longer visitor stays and diversifying source markets.

Victoria Citizens’ Agreement or Disagreement with Statements About Tourism



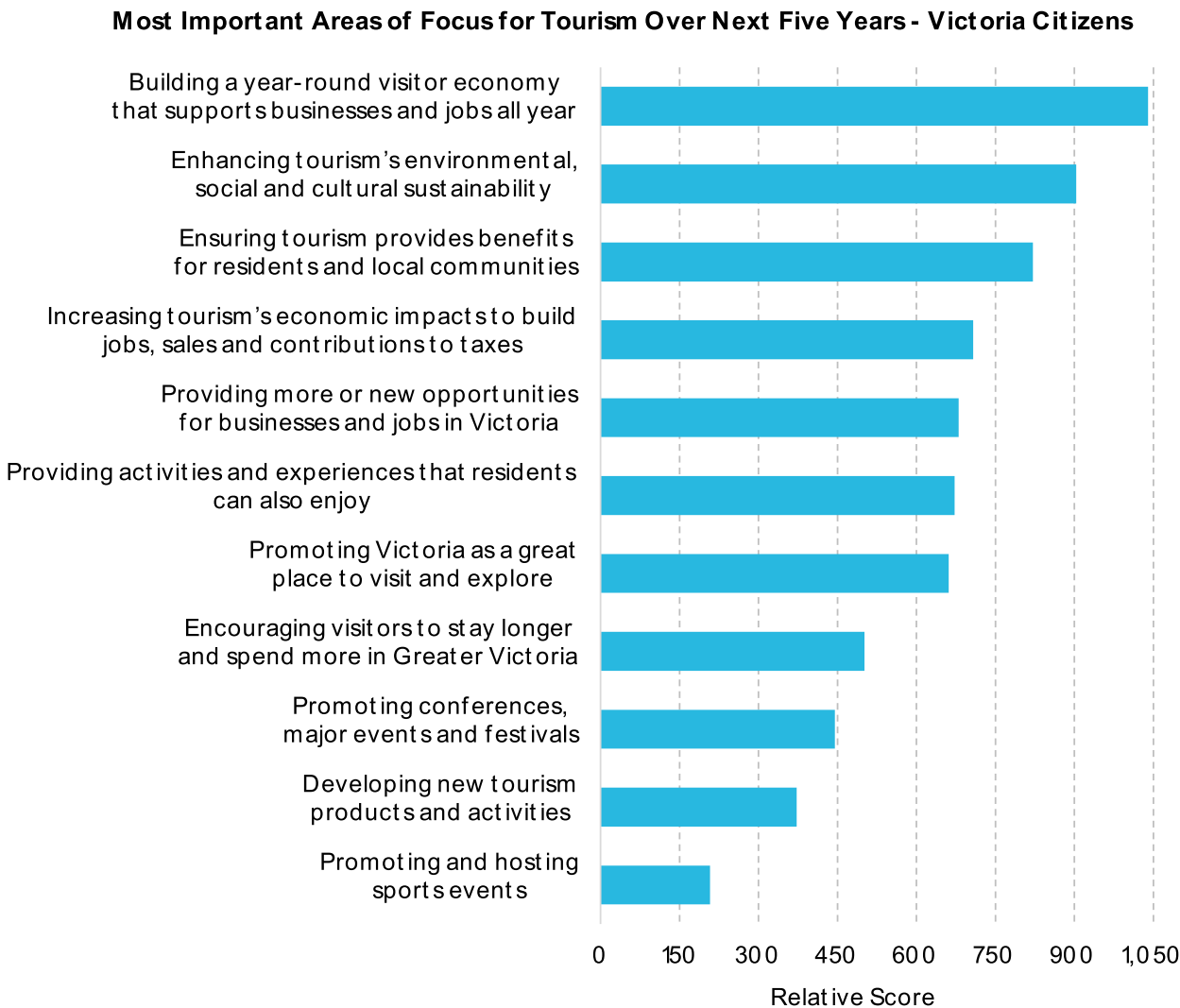
Similarly, from a list of eleven options (shown in the chart below), Victoria residents ranked the five most important areas of focus for tourism over the next five years as:

- 1. Building a year-round economy that supports businesses and jobs all year.
- 2. Enhancing tourism’s environmental, social and cultural sustainability.
- 3. Ensuring tourism provides benefits for residents and local communities.
- 4. Increasing tourism’s economic impacts to build jobs, sales and contributions to taxes.
- 5. Providing more or new opportunities for businesses and jobs in Victoria.

While there were no gender-based differences in ranking the main areas of focus, there were some differences based on age. Broadly, those aged from 18 to 34 felt that enhancing sustainability and providing benefits for residents should be tourism’s primary areas of focus going forward. Although residents aged 35 to 54 also ranked sustainability as very

important, they saw generating business opportunities along with supporting businesses and jobs as more important than providing benefits for communities (acknowledging that business opportunities and jobs usually benefit communities). Those aged 55 or more generally regarded economic impacts and contributions as most important, while also being mindful of sustainability issues.

These patterns confirm that among the citizens of Victoria there are multiple groups of stakeholders seeking different priorities for tourism, although each places greater importance on positive, broad-scale economic and societal outcomes rather than promoting specific channels of business. To be both representative and inclusive, strategies for tourism must speak to the interests and needs of these citizen groups, which is the approach DGV has adopted.



The abovementioned priorities, opportunities and important areas of focus for tourism identified by Victoria's citizens have directly informed and guided development of this five-year plan, and hence are reflected in Destination Greater Victoria's strategic objectives. DGV will also continue to engage with citizens throughout the term of the Plan to ensure ongoing alignment and shared goals.

Priorities Over Next Five Years

Victoria's citizens have confirmed that over the next five years tourism should focus on building a year-round visitor economy that supports businesses and jobs while also ensuring tourism is conducted sustainably with direct benefits to residents and local communities.

DOV'S ADVISORY COMMITTEES AS FORUMS FOR INDUSTRY AND COMMUNITY ENGAGEMENT

Destination Greater Victoria's six Advisory Committees (as detailed in section 6 below) collectively comprise more than 70 industry, municipal and community representatives, directly linking DOV to multiple stakeholders and ensuring formal engagement is integrated into DOV's governance. Each committee meets quarterly as a collaborative forum for stakeholder insights, roundtable discussion and input on tourism initiatives. DOV's Advisory Committees have been valuable sounding-boards and sources of input for development of this five-year plan, helping to ensure strategy is in lockstep with stakeholder perspectives.

ENGAGEMENT WITH DOV MEMBERS AS INDUSTRY REPRESENTATIVES

As a membership-based organization, Destination Greater Victoria supports and represents almost 1,000 businesses and associations involved in Greater Victoria's tourism industry. Given the critical importance of close alignment with industry both strategically and operationally, DOV greatly values input and feedback from its members, which it seeks continuously. This is gained most formally via DOV's advisory committees (as noted above) and task-force groups, less formally through member events, workshops and mixers, and informally from catch-up discussions. Additionally, DOV surveys members regularly to gain their perspectives.

To further inform development of this strategic plan, during October 2020 DOV conducted an online survey of members about priorities and where tourism in Greater Victoria could perform better over the next five years. The sample comprised 110 members representative of the diversity of industry sectors, sizes of company, and business locations within DOV's membership; 54% of respondents were from the accommodation, attractions, sightseeing, and culinary sectors.

The chart below shows the nine most important areas of focus for tourism in Greater Victoria for the next five years, as ranked by DOV's members from a list of twenty options. The results confirm strong alignment between industry and Victoria's citizens about the most important priorities for tourism in Greater Victoria going forward. Industry substantially shares the view of residents that tourism should focus on developing a year-round visitor economy that:

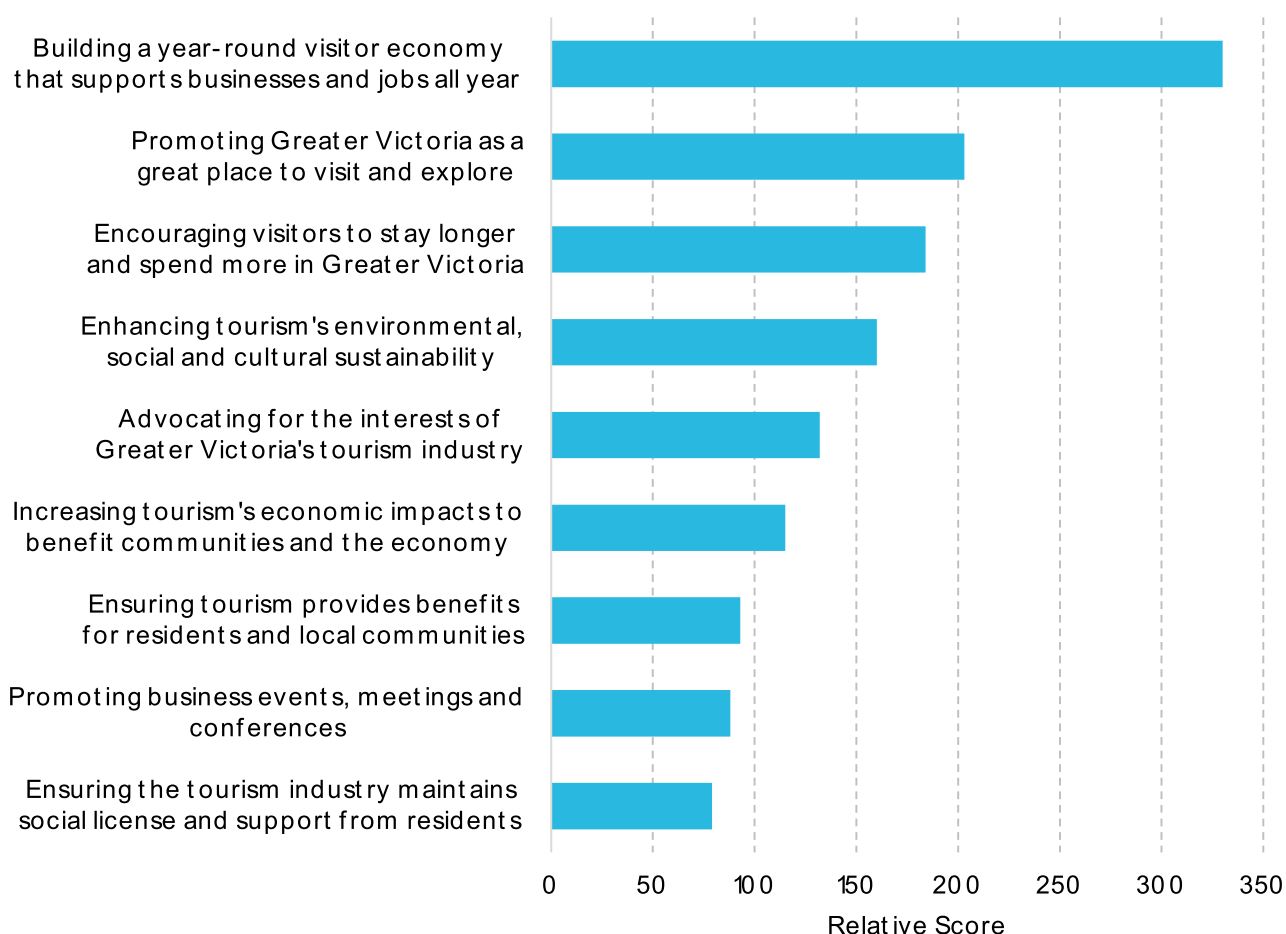
- supports businesses, jobs and the broader economy,
- enhances environmental, social and cultural sustainability,
- encourages best practices to ensure sustainable tourism outcomes, and
- fosters a positive visitor-resident interface to deliver benefits to local communities.

DOV's members also felt it will be particularly important to promote Greater Victoria as a vibrant diverse destination and encourage visitors to stay longer and spend more, because these areas of focus directly drive positive business outcomes. Members noted that, in turn, positive outcomes for tourism businesses typically benefit the wider community through jobs and economic contributions.

Members' suggestions for where the tourism industry could improve performance over the next five years included:

- Ensuring there is high inclusion and diversity in industry's voice and representation.
- Supporting indigenous tourism initiatives and strengthening indigenous partnerships.
- Sharing information with communities about the value and contributions of tourism.
- Increasing industry understanding about the potential impacts of tourism for residents.
- Building further collaboration and understanding of industry issues with government.
- Implementing an integrated, industry-wide experiences strategy for the destination.
- Increasing digital presence, reach and impact and building longer stays year-round.
- Showcasing Greater Victoria's nature-based outdoor activities, historical attractions, vibrant culinary scene, authentic experiences, and appeal to younger visitors.

Most Important Areas of Focus for Tourism Over Next Five Years - DGV Members



As per findings from engaging with Victoria's citizen, the insights and recommendations provided by DGV's members have informed and guided the strategy outlined in this Plan. Furthermore, DGV has multiple mechanisms in place through its governance structure, member services and research activities to remain attuned to the needs of member businesses as well as industry as a whole.

OTHER INDUSTRY ENGAGEMENT

Destination Greater Victoria engages regularly with a wide range of other industry stakeholders or organizations, as listed below. Input from many of these stakeholders has helped shape the scope and direction of DGV's strategy going forward.

- Hotel Association of Greater Victoria
- Victoria Hotel Destination Marketing Association
- Greater Victoria Sport Tourism Commission
- Tourism Vancouver Island
- Destination BC
- Destination Canada
- Business Events Canada
- Other DMOs
- Tourism Industry Association of BC
- Tourism Industry Association of Canada
- Attractions Victoria
- Greater Victoria Harbour Authority
- Greater Victoria Chamber of Commerce
- South Island Prosperity Partnership
- Downtown Victoria Business Association

4.4 STAKEHOLDER ALIGNMENT

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 97%) 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.

COMMUNITY ALIGNMENT

As outlined in earlier sections, Destination Greater Victoria will continue working to ensure Greater Victoria's tourism sector shares community values and aligns with community goals. In addition to DGV's long-standing collaborative partnerships with the City of Victoria and District of Saanich (see section 6), Destination Greater Victoria works closely with other Greater Victoria municipalities and may pursue further formal community partnerships where mutually beneficial.

Examples of Destination Greater Victoria's partnership and close alignment with the City of Victoria include successful sales and marketing of the Victoria Conference Centre, industry contributions to the David Foster Harbour Pathway project, and support for affordable housing initiatives in Victoria. Additionally, results achieved by DGV over the term of its 2017-2021 Strategic Plan have exceeded target metrics for experiential tourism in the City of Victoria's Making Victoria: Unleashing Potential economic action plan⁸.

DGV also aligns strategically with many aspects of Victoria 3.0, which sets out the City of Victoria's vision for Victoria over the next two decades⁹. Consistent with the City's direction and aspirations, DGV is also globally fluent, an innovative organization 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 for the next five years directly 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.

City of Victoria's Victoria 3.0 Vision

As the Capital City, Victoria is a future-ready, globally fluent, influencer and innovator. We are nurturing our innovation ecosystem and using our status as a small powerhouse to create high-value jobs and build a high-value economy that meets our needs now and anticipates the future.

City of Victoria 2020, Victoria 3.0: Pivoting to a Higher-Value Economy p.3.

⁸City of Victoria 2015, Making Victoria: Unleashing Potential, The Mayor's Task Force on Economic Development and Prosperity Economic Action Plan.

⁹City of Victoria 2020, Victoria 3.0: Pivoting to a Higher-Value Economy 2020-2041.

PROVINCIAL AND NATIONAL ALIGNMENT

Destination Greater Victoria aligns well with the brand and marketing objectives of Destination BC and Destination Canada. DGV's marketing is consistent with and draws upon broader provincial or national marketing resources and supports. DGV has consistently been granted funding from DBC for cooperative marketing programs with multiple partners and champions Greater Victoria within DBC's strategic initiatives. Destination Greater Victoria is able to access tourism data and insights through Destination BC's and Destination Canada's research platforms, and builds additional alignment by contributing data for Greater Victoria. DGV greatly values its relationships with these organizations and will continue to work effectively and collaboratively with them.

Overall, Destination Greater Victoria has worked diligently to engender strong partnerships with all stakeholder groups and this will continue to be a core focus going forward. These relationships and the alignment they produce are essential for building a sustainable year-round visitor economy that delivers positive returns for Greater Victoria's tourism businesses while also reflecting the values of Greater Victoria's communities. Close alignment across stakeholders underpins this Strategic Plan and represents collaborative mutual support for DGV's strategic objectives and what the Plan seeks to achieve.

4.5 SUSTAINABILITY AND REGENERATIVE TOURISM

Sustainability and sustainable tourism have been priorities for the industry and Destination Greater Victoria for many years, well before the COVID pandemic. The priority of being recognized globally as a leader in sustainable tourism development, with an acknowledgement that this is essential to ensure Greater Victoria remains one of the world's top destinations, has long been enshrined within DGV's vision statement. Throughout the term of Destination Greater Victoria's 2017-2021 Strategic Plan, the organization's commitment to sustainable tourism has been constantly elevated, with key recognition that making sustainability a strategic and operational priority not only aligns with shared community values but is also good business.

In January 2018 Destination Greater Victoria and partners launched the first IMPACT Sustainability Travel & Tourism Conference in response to the rapidly growing need for collaborative dialogue on innovation and tourism's contribution to a sustainable future. The goal of the IMPACT conference is to align the tourism industry and other stakeholders and communities touched by tourism behind a vision to achieve economic, social and environmental sustainability. The conference is now a major annual event with high profile globally, and is recognized in Canada and increasingly worldwide as the definitive forum to learn about sustainability and regenerative tourism developments, and share insights and experiences.

CARBON NEUTRALITY

Destination Greater Victoria recognizes that its leadership and actions can set the tone for industry. Accordingly, DGV has been working diligently to reduce and subsequently completely offset its own carbon footprint. Destination Greater Victoria has been certified "carbon friendly" by Offsetters and has achieved certified carbon neutrality in February 2021. As such, DGV is the only major North American Destination Organization to become a certified carbon neutral operation. This is not only aligned with community expectations but also reflects the values of our members, including several major hotels, Harbour Air, Eagle Wing Whale & Wildlife Tours and others who are operating carbon neutral as standard business practice and have been doing so for many years.

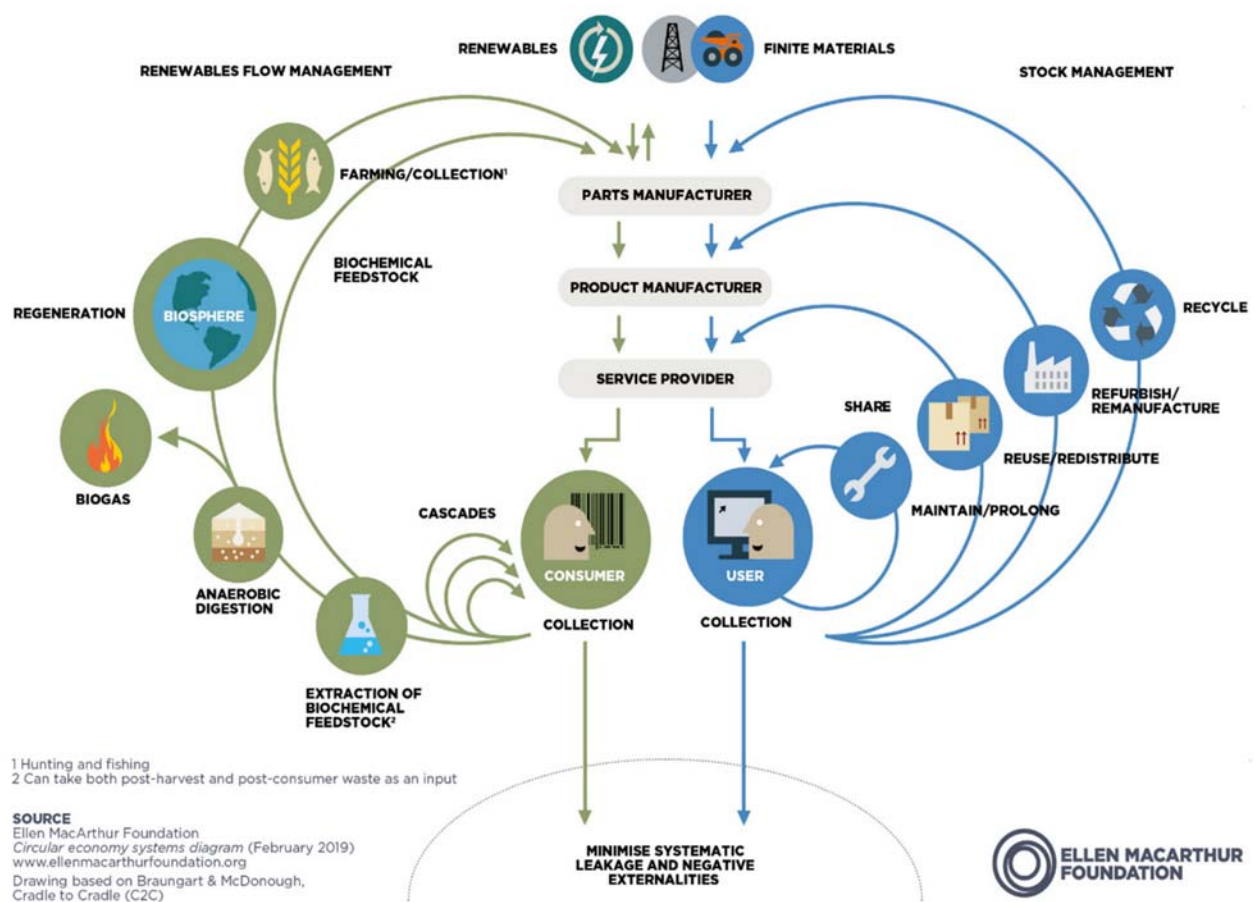
SUSTAINABILITY COMMITTEE

A common disparity in sustainability efforts is reconciling how targets for sustainability, environment regeneration, and climate action created by governments and related bodies may be best used to mobilize industry and facilitate stakeholders working together to achieve the targets constructively. Targets need to be translated into achievable actions. Destination Greater Victoria found that more coordination was required for industry to achieve its sustainability goals and, importantly, enable a formal forum where governments at all levels and industry can interact and collaborate to drive our sustainability agenda in partnership. Similarly, many tourism businesses are pursuing sustainability initiatives independently with significant success, and there is a need to capture this inspiring work and build capacity to move forward jointly and systematically.

Accordingly, in 2019 DGV established a Sustainability Committee within its governance structure to advise about sustainability issues and opportunities for the tourism sector while also helping to coordinate sustainable tourism initiatives within Greater Victoria. The Committee is developing a program of priorities and work for the years ahead, as one of the central components of this Strategic Plan. A major deliverable in this regard will be supporting Destination Greater Victoria's strategic objective to achieve and maintain a world-leading third-party sustainability accreditation.

CIRCULAR ECONOMY AND TOURISM

The concept of the circular economy is an increasingly important paradigm in sustainable resource management. Whereas resources in the traditional linear economy are taken from their source and then converted into products with limited life that become waste, the circular economy is inherently restorative and regenerative¹⁰. A circular economy can be defined as a regenerative system where resource inputs, waste, emissions, and energy leakages are minimized by slowing, narrowing and closing materials and energy loops, which can be achieved by longer-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and/or recycling¹¹. The circular economy aims for zero waste by extracting as much value as possible from resources, which can save money, lead to new leaner and sustainable business opportunities, and benefit communities. The diagram below shows process flows through a circular economy.



The concept of the circular economy is now being applied to the visitor economy and its conceptual frameworks, and appropriate metrics are increasingly being developed and refined. This innovative work is providing a pathway for incorporating new metrics alongside previous traditional measures.

¹⁰See: Ellen MacArthur Foundation (ellenmacarthurfoundation.org); Stahel 2016, The Circular Economy Nature 531 7595; Korhonen et al 2018, Circular Economy Ecological Economics 143 pp.37-46.

¹¹Geissdoerfer et al 2016, Circular Economy: A New Sustainability Paradigm Journal of Cleaner Production 143 p.762.

For businesses that are highly asset-gear, particularly those operating large physical assets such as accommodation or transportation fleets, circular procurement is a core lever to enabling further circularity in the upstream supply chain along with a focus on efficiency and greenhouse gas (GHG) reductions. This also provides savings in capital and operational expenditures, and/or new revenue by re-selling elements of the supply stream that can no longer be used. For asset-light businesses delivering non-tangible services, such as travel agencies, tour operators and/or distributors of travel services, adopting a position of market differentiation using a circular, collaborative and purposeful business-driven proposition is a powerful transformational lever¹².

Through its Sustainability Committee and research resources, Destination Greater Victoria will aim to identify and utilize the most-appropriate metrics for driving the transition to sustainable practices while simultaneously supporting economic vibrancy.

REGENERATIVE TOURISM

The tourism industry is increasingly focusing on the concept of regenerative tourism, which involves “creating the conditions for life to continuously renew itself, to transcend into new forms, and flourish amid ever-changing life conditions”¹³. The central tenet is to move beyond sustainability and towards improving conditions and outcomes through regenerative practices. Based on insights gained from the most-recent IMPACT Sustainability Travel & Tourism Conference, Destination Canada, as the national tourism body, has now embraced the concept of regenerative tourism into its core strategy and plans moving forward. This is a notable example of sustainability leadership fostered in Victoria catalyzing to produce broader positive benefits.

SUSTAINABILITY BENEFITS FOR BUSINESS

It has become increasingly evident over recent years that a focus on sustainable operations is good for business in multiple ways. Sustainability and sustainable practices will not only create conditions enabling the tourism industry to remain viable and grow longer-term, but also create positive brand perception and reputation for the destination, particularly with younger travellers. Sustainability also modernizes the industry and makes it more efficient, engenders a strong sense of shared purpose, and further aligns the tourism industry with community values.

Recent research by Destination Canada¹⁴ confirms travellers’ decisions about where and how they travel are increasingly influenced by concerns for sustainability. More than 60% of travellers actively avoid destinations they perceive as crowded, while almost 50% are mindful of their personal impact on the destinations they visit. One-third of travellers (a) favour destinations that are invested in socially responsible tourism practices and reducing their environmental impact, and (b) all else being equal, would pay more for socially responsible and/or environmentally friendly travel options.

4.6 DIVERSITY AND INCLUSION

A core component of DGV’s strategy to 2026 and beyond will be supporting initiatives that improve diversity and inclusion (a) within the organization, (b) in DGV’s governance structures, (c) in DGV’s relationships with stakeholders and vendors, and (d) throughout Greater Victoria’s tourism industry. Along with the societal imperative for practices promoting equity, diversity and inclusion, there is a compelling business case. Companies in the top quartile for ethnic diversity or gender diversity are, respectively, 36% or 25% more likely to achieve financial returns exceeding national averages and significantly more likely to have above-average profitability¹⁵. Companies ranked high for both ethnic and gender diversity are up to 12% more likely to outperform others in their industry. High diversity on other variables, particularly experience, can compound improvements in competitive advantage. Enhancing diversity and inclusion is not only the right thing to do, but also strategically makes good business sense.

¹²Sorin and Einarsson 2020, Circular Economy in Travel and Tourism: A Conceptual Framework for a Sustainable, Resilient and Future-Proof Industry Transition CE360 Alliance.

¹³Hutchins and Storm 2019, Regenerative Leadership: The DNA of Life-Affirming 21st Century Organizations.

¹⁴Destination Canada 2020, Canada Global Travel Watch November 2020.

Destination Greater Victoria's work regarding diversity and inclusion will align closely with strategy formulated by Destinations International through its Equity, Diversity and Inclusion Committee¹⁶. In 2019 and 2020, Destinations International conducted research benchmarking equity, diversity and inclusion (EDI) practices in North American Destination Organizations, highlighting opportunities to improve¹⁷. Insights from these studies then informed strategy development. The strategy sets out a range of priorities for EDI initiatives, such as self awareness and personal investment (including a CEO pledge which DGV's CEO Paul Nursey has committed to), education and industry awareness, actively engaging with communities, workforce development and alignment, and inclusive branding and marketing. DGV executive Miranda Ji has been appointed to Destination International's Equity, Diversity and Inclusion Committee, which directly informs DGV's diversity and inclusion strategy.

Miranda Ji is also a member of the Community Partnership Network established by the Intercultural Association of Greater Victoria, which provides further access to resources and training to promote and support cultural diversity locally. Destination Greater Victoria has recently become a founding supporter of Innovation, Science and Economic Development (ISED) Canada's 50-30 Challenge¹⁸, which aims to achieve gender parity (50%) and significant participation (30%) for less-represented groups in senior management and governance structures.

In 2021 or early 2022 DGV will partner with external experts to complete a comprehensive audit of its diversity and inclusion policies and practices. The audit will (i) determine where the organization is in terms of supports or barriers to diversity or inclusion, (ii) identify conducive policies or practices already in place, and (iii) highlight opportunities to act or do more. Insights through this process will then direct and drive DGV's diversity and inclusion activities over the term of this Strategic Plan. In line with DGV's support for diversity and inclusion goals, positive practices will be actively promoted at industry level, reflected in Board and Committee composition, and also an expectation for DGV's members through membership criteria.

4.7 SUPPORTING INDIGENOUS TOURISM

Destination Greater Victoria continues to be focused on supporting and working collaboratively with indigenous partners. This has included improving the organization's knowledge, skills and capacity to engage with indigenous partners through indigenous-led training. Notably, as Explore Songhees continues to develop, builds further capacity and executes on their tourism strategy, this will be an important component of DGV's marketing and brand initiatives.

Continued collaboration with the Indigenous Tourism Council of Canada (ITAC) is also an important component of Destination Greater Victoria's strategy going forward. In 2019 DGV and ITAC agreed to leverage each organization's strengths and mobilize resources toward developing and promoting indigenous tourism. Through a memorandum of understanding this includes supporting the annual International Indigenous Tourism Conference (IITC), including marketing and promotions. ITAC is also represented at the annual IMPACT Sustainability Travel & Tourism Conference and will be an important partner for DGV's work on sustainable practices for the tourism industry.

Close alignment with the perspectives of indigenous tourism partners will be vital in DGV's work to position the destination as a leader in environmental sustainability and promote sustainable tourism business operations. Similarly, in line with DGV's strategy to build a diverse range of authentic and immersive experiences for visitors, indigenous tourism will be an integral component of developing Greater Victoria's experiences strategy (outlined in section 3).

¹⁵See McKinsey & Company 2020, Diversity Wins: How Inclusion Matters.

¹⁶See Destinations International 2021 Equity, Diversity & Inclusion Strategy Roadmap.

¹⁷Destinations International 2020 Equity, Diversity & Inclusion Study on Destination Organizations.

¹⁸See Innovation, Science and Economic Development Canada 2020, The 50-30 Challenge: Your Diversity Advantage.

5. STRATEGIC OBJECTIVES, TARGETS AND GOALS

In light of the achievements, situation analysis, priorities and opportunities noted above, Destination Greater Victoria has distilled four strategic objectives for this Strategic Plan. Additionally, four broad goals have been developed as the foundation for DGV's Balanced Scorecard performance targets, which will be reported and reviewed in annual Tactical Business Plans.

5.1 STRATEGIC OBJECTIVES AND TARGETS

1. RECOVER FROM COVID-19 QUICKLY AND EFFICIENTLY

How rapidly and how efficiently Greater Victoria's visitor economy recovers from the impacts of the COVID pandemic will directly affect the survival of local businesses, prospects for workers, and the solvency of our communities. While the visitor economy has endured shocks and major disruptions previously, including 9/11, SARS, global financial crises and natural disasters, the effects of COVID have been by far the most far-reaching. The implications of a quick and efficient recovery are deep and broad, including the strategic importance of maintaining the solvency of businesses large and small, retaining local ownership of existing enterprises where possible, returning industry's workers to their jobs (providing income and meaning as quickly as possible), 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, will help this process significantly because DGV will be connected and able to influence outcomes over the crucial immediate to short term.

It is critical that revenues return as soon as possible. In the reopening and rebuilding phases, it will be essential to have a high-functioning Destination Organization to not only develop and implement effective marketing campaigns and sales initiatives for the destination, but also do important work partnering 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 are 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.

The target for this strategic objective is to recover from the impacts of the COVID pandemic in line with or more rapidly than Destination Canada's national benchmark scenarios¹⁹.

2. SET THE TONE FOR THE VISITOR ECONOMY TO OPERATE IN LINE WITH VALUES OF OUR COMMUNITY

Greater Victoria's visitor economy can build back and operate in a manner that is more aligned with community values. The Destination Organization sets the tone in this regard, which DGV will do in terms of environmental sustainability, destination stewardship, diversity, and inclusion. Destination Greater Victoria will continue to focus on partnering with Explore Songhees as they further advance their indigenous tourism strategy, along with other indigenous communities from DGV's designated region should they wish to make tourism a priority within their economic development strategy.

Dual targets for this strategic objective are (a) the Greater Victoria tourism industry will achieve and maintain a world-leading third-party sustainability accreditation, and (b) Destination Greater Victoria will maintain or improve its carbon-neutral operations.

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

It will be important to continue building on past progress addressing seasonality and prioritizing the revenues derived from the visitor economy rather than primarily volume metrics. Through business strategies that focus on year-round visitation, brand positioning that reflects the essence of who we are as a destination and nuanced customer segmentation, Destination Greater Victoria's marketing efforts can focus on attracting visitors who are the best match for Greater Victoria,

¹⁹Destination Canada, Visitor Demand Forecast Update November 2020 and Canada's Business Events Restart Recovery Framework December 2020.

thereby building a healthier visitor interface for residents. This includes focusing on visitors who align highly on core values and spend more, which provides a larger economic contribution per visitor and reduces the need to focus on mass visitor volumes.

Dual targets for this strategic objective are (a) recover annual revenue per available room (RevPAR) to the level of 2019 (\$139.03) by 2023, with further increases annually to 2026, and (b) continue to address and reduce seasonality as part of building a visitor economy that supports businesses and jobs year-round.

4. SUPPORT OUR MEMBER BUSINESSES AND COMMUNITIES

Destination Greater Victoria will continue to enhance destination development and advocacy in the best interests of our industry and communities. As demonstrated repeatedly over the course of the COVID pandemic to date, 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 voice provided by their tourism-specific not-for-profit Destination Organization. DGV will always be highly collaborative and constructive, but will also speak firmly and courageously for the needs of its members throughout the current crisis as well as the long recovery period ahead.

Destination Greater Victoria will also listen attentively to understand the priorities of its government partners in the City of Victoria and District of Saanich, and will incorporate these where they make business sense in order to create 'win-win' scenarios. DGV has listened and applied ideas such as promoting the unique characteristics of Victoria's vibrant and colourful neighbourhoods, promoting tourism through active transportation in Victoria, and the priorities of sport tourism and agritourism in Saanich. In all cases, Destination Greater Victoria will continue to apply a business lens for how such 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 is to develop, implement and refine an integrated experiences strategy for the destination that is recognized as industry-leading by 2026.

5.2 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 2026:

1. Continue a relentless focus on addressing seasonality through confirmed contracted meetings, conference and sports business.
2. Improve our globally-recognized experiential tourism brand.
3. Focus on well-managed, bespoke tourism opportunities which address both time-of-day as well as day-of-week opportunities to improve the visitor experience and benefits to our community.
4. Communicate destination management priorities to ensure the foundational elements of a vibrant destination are in place, including appropriate infrastructure for tourism and tools that support a positive visitor-resident interface.

BALANCED SCORECARD

Destination Greater Victoria is a strategy-focused organization using the Kaplan & Norton Balanced Scorecard approach to 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 explicitly links strategy to business operations to drive superior results. The framework also ensures all components of the organization are aligned and functioning effectively.

Destination Greater Victoria has used the Balanced Scorecard framework to underpin performance management for more than five years. 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. Given continuing COVID-related uncertainty, it is proposed that submission of the Business Plan for 2022 be delayed until later in 2021 to ensure it can achieve its intended purpose.

5.3 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 Tourism'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

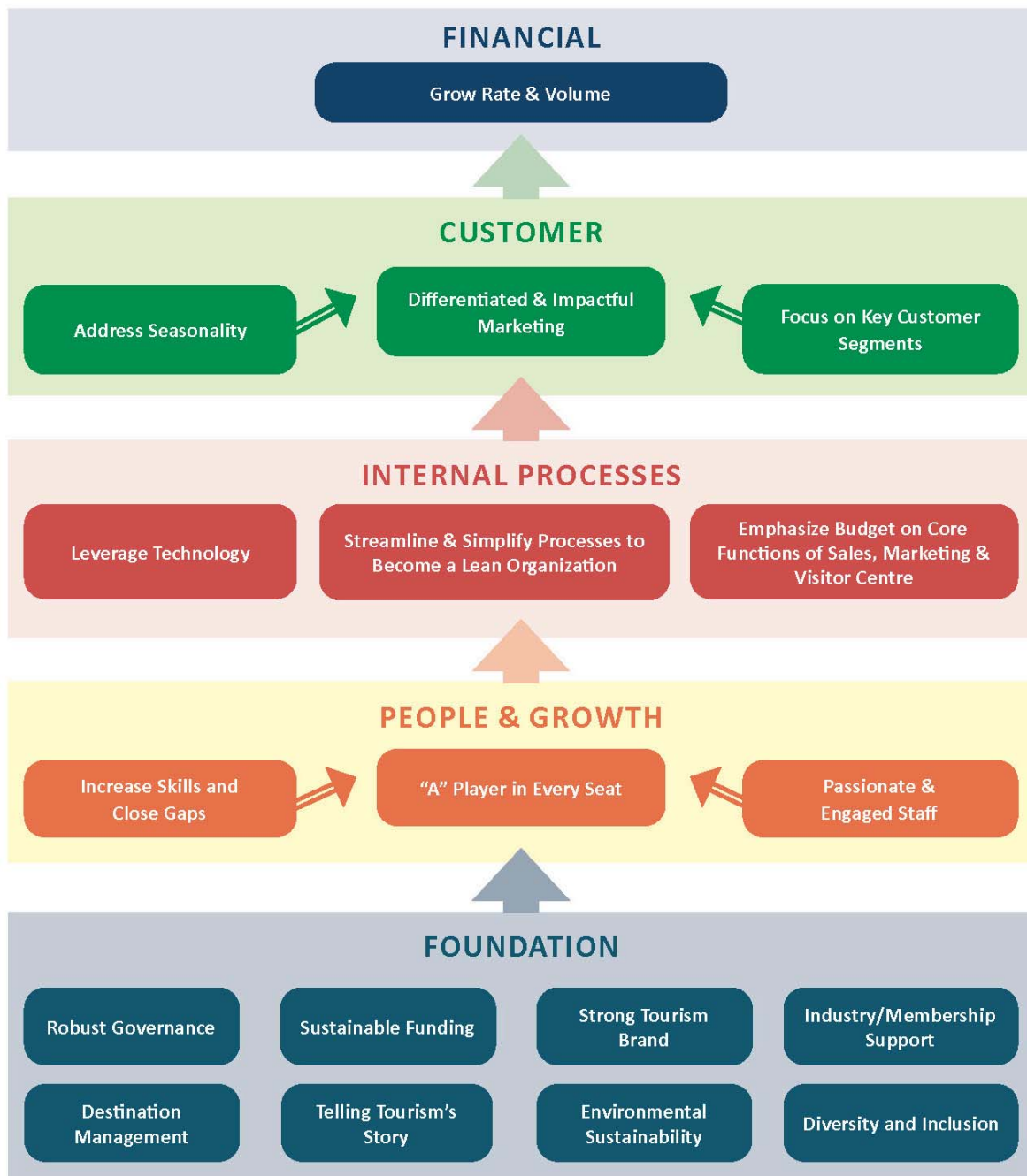
As detailed in this Plan and in line with community values, Destination Greater Victoria is committed to enhancing environmental sustainability within the organization, among members and also for the destination. DGV will take a lead position on many initiatives that work towards this.

Diversity and Inclusion

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

5.4 STRATEGY MAP

To support its Balanced Scorecard approach, Destination Greater Victoria uses a Strategy Map to integrate the four Balanced Scorecard perspectives with the organization's strategic objectives and operational priorities. The drivers of success listed above form the foundation of the Strategy Map, underpinning each operational perspective to show how the components of strategy are linked and support each other. Although the Strategy Map is reviewed regularly and may be updated to reflect changes in conditions or priorities, when developed well it is central to multiple-year strategy. DGV's Strategy Map for this Strategic Plan is shown below.



6. GOVERNANCE, MANAGEMENT AND ADMINISTRATION

6.1 CONTINUING 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 2021, 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.

6.2 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 September 12, 2018. 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 (a) eleven Directors who are elected by DGV's membership, (b) four Directors appointed as representatives of partners, and (c) two ex-officio Directors:

Elected Directors

- Accommodation – More than 149 Rooms
- Accommodation – From 26 to 149 Rooms
- Accommodation – 25 Rooms or Fewer
- Arts, Culture and Societies
- Attractions
- Recreation and Outdoor Adventure
- Retail and Restaurants
- Transportation and Sightseeing
- Director at Large (three Directors)

Appointed Representatives

- City of Victoria (contributes MRDT to Destination Greater Victoria)
- District of Saanich (contributes MRDT to Destination Greater Victoria)
- Tourism Vancouver Island (regional DMO)
- 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

- Reviews Destination Greater Victoria's financial position and policies, provides insights and advice on finance or membership issues, and ensures effective, fair and consistent member representation.

Governance, Human Resources and Risk Committee

- Oversees effective governance of the organization and provides insights, recommendations and advice about governance issues or procedures, human resources policies and practices, and enterprise-level risk assessment, management and mitigation.

Sales and Marketing Committee

- Provides insights and advice on marketing and sales strategies, reviews Destination Greater Victoria's marketing and sales performance, and has input into marketing initiatives.

Sport Tourism Committee

- Provides advice and recommendations about sport tourism issues, strategies, initiatives and opportunities, ensures the Greater Victoria Sport Tourism Commission leverages resources efficiently, supports the GVSTC's mission to champion sport tourism in Greater Victoria, and reviews the GVSTC's performance and strategic goals.

Sustainability Committee

- Advises on environmental, cultural and social sustainability issues, including developments, new initiatives, and best practices for Destination Greater Victoria, member businesses, the destination and the tourism industry.

Transportation and Destination Management Committee

- Provides insights and advice to support development of effective destination management strategies, recommends responses to transportation or destination management issues, and works collaboratively towards sustainable access and capacity for Greater Victoria.

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.

6.3 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 comprises six roles:

- Chief Executive Officer
- Chief Financial Officer
- Vice President, Marketing Communications
- Vice President, Sales, Victoria Conference Centre and Business Events Victoria
- Executive Director, Governance, Research and Corporate Communications
- Executive Director, Greater Victoria Sport Tourism Commission

Destination Greater Victoria operates a lean and primarily flat human resources structure supported by a range of robust management and administration tools. Core tools include 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, b) a comprehensive Human Resources Strategy which guides human resources initiatives and administration, and c) an integrated Customer Relationship Management (CRM) system to inform and track service performance for members, business partners and industry stakeholders.

7. TOURISM PROJECT

7.1 CONTINUING CONTRIBUTIONS TO DAVID FOSTER HARBOUR PATHWAY

MRDT program guidelines specify that MRDT funds are intended to be used for community tourism projects as well as promotion. Accordingly, as part of the 2017 MRDT agreement between the City of Victoria, Destination Greater Victoria and Greater Victoria's commercial accommodation sector, the tourism industry, through DGV, will make a \$1 million industry contribution to building the David Foster Harbour Pathway (DFHP). This investment has been focused on Phase Two of the Belleville Terminal redevelopment plan designed by the City of Victoria and the BC Ministry of Transportation and Infrastructure. The City of Victoria is matching the \$1 million industry contribution to provide a total budget of \$2 million for the work. As required, the terms for the tourism industry's contributions to the DFHP project are formalized within a Tourism Industry Contribution Agreement (TICA); these agreements must be negotiated transparently by all parties, then approved by firstly the Ministry of Tourism, Arts and Culture, then by the Ministry of Finance and finally by Cabinet of the Province of British Columbia.

The DFHP project has been, and continues to be, supported by numerous stakeholders, namely the Hotel Association of Greater Victoria, Greater Victoria Harbour Authority, Greater Victoria Chamber of Commerce, Greater Victoria Development Agency, and SportHost Victoria.

The DFHP and redevelopment of Belleville Terminal are important strategic priorities for the City of Victoria as well as the tourism industry. These projects will enhance the Inner Harbour and gateway experiences for visitors as well as Victoria's residents, and provide improved community amenities that will enrich Victoria's infrastructure and landscape over many years. The schedule of industry's contracted, actual and proposed future contributions to the David Foster Harbour Pathway through DGV is shown below. Contributions were ahead of schedule prior to the COVID pandemic and the schedule sets out planned payments from 2021 to 2026 to complete the \$1 million contribution over the required ten-year term. The David Foster Harbour Pathway project continues to be an excellent fit with Destination Greater Victoria's strategic objectives.

Year	Contracted Industry Contribution by DGV	Contracted Cumulative Contributions by DGV	Actual and Proposed Industry Contribution by DGV	Actual and Proposed Cumulative Contributions by DGV	Contribution Status
2017	\$95,000	\$95,000	\$150,000	\$150,000	Paid
2018	\$95,000	\$190,000	\$150,000	\$300,000	Paid
2019	\$95,000	\$285,000	\$175,000	\$475,000	Paid
2020	\$95,000	\$380,000	\$95,000	\$570,000	Paid
2021	\$100,000	\$480,000	\$71,667	\$641,667	Scheduled
2022	\$100,000	\$580,000	\$71,667	\$713,334	Scheduled
2023	\$105,000	\$685,000	\$71,667	\$785,001	Scheduled
2024	\$105,000	\$790,000	\$71,667	\$856,668	Scheduled
2025	\$105,000	\$895,000	\$71,667	\$928,335	Scheduled
2026	\$105,000	\$1,000,000	\$71,665	\$1,000,000	Payments end at \$1M
2027	\$0	---	\$0	No further industry commitment via DGV	

8. AFFORDABLE HOUSING

8.1 SUPPORTING AFFORDABLE HOUSING INITIATIVES

Given Destination Greater Victoria's strategic objective to ensure tourism is aligned with community values and provides community-level benefits, an important component of DGV's strategy over the next five years will be continuing to direct online accommodation platform (OAP) MRDT revenue to the City of Victoria to support its Housing Reserve Fund. MRDT regulations were amended in 2018 to form two categories of MRDT – Traditional MRDT and OAP MRDT – and specify that OAP MRDT (currently remitted by Airbnb) may be used for affordable housing initiatives. Traditional MRDT and the uses for Traditional MRDT remain separate and distinct from OAP MRDT. Destination Greater Victoria, the City of Victoria and the Hotel Association of Greater Victoria (HAGV) have a history of partnering collaboratively to help drive sustainable business initiatives; when the MRDT regulations were amended to include OAP revenue, these partners identified the City's Housing Reserve Fund as the most effective mechanism for allocating OAP MRDT to affordable housing initiatives.

The Victoria Housing Reserve Fund is part of the City of Victoria's Affordable Housing initiative and was established to (a) provide grants to assist with developing and retaining affordable housing for households with low or moderate incomes, which supports community diversity and infrastructure, and (b) facilitate affordable rental housing and/or affordable home-ownership projects. The Fund is enabled by two Reserve Fund Bylaws (15-050 and 18-080) of the City of Victoria and is widely well understood, with transparent application processes and reporting criteria for housing agencies.

It has been agreed that 100% of OAP MRDT revenues received by Destination Greater Victoria as MRDT eligible entity will be provided to the City of Victoria to include in its Victoria Housing Reserve Fund. The City of Victoria will assist DGV in its reporting of uses and outcomes for the OAP MRDT revenues. Additionally, DGV and the City will work together to enhance the availability of affordable accommodation for hotel and hospitality industry workers who fit the eligibility criteria of the Victoria Housing Reserve Fund program. These arrangements not only align with stakeholders' objectives, but also promote effective use of OAP MRDT revenues, could benefit a large segment of Victoria's workforce, and add direct enduring value to this very important MRDT partnership.



CONFIRMATION OF ACCOMMODATION SECTOR SUPPORT

A core requirement of the British Columbia Municipal and Regional District Tax (MRDT) Program is that the Eligible Entity for MRDT (in this case, Destination Greater Victoria) confirms support by the Commercial Accommodation Sector within the municipality (the City of Victoria).

The minimum level of support required from the accommodation sector is endorsement by at least 51% of the number of properties collecting MRDT (i.e. properties with four or more available rooms) and these properties must represent at least 51% of the total number of rooms available within the municipality.

Endorsement by the accommodation sector is recorded on **Appendix 1.4** of the MRDT Program's documents, listing the name, address and number of available rooms (units) for each property. To confirm their support, the Owner or General Manager of each property prints their name and signs and dates the form.

Destination Greater Victoria's completed **Appendix 1.4** is provided in the following four pages.

Destination Greater Victoria obtained signatures of support from February 5 to March 9, 2021. The level of support received was very significant and overwhelmingly in favour of Destination Greater Victoria continuing its MRDT mandate.

Endorsement was received by **72%** of the 53 accommodation sector properties collecting MRDT in the City of Victoria, representing **92%** of the total 4,113 rooms available.

There were no instances of a property owner or general manager declining to confirm support. In almost all cases where signatures were not obtained this was due to the impacts of the COVID-19 pandemic, whereby (1) the property has closed temporarily and the owners or managers were not contactable, (2) the property has been acquired by government for emergency housing, or (3) the property has ceased trading and is closed indefinitely.

This component of the MRDT renewal process confirms the commercial accommodation sector in the City of Victoria very strongly supports continuation of Destination Greater Victoria's mandate.



Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: GREATER VICTORIA VISITORS & CONVENTION BUREAU (dba Destination Greater Victoria) Rate of Tax (2% or 3%): 3%

Applicants, please check the following, if applicable:

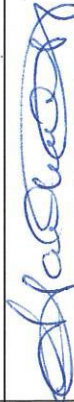

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?




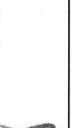












YES ☒ NO ☐

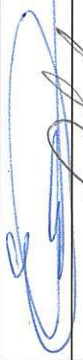














The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-Year Strategic Business Plan. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date
Abbeymoore Manor Bed & Breakfast Inn	1470 Rockland Avenue, Victoria V8S 1W2	10			
Abigail's Hotel	906 McClure Street, Victoria V8V 3E7	23	ALLISON FARHAST		9/02/21
Amethyst Inn	1501 Fort Street, Victoria V8S 1Z6	9			
Arbutus Inn	2898 Douglas Street, Victoria V8T 4M9	41	CRISTINO DIPIENO		FEB 10/2021
Beaconsfield Inn	998 Humboldt Street, Victoria V8V 2Z8	11			

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date
Best Western Plus Carlton Plaza Hotel	634 Johnson Street, Victoria V8W 1M6	104	Chris Watson		Feb 8/21
Best Western Plus Inner Harbour	412 Quebec Street, Victoria V8V 1W5	74	RACHEL DICKINSON		FEB 12/21
Capital City Center Hotel	1961 Douglas Street, Victoria V8T 4L1	84			
Chateau Victoria Hotel & Suites	740 Burdett Avenue, Victoria V8W 2H1	177	BRENDA OLLIS		Feb 8/21
Coast Victoria Hotel & Marina by APA	146 Kingston Street, Victoria V8V 1V4	132	Maac ParTelance		FEB 9/2021
Dashwood Manor Seaside Bed & Breakfast	1 Cook Street, Victoria V8V 3W6	10	Sabrina Harvey		Feb 12/21
Days Inn Victoria on The Harbour	427 Belleville Street, Victoria V8V 1X3	71	DARRYL WILSON		FEB 11/21
Days Inn Victoria Uptown	229 Gorge Road East, Victoria V9A 1L1	73	DARRYL WILSON		FEB 11/21
Delta Hotels by Marriott Victoria Ocean Pointe Resort	100 Harbour Road, Victoria V9A 0G1	240	Kimberley Hughes		Mar 1/21
Doubletree by Hilton Hotel & Suites Victoria	777 Douglas Street, Victoria V8W 2B5	181	FRANCIS MERRET		FEB 9/2021
Embassy Inn Hotel	520 Menzies Street, Victoria V8V 2H4	70			FEB 5/21
Fairholme Manor	638 Rockland Place, Victoria V8S 1W3	6			
Fairmont Empress	721 Government Street, Victoria V8W 1W5	464	TRUDY BLAIR		Feb 18/21
Fisher House Victoria Bed and Breakfast	333 Simcoe Street, Victoria V8V 1K9	4			
Helm's Inn	600 Douglas Street, Victoria V8V 2P8	43	CHRIS PRESCOTT		Feb 12 2021
HI Victoria Hostel	516 Yates Street, Victoria V8W 1K8	4			
Hotel Grand Pacific	463 Belleville Street, Victoria V8V 1X3	304	Rejoice James		Feb 9/21
Hotel Rialto	1450 Douglas Street, Victoria V8W 1N8	50	OS N-KING		FEB 5/21
Hotel Zed Victoria	3110 Douglas Street, Victoria V8Z 3K4	63	Rebecca Hislop		Mar 8/21

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date
Huntingdon Manor Hotel	309 Belleville Street, Victoria V8V 1W3	122	Erin Cassels		2/05/2021
Inn at Laurel Point	680 Montreal Street, Victoria V8V 1Z8	196	Ian Powell		9/02/21
Inn at the Union Club	805 Gordon Street, Victoria V8W 1Z6	22	DAVID HAMMONDS		9/02/21
Island Travel Inn	1850 Douglas Street, Victoria V8T 4K6	78	Fred's ALVARO		9/03/21
James Bay Inn Hotel	270 Government Street, Victoria V8V 2L2	48	Ric ALLEN		2/11/21
Magnolia Hotel & Spa	623 Courtney Street, Victoria V8W 1B8	64	Bill Lewis		2/5/2021
Marketa's Bed & Breakfast	239 Superior Street, Victoria V8V 1T4	7	MARKEITA PETERKA		2/12/21
Mayfair Motel	650 Speed Avenue, Victoria V8Z 1A4	22			
Ocean Island Inn Backpackers Suites	791 Pandora Avenue, Victoria V8W 1N9	65	Angela Toth		02/03/21
Prior Castle Inn	620 Street Charles Street, Victoria V8S 3N7	7			
Quality Inn Downtown Inner Harbour	850 Blanshard Street, Victoria V8W 2H2	63	Suzanne Ivar		2/05/21
Robert Porter Inn	649 Superior Street, Victoria V8W 2H2	6			
Robin Hood Inn and Suites	136 Gorge Road East, Victoria V9A 1L4	55	Joe Kirketh		2/25/21
Royal Scot Hotel & Suites	425 Quebec Street, Victoria V8V 1W7	176	Greg Green		2/5/21
Sandman Hotel Victoria	2852 Douglas Street, Victoria V8T 4M5	100	Amy Leonard		03/08/21
Spinnakers Gastro Brewpub & GuestHouses	213 Mary Street, Victoria V9A 3S8	10	Paul Haggfield		2/8/21
Strathcona Hotel	919 Douglas Street, Victoria V8W 2C2	82	Grant Olson		2/9/21
Surf Motel	290 Dallas Road, Victoria V8V 1A6	15			
Swans Hotel	506 Pandora Avenue, Victoria V8W 1N6	29	Mike Bone		2/19/21

[illegible]



LETTERS OF SUPPORT FOR DESTINATION GREATER VICTORIA'S MRDT MANDATE

The British Columbia Municipal and Regional District Tax (MRDT) Guidelines require that there be consultation with tourism stakeholders and support from stakeholders as part of MRDT mandate renewal. Destination Greater Victoria has to date received letters of support from the following stakeholders and associations:

Abkhazi Garden, The Land Conservancy of British Columbia (TLC)
British Columbia Restaurant & Foodservices Association (BCRFA)
Blue Mountain Solutions
Clipper Vacations
Capital Region Food and Agriculture Initiatives Roundtable Society (CRFAIR)
Downtown Victoria Business Association (DVBA)
Eagle Wing Whale & Wildlife Tours
Experience Victoria
Five Star Whale Watching
Floor 13
Harbour Air Group
Pacific Northwest Transportation Services
Prince of Whales Whale & Marine Wildlife Adventures
Spinnakers Brewpub & Guesthouses
SpringTide Whale Watching & Eco Tours
Synergy Enterprises
The Bay Centre Victoria
The Butchart Gardens
The Wilson's Group
WildPlay Element Parks
Victoria Jazz Society

Additionally, Destination Greater Victoria has received many letters of support outlining the perspectives of key customer and client groups for meetings and conference business as well as sport tourism. This support confirms Destination Greater Victoria's effectiveness in the business events, conventions and sport tourism sectors. Letters of support have to date been received from:

Excellence in Meetings, Events and Conferences

Canadian Association of General Surgeons
Connect Seven Group
Convention Centres Canada
JW Event Services, Watch Tower Society of Canada
Meeting Encore Ltd.
Meetings Mean Business Canada
Ocean Networks Canada
University of Victoria Chair in Transgender Studies

Excellence in Sport Tourism

BC Games Society
BC Seniors Games Society (55+ BC Games)
Camosun College, Centre for Sport & Exercise Education
Pacific Institute for Sport Excellence (PISE)
RunSport Victoria Society
Victoria HarbourCats
Victoria International Cross Country Association
Victoria Marathon Society
Vikes Athletics and Recreation, University of Victoria

Further to the endorsements by signature provided by 72% of commercial accommodation properties representing 92% of rooms available in the City of Victoria, Destination Greater Victoria has received letters of support from the following accommodation providers, which highlight the importance of continuing DGV's MRDT mandate:

Abigail's Hotel
Best Western Plus Carlton Plaza Hotel
Chateau Victoria
Days Inn Victoria on the Harbour
Fairmont Empress
Hotel Grand Pacific
Huntington Manor Hotel and Pendray Inn
Inn at Laurel Point
Magnolia Hotel & Spa
Oswego Hotel
Parkside Hotel & Spa
Victoria Regent

Reflecting Destination Greater Victoria's commitment to partnering on indigenous tourism, helping charities, and supporting diversity and inclusion initiatives, letters of support have to date been received from:

50-30 Challenge, Ministry of Innovation, Science and Industry
BC Hospitality Foundation
Indigenous Tourism Association of Canada (ITAC)
Inter-Cultural Association of Greater Victoria
Songhees Development Corporation
Wear2Start Society

Finally, we have included letters of support from the following tourism-related organizations, demonstrating Destination Greater Victoria's importance within the regional, provincial and national partnership ecosystem:

Attractions Victoria
British Columbia Destination Marketing Organization Association (BCDMOA)
Camosun College, Hospitality and Tourism Management Program
Greater Victoria Harbour Authority (GVHA)
Port Renfrew Chamber of Commerce
Tourism Industry Association of BC (TIABC)
Tourism Industry Association of Canada (TIAC)
Tourism Cowichan Society

Tourism Richmond
Tourism Vancouver
Tourism Vancouver Island
Victoria International Airport

Collectively these letters of support confirm extensive endorsement by a diverse range of stakeholders to continue Destination Greater Victoria's MRDT mandate.

The letters of support referred to above are provided as follows:



March 2, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of the renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria. I am the Executive Director, of TLC The Land Conservancy of BC that has owned and cared for a major tourist attraction, Abkhazi Garden, for over 20 years.

Over the past five years, Destination Greater Victoria has been successful in marketing Greater Victoria's tourism industry. Destination Greater Victoria efforts in showcasing our garden city has helped bring many visitors to the Abkhazi Garden and to the Teahouse at Abkhazi Garden.

As you know tourism has been hard hit in Victoria due to the pandemic. At Abkhazi Garden, COVID restrictions became an opportunity to invite more locals to enjoy our beautiful garden and I appreciate the support of Destination Greater Victoria whose marketing strategy is to "stay local and support local businesses."

I am very pleased that in partnership with local businesses, Destination Greater Victoria and the Greater Victoria chamber of Commerce, the Greater Victoria Flower Count media launch was held at Abkhazi Garden this year. Every time, Abkhazi Garden is featured in the media, we have more locals coming to visit the garden and with more visitors we collect more donations at the gate. The money raised at the gate helps pay for the maintenance of our world-famous heritage garden.

TLC appreciates the support the City of Victoria has given to Abkhazi Garden through tax exemption and City grants from time to time.

Board of Directors: Andrew Stewart Marika Smith Mel Lehan
Lori Roter Fran Sloan Sainas Tom Watson Sara Wickham Jeff Sheldrake

5150 Cordova Bay Road, Victoria BC, V8Y 2K6
Phone: 250-479-8053 Fax: 250-744-2251 conservancy.bc.ca

As we emerge out of the pandemic hardships, I believe Destination Greater Victoria will help our tourism industry recover quickly and efficiently and that Abkhazi Garden will benefit from Destination Greater Victoria's marketing strategies.

Sincerely,



Cathy Armstrong
Executive Director
TLC The Land Conservancy of BC
carmstrong@conservancy.bc.ca

cc Destination Greater Victoria

Board of Directors: Andrew Stewart Marika Smith Mel Lehan
Lori Roter Fran Sloan Sainas Tom Watson Sara Wickham Jeff Sheldrake

5150 Cordova Bay Road, Victoria BC, V8Y 2K6
Phone: 250-479-8053 Fax: 250-744-2251 conservancy.bc.ca



February 03, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

The British Columbia Restaurant & Foodservices Association (BCRFA) Victoria Branch write in support of renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria.

Destination Greater Victoria is a valuable marketing organization and community partner. It promotes our region in markets across Canada and the United States, as well as providing a local voice for small businesses on tourism concerns. In the five years prior to the COVID-19 pandemic, Greater Victoria saw growth in visitation and visitor spending – strategically focusing on shoulder and off-peak season events, sports tourism, and a refreshed, modern brand to better reflect the destination Greater Victoria has become. These will be areas of focus in the next five years as well.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for visitor economy success for many years. In particular, the increased shoulder and off-peak season business means some seasonal businesses can operate year-round, resulting in increased employment opportunities and more stable revenue streams. This mandate renewal is designed to continue this success.

Destination Greater Victoria has also formed positive relationships with many organizations outside of its membership. These include charitable partners such as the BC Hospitality Foundation (BCHF) and Wear2Start. It is more than an organization for attracting visitors – it plays a role supporting worthy causes and residents of Greater Victoria.

We look forward to Destination Greater Victoria building on the work of the previous mandate, and realizing the new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at Peter De Bruyn, Chair, BCRFA Victoria Branch

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter De Bruyn', with a large, stylized initial 'P' and 'D'.

Peter De Bruyn
British Columbia Restaurant & Foodservices Association (BCRFA)
Chair, Victoria Branch

January 29, 2020



City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

Please accept this letter as a show of support of renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria.

In my 12 years in Victoria in the hospitality business, I have found Destination Greater Victoria is a valuable marketing organization and community partner. It promotes our region in markets across Canada and the United States, as well as providing a local voice for small businesses on tourism concerns. In the five years prior to the COVID-19 pandemic, Greater Victoria saw growth in visitation and visitor spending – strategically focusing on shoulder and off-peak season events, sports tourism, and a refreshed, modern brand to better reflect the destination Greater Victoria has become. These will be areas of focus in the next five years as well.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for visitor economy success for many years. In particular, the growth in shoulder and off-peak season visitation meant more reliable revenue for our community's small businesses and increased year-round employment. The visitor economy includes thousands of hard-working people and entrepreneurs who were able pursue their passions on a strategic foundation laid by Destination Greater Victoria and City of Victoria. Our community should build on this success.

I have witnessed Destination Greater Victoria forming positive relationships with many organizations outside of its membership. These include charitable partners such as the BC Hospitality Foundation and Wear2Start. It is more than an organization for attracting visitors – it plays a role supporting worthy causes and residents of Greater Victoria.

We look forward to Destination Greater Victoria building on the work of the previous mandate, and realizing the new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at Theresa@BlueMountain.Solutions

Warm Regards

A handwritten signature in blue ink, appearing to read "Theresa Ito".

Theresa Ito
Principal – Blue Mountain Solutions



David Gudgel
Clipper Navigation, Inc.
2701 Alaskan Way, Pier 69
Seattle, WA 98121-1199

February 2, 2021

Victoria City Council
1 Centennial Square
Victoria, BC V8W 1P6, Canada

Dear Council Members,

I am writing in support of renewing Destination Greater Victoria's (DGV) Municipal and Regional District Tax (MRDT) for the period of 2022 through 2026. As a core year-round international transportation and travel packaging company, Clipper has provided millions of visitors to Victoria over the course of the last 34 years. Throughout our company's history, we have witnessed the city's Destination Management Organization transform into one of Canada's top DMOs. In particular, over the course of the last five years, Destination Greater Victoria has played a pivotal role in leading Victoria to become one of the most sought out small city destinations for international travelers. The impact of this visitor economy growth has resulted in a continued expansion in local jobs and tourism industry revenue and increased benefits for Victoria's residents as the city has flourished into a vibrant, desirable destination to live, work and recreate.

The COVID-19 pandemic and overall impact on the travel and tourism industry in the last year has made the MRDT mandate renewal more important than ever in supporting DGV's mission ahead to help rapidly drive industry recovery and year-round revenue generation. DGV's partnership with Clipper is longstanding and critical to creating a successful recovery path back towards 2019 levels of success with international visitation, a segment that has proven to be essential to sustaining Victoria's robust visitor economy.

On a personal note, I firmly believe that Paul Nurse and his team are the right DMO leaders to help build back tourism jobs, year-round visitor demand and to guide Victoria back to success. This will not happen overnight and will absolutely require DGV's leadership through smart policy initiatives, collaborative partnership, robust destination storytelling and ongoing support of DGV members and community stakeholders. We look forward to continuing to work closely with Paul and the DGV team for years to come and graciously ask for your continued support in renewing the MRDT as a critical funding pillar for DGV to execute against their mission and vision.

Thank you for your time and support.

2701 Alaskan Way, Pier 69 • Seattle, WA 98121-1199 | 254 Belleville St • Victoria, BC V8V 1W9
Reservations: 206.443.2560 • 800.888.2535 • Fax: 206.443.2583

CLIPPERVACATIONS.COM

CLIPPER NAVIGATION, INC • CLIPPER NAVIGATION, LTD • CLIPPER VACATIONS • VICTORIA CLIPPER • CLIPPER CAFE • CLIPPER CARGO



Sincerely,

David Gudgel
CEO, Clipper

2701 Alaskan Way, Pier 69 • Seattle, WA 98121-1199 | 254 Belleville St • Victoria, BC V8V 1W9
Reservations: 206.443.2560 • 800.888.2535 • Fax: 206.443.2583

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January 30, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

We are writing in support of renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria.

Destination Greater Victoria is a valuable marketing organization and community partner. In particular we have embarked on a very important partnership for the promotion of the local food and agriculture sector over the past few years called Flavour Trails. This past year we enhanced our partnership significantly with DGV. They are bringing their marketing expertise to supporting us to build and enhance the Flavour Trails Brand and Program. This program raises the profile of many local Victoria food and farm businesses and is supporting diversification and growth in the sector.

We are aware that the DGV provides a valuable role and service to provide a local voice for small businesses on tourism concerns. We also understand that there have been some major initiatives that the DGV has embarked on that have seen significant positive changes. In particular, the increased shoulder and off-peak season business means some seasonal businesses can operate year-round, resulting in increased employment opportunities and more stable revenue streams. This is also planned for the Flavour Trails program with looking to promote off season and shoulder agri-tourism and culinary tourism promotion and opportunities. As a small nonprofit working to promote healthy and sustainable local food systems we do not have the capacity or the expertise to undertake mainstream media marketing programs and have the reach that the DGV provides. The support the DGV is provided through the MRDT enables them to support this, and other worthy initiatives in the City.

We look forward to Destination Greater Victoria building on the work of the previous mandate, and realizing the new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at lgeggie@crfair.ca

Sincerely,

A handwritten signature in black ink, appearing to read 'Linda Geggie', with a stylized flourish at the end.

Linda Geggie,
Executive Director
CRFAIR

Capital Region Food and Agriculture Initiatives Roundtable Society
PO Box 46002 QUADRA
Victoria, BC V8T 5G7
Phone: 250-896-7004
Email: info@crfair.ca
Web: www.crfair.ca

DOWNTOWN Victoria

Downtown Victoria Business Association
20 Centennial Square
Victoria, BC
V8W 1P7
(250)386-2238
info@downtownvictoria.ca

January 14, 2021

Victoria Mayor & Council
1 Centennial Square
Victoria, BC V8W 1P7

Re: Support for Destination Greater Victoria MRDT renewal

Dear Mayor Helps & members of Victoria City Council,

The Downtown Victoria Business Association supports the request for mandate renewal by Destination Greater Victoria. We have worked with them closely on many events, and have found them excellent partners. As well, the current pandemic situation has highlighted how many of our businesses depend on tourism to thrive, and Destination Greater Victoria has found many ways to attract more tourists to Victoria.

We have found Destination Greater Victoria to be a fantastic partner in planning and executing events such as the Capital City Comic Con, as well as a great support in promoting events such as Lights of Wonder. We hope to work with them to produce a 2021 Capital City Comic Con this fall – should health and safety concerns permit.

The people at Destination Greater Victoria are strategic thinkers, as has been shown in their management of the Victoria Conference Centre. Since 2017, they have steadily brought in more predictable, repeating, and stable conference business. They've also worked with our organization to encourage conference attendees and their spouses to better explore downtown Victoria and downtown Victoria businesses.

Although the DVBA has been delighted to see the support of locals for downtown businesses during this pandemic, tourism remains an essential component of the downtown economy. Once the pandemic restrictions ease, we will need to be ready to attract tourists and conventions once more. Destination Marketing, Conference Planning & Attraction, and Sports Tourism all require specialized knowledge, technical ability and expertise, and experience. We will need Destination Greater Victoria to provide that skill and to compete for tourists in the coming months and years.

I urge you to renew the mandate for Destination Greater Victoria so that, as soon as it is safe to do so, we can begin to rebuild the tourism industry in Victoria.

Sincerely,



Jeff Bray
DVBA Executive Director



Dear City of Victoria's Council and Honourable Mayor Lisa Helps,

My name is Brett Soberg, I am a local born and raised proud Victorian and owner/operator of Canada's Top Sustainable Tourism Business (2014/2016) Eagle Wing Tours. I have been an active participant and promoter of Tourism since 1992.

The world has changed due to Covid-19. Amongst this global pandemic there are challenges and also opportunities to pivot, rethink, regenerate and build back better, stronger and in a more sustainable manner.

Tourism is a keystone industry and is inextricably linked to the health and vitality of Canada, BC & Victoria. Similarly, ALL that lives and thrives in the Salish Sea depend on the keystone species of Herring (forage fish). The Greater Victoria region needs Tourism and the world class leadership and support of Destination Greater Victoria.

Over the past five years Destination Greater Victoria's MRDT mandate has enabled extensive support for Greater Victoria's tourism sector, helped to drive positive results for tourism businesses, and generated sustainable growth in Greater Victoria's visitor economy.

While much of this progress has been impacted by the COVID pandemic, mandate renewal is a critically important and will enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can resume. DGV will be well positioned to secure business that builds compression and year-round revenues and jobs to benefit all stakeholders.

As an active DGV Board member I can attest that the key areas of focus have been and will continue to be:

1. *increasing economic benefits for Greater Victoria, including jobs, business revenues and benefits for citizens,*
2. *addressing seasonality and ensuring a year-round visitor economy, notably through meetings, conference and sport tourism business,*
3. *working in partnership collaboratively to align the visitor economy with stakeholder and community values,*
4. *destination management through policy initiatives and telling tourism's story to build appreciation for tourism, and*
5. *adding value by supporting our industry, members and community stakeholders.*

The renewal of DGV's mandate is essential to building back better (regenerate).

Warmest regards,

Brett Soberg
Co-owner/Operator Eagle Wing Tours
Board director DGV
President Wild 4 Whales Foundation
Executive Board member PWWA
Proud Victorian ☺



February 24, 2020

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I am writing to support the renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria.

I own and operate Experience Victoria, a large tour company that works primarily with the cruise lines. Our business relies solely on visitors to Victoria and Destination Greater Victoria is the city's best way to drive those visitors. The DVG promotes our region in markets across Canada and the United States, as well as providing a local voice for small businesses on tourism concerns.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for visitor economy success for many years. This mandate renewal is designed to continue this success. A mandate renewal will enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can resume. Destination Greater Victoria will be positioned to secure business that builds compression and year-round revenues and jobs to benefit all stakeholders.

Victoria has become a world-class destination and I feel we would not have accomplished this without DVG's incredible efforts and leadership. Just as DVG is critical to tourism's success, the MRDT is critical to DGV's success, and as a business owner and proud resident, we encourage you to continue to support the renewal of the MRDT agreement with DGV.

Thank you for your time and support, and please reach out with for any questions or comments at steve@experiencevictoria.com.

Sincerely,

Steve Earnshaw

A handwritten signature in black ink, appearing to read 'S Earnshaw', with a stylized, cursive script.

CEO of Experience Victoria



March 9th, 2021

To whom it may concern,

This letter is to support Destination Greater Victoria's 5year business plan and mandate renewal.

Over the past five years Destination Greater Victoria's MRDT mandate has enabled extensive support for Greater Victoria's tourism sector, helped to drive positive results for tourism businesses, and generated sustainable growth in Greater Victoria's visitor economy.

While much of this progress has been impacted by the COVID pandemic, mandate renewal will enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can resume. DGV will be positioned to secure business that builds compression and year-round revenues and jobs to benefit all stakeholders.

At Five Star Whale Watching we have appreciated all the support, direction, assistance and cooperation with DGV over the last few years. DGV has assembled an impressive, enthusiastic and effective team.

DGV has worked hard to increase the profile of Greater Victoria as a tourism & leisure destination throughout Canada and the world. Over the last few years DGV have done an outstanding job of addressing the seasonality and ensuring a year-round visitor economy. As a result we have extended our season from April to the end of October to March until the end of December/early January.

Kind regards,

DAJLees

David Andrew Lees
Owner/President
Five Star Whale Watching

645 Humboldt Street, Victoria, British Columbia, Canada V8W 1A6
Phone: 250-388-7223 Toll Free: 1-800-634-9617
Email: orcas@5starwhales.com website: www.5starwhales.com





A fresh approach to traditional problem solving

January 13, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W1P6

Dear Mayor Helps and Council

I write to you in support of Destination Greater Victoria's five-year accommodations tax renewal. Over the last several years Destination Greater Victoria has transformed itself into a leading destination marketing organization in Canada and recognized so by peer DMO's across the country. The organization has led the charge in positioning the City of Victoria and surrounding region as a must-see Canadian destination in turn contributing to the significant growth of the local tourism economy. As a company that works with destinations across North America, Europe and Africa, FLOOR13 often refers to Victoria as a prime example of a DMO and City working together to transform its reputation from a secondary tourism destination to a vibrant must see stop.

Destination Greater Victoria has invested heavily in establishing itself as not only a leisure destination but also a competitive meetings and convention city. Its collaborative model with other industry partners as well as with clients has help build a strong backlog of business as well as an ever-growing reputation for outstanding service. The organizations best practices, such as its business events customer advisory board as well its Team Victoria sales missions and progressive contracting have all added to the destination's reputation as a professional conference friendly city.

More specifically, Mr. Paul Nursey, Destination Greater Victoria's CEO has played a key role in advancing tourism in general in Canada. As a leading figure in the industry, Paul has influenced the Canadian tourism industry to adopt some of the best practices he himself has implemented within his own organization ranging from governance, advocacy, sustainability, economic development, citizens' concerns, partnering and marketing. This again, has highlighted Victoria as a progressive destination looking to better the Canadian tourism economy.

Of course, all this cannot be possible without a long-term sustainable funding mechanism in place. Destinations across the globe, big and small, are investing in their tourism economies leading to ever increasing competition worldwide. User generated levies are still the fairest and less impactful means of

Montréal ~ Ottawa ~ Halifax

320 Ballantyne N, Montréal, Qué. H4X2C5. ~ 514-808-4606
info@floor13.ca

generating DMO revenues. They also help to keep tourism organizations accountable and ensure they continue to innovate and ensure continued measured tourism growth. It is, therefore, imperative that these types of funding sources, such as accommodations taxes, remain in place and supported by their host cities leadership. FLOOR13 conducted a North American study of accommodation levies models in 2019 and concluded that the vast majority of DMO's preferred this accommodations tax model over others.

In conclusion, the City of Victoria's tourism economy is vibrant and now well established, despite the Covid pandemic, and it's return to a post Covid normality will depend heavily on its ability to reenter the market quickly, effectively and well-funded for the foreseeable future.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'John C. Dunn', with a long horizontal flourish extending to the right.

John C. Dunn
President

c.c. Paul Nursey, CEO, Destination Greater Victoria

Randy Wright
Harbour Air Group
4760 Inglis Drive
Richmond, B.C.
V7B 1W4

March 8, 2021

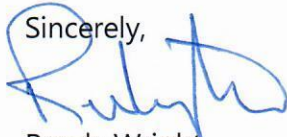
Victoria City Council
1 Centennial Square
Victoria, B.C.
V8W 1P6

Dear Council Members,

I am writing in support of renewing Destination Greater Victoria's (DGV) Municipal and Regional District Tax (MRDT) for the period of 2022 through 2026. As a lifetime resident of Victoria, the President of Harbour Air and as a Board Member for Destination British Columbia, I can say with utmost confidence that I believe, we have the right team and financial structure in place in Victoria to continue to recover and, eventually thrive, as one of the most sought-after destinations in Canada and around the world.

Post Covid-19, DGV will be challenged with rebuilding the visitor economy in Victoria. There are still a series of unknown risks to mitigate and variables to navigate as the tourism industry struggles to recover. Harbour Air is one of the primary transportation providers in British Columbia and prior to the pandemic, moved over 300,000 people in and out of Victoria Harbour and over 500,000 throughout the Province. Based upon this, it is of utmost important to us to ensure the economic growth of one of our primary destinations and again, why I believe that the MRDT is vital for DGV to continue to market Victoria and am asking for your continued support to allow them to do so.

Sincerely,



Randy Wright
President, Harbour Air Group

February 2, 2021

City of Victoria
1 Centennial Square
Victoria, BC V8W 1P5

Re: Renewal of Destination Greater Victoria's MRDT mandate, 2022-2026

Dear Mayor Helps and Council,

As a tourism-based business that works closely with our community-destination marketing organization, I am writing to support Destination Greater Victoria's quest to renew the Municipal and Regional District Tax (MRDT) from 2022 through 2026.

The additional funds provided by the MRDT over the past five years have given Destination Greater Victoria the resources needed to support and promote local tourism businesses. As you know, a vibrant tourism economy contributes to job growth, increased business revenue, and boosts British Columbia's GDP.

As we continue to develop a year-round visitor economy, particularly following the decimation of the tourism industry due to COVID-19, it will be even more critical that Destination Greater Victoria has the financial support necessary to restore this vital business sector.

We respectfully request that the City of Victoria support the MRDT funding model to regain our position as a strong tourism destination.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Roberts", with a stylized, cursive script.

David Roberts
General Manager
Pacific Northwest Transportation Services/CVS Cruise Victoria Ltd.

PRINCE *of* WHALES

WHALE & MARINE WILDLIFE ADVENTURES

March 5, 2021

Mayor and Council
City of Victoria

Letter of Support – Destination Greater Victoria MRDT Renewal

This letter confirms our company's complete and total support for having Destination Greater Victoria (DGV) continue to act as the sole eligible entity for the MRDT funds collected throughout greater Victoria.


Tourism is incredibly important to our city, its residents, stakeholders and businesses. As we have clearly seen this past year, without tourism activity and the revenues it generates, life has been devastating for so many people on so many fronts.

DGV's ongoing and collaborative involvement in destination management helps ensure that the impacts of tourism remain positive.

CEO Paul Nursey and his team are highly skilled, dedicated professionals whose actions, fuelled by MRDT funds, continue to ensure that the benefits of tourism are enjoyed by residents and stakeholders alike. They have our unwavering support and our deepest gratitude

Please do not hesitate to contact me if you require any additional information.

Regards,



Ian MacPhee
Financial Controller, Business Development Manager
Inter Island Launch – Prince of Whales
250-389-2310 Direct
250-516-8015 Cell
ian@princeofwhales.com



Prince of Whales
812 Wharf Street, Victoria BC (250) 383-4884
www.princeofwhales.com



City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

February 03, 2021

Mayor and Council,

I write in support of a renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria. In so doing, I must declare that as a longtime member of the tourism and hospitality sector in Victoria, a previous member of the Tourism Victoria Board and an Honorary Life Member, I do have a bias. At the same time, I have a deep understanding of the sector and the role that Destination Greater Victoria plays in marketing our destination. I also understand the critical importance of the MRDT as a conduit for the accommodation sector marketing taxes, collected from our accommodation guests, in helping fund the organization.

Destination Greater Victoria is a highly regarded marketing organization and community partner for which we should all feel a deep sense of pride for the innovative and collaborative tactics used to promote our region in markets across Canada, the United States and around the world. Beyond conventional perspectives pertaining to tourism concerns, by strategically focusing on shoulder and off-peak season visitation, conferences, events and sports tourism these tactics have become key drivers of a more balanced year-round economy giving life to shopkeepers, restaurateurs and like service sectors who are collectively key to a vibrant downtown livable core.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for visitor economy success for many years. The recent industry led initiative raising the MRDT rate from 2% to 3% has meant increased capacity to sell and promote Greater Victoria. This current mandate renewal is critical to continuing this success.

At this particular time, it is critical that the City continue to play this key role in facilitating the flow of these funds to Destination Greater Victoria. It is imperative that we build on the work of the previous mandates to fully realize the current vision for the Greater Victoria visitor economy and in the years ahead. There is much to do as we position the Victoria economy for recovery and we collectively need these resources to be secured and in place to enable fulfillment of the business plan.

I thank you for your support.

Sincerely,

Paul Hadfield,
President.

**Spinnakers Gastro Brewpub & GuestHouses,
308 Catherine Street, Victoria, BC V9A 3S8**

spinnakers@spinnakers.com tel: (250) 386-2739 fax: (250) 384-3246 www.spinnakers.com

"Let no body thirst for the taste of a real ale."



SPRINGTIDE

WHALE WATCHING & ECO TOURS

February 25, 2021

City of Victoria
Attn: Mayor and Council
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps and Council,

I write in support of Destination Greater Victoria's submission to renew the Municipal and Regional District Tax (MRDT) Agreement with the City of Victoria.

SpringTide Whale Watching has worked actively with community stakeholders and businesses over the past five years. Prior to the COVID-19 pandemic, the framework provided in the 2017-2021 Agreement proved to be a solid foundation for visitor economy success. Specifically, the increased shoulder and off-peak season business allowed many businesses – including whale watching – the ability to operate outside the traditional summer months. The framework helped to drive positive results for tourism businesses and generated sustainable growth in Greater Victoria's visitor economy.

Mandate renewal will also enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can resume. Greater Victoria will be competing with other destinations, and it is crucial we have a strategic plan in place for resumption of travel. Importantly, we need re-establish year-round revenues and jobs to benefit all in our community.

An MRDT Agreement renewal will continue the collaboration that has been built in the Greater Victoria visitor economy. Destination Greater Victoria's leadership connects hotels, restaurants, attractions and others – creating the vibrant and desirable destination we have come to know. More than ever, Destination Greater Victoria is a community partner – working not only with its member-businesses but community groups and charities as well. Its values are aligned with the larger community.

I have no hesitation in supporting MRDT Agreement renewal for Destination Greater Victoria. SpringTide Whale Watching supports this model and has seen the success it has brought to the Greater Victoria visitor economy.

Sincerely,

SPRINGTIDE WHALE WATCHING AND ECO-TOURS

Captain Dan Kukat, CPA, CA, BComm
President

Western Canada's longest standing original owner operated whale watching company



SPRINGTIDE WHALE WATCHING & ECO TOURS

Reservations Office: 1119 Wharf Street, Victoria, BC, Canada V8W 1T7
Administration Office: 4336 Crownwood Lane, Victoria, BC, Canada V8X 5E4
Tel: 250.685.2778 www.VictoriaWhaleWatching.com

Letter of Support, Destination Greater Victoria

January 13, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W1P6

Dear Mayor Helps and Council

I write to you in support of Destination Greater Victoria's five-year accommodations tax renewal. Over the last several years Destination Greater Victoria (DGV) has transformed itself into a leading destination marketing organization in North America. The leadership of DGV has also been instrumental in helping us steer towards a regenerative tourism economy in Victoria.

DGV was a co-founder of Canada's IMPACT Sustainable Travel and Tourism Conference, which launched in 2018. DGV convened local businesses and inspired tourism agencies across Canada to align with the United Nations Sustainable Development Goals in planning for the next decade of tourism. The organization has not only led Victoria to become a must-see destination, supporting hundreds of local jobs, but they have also started a national movement in promoting a responsible and conscious tourism.

Of course, all this cannot be possible without a long-term sustainable funding mechanism in place. We are fortunate to have the thought leadership of the DGV team at the helm of the recovery of our local tourism economy. I sincerely hope that the City of Victoria recognizes that the need for leadership in bringing back a prosperous, sustainable tourism market has never been stronger.

Thanks in large to DGV's incredible work as a DMO, we have a vibrant and dynamic tourism economy. With the right supports, it also has a bright future.

Sincerely,

Jill Doucette
CEO & Founder
Synergy Enterprises
jill@synergyenterprises.ca
250 589 2599

BAY CENTRE

VICTORIA

Bay Centre

Cushman & Wakefield Asset Services ULC
#2 1150 Douglas Street
Victoria, BC V8W 3M9
Tel +1 250 952 5680
Fax +1 250 381 4814
thebaycentre.ca

February 1, 2021

City of Victoria
Legislative Services Department
#1 Centennial Square
Victoria, BC V8W 1P6
Attention: Mayor Lisa Helps and City of Victoria Council

RE: Proposed Renewal of Destination Greater Victoria's MRDT Mandate

Mayor Helps and City of Victoria Council,

Please accept this letter of support for the proposed renewal of Destination Greater Victoria's MRDT mandate for a further five years from 2022 to 2026.

As General Manager of the Bay Centre, over the years I have seen first-hand the role that Destinations Greater Victoria (DGV) plays in the business and community life of Victoria. DGV actively supports member businesses and works to grow the visitor economy into a strong year round industry. Of course, with difficulties created by the pandemic, Victoria's tourism economy has been devastated, but it is in a challenging time such as this that we need Destination Greater Victoria even more urgently. Once restrictions are eased and travel can resume, DGV will help build financial recovery, resulting in year round revenues and jobs, to the benefit of all stakeholders in the Greater Victoria region. I respectfully request renewal of the Destinations Greater Victoria MRDT mandate for a further five years.

Should you have any questions, please do not hesitate to contact me at darlene.hollstein@cushwake.com.

Yours truly,
TBC Nominee Inc.
by its agent and manager
Cushman & Wakefield Asset Services ULC



Darlene J. Hollstein
General Manager
The Bay Centre



March 10, 2021

Mayor & Council
City of Victoria
Victoria City Hall
1 Centennial Square
Victoria B.C. V8W 1P6

Re: Support of mandate renewal between Destination Greater Victoria and the City of Victoria

Dear Mayor Helps and Council,

As a long-standing Member of Destination Greater Victoria (DGV), I am writing in support of a renewed funding mandate between DGV and the City of Victoria. For many years, the funding DGV has received has been professionally managed and governed in a marketing process that pairs funds received with member dues to promote tourism in Greater Victoria. Notably, beyond marketing and promotion, DGV has been recognized for striving to make tourism sustainable in our region by founding the IMPACT Sustainability Travel & Tourism Conference.

Given that tourism in greater Victoria normally employs over 22,000 people and supports many families, a renewed mandate for Destination Greater Victoria is a vital component to our region's post-COVID economic recovery. A five-year mandate will provide much needed certainty as DGV's 900 members work to recover from the effects of a devastating pandemic.

Dave Cowen
Chief Executive Officer



4196 Glanford Avenue, Victoria BC V8Z 4B6 **Phone:** (250) 475-3235
TOLL FREE: 1-800-567-3288 **Fax:** (250) 475-2911 • **TOLL FREE Fax:** 1-800-975-TOUR (8687)

March 10th, 2021

**Victoria City Council
1 Centennial Square
Victoria, BC V8W 1P6, Canada**

Dear Council Members,

I am writing in support of renewing Destination Greater Victoria's (DGV) Municipal and Regional District Tax (MRDT) for the period of 2022 through 2026. Prior to the COVID-19 crisis, Victoria's tourism market was thriving, helping to create and sustain thousands of jobs and generating millions of dollars each year in economic activity and spending in our local economy. Thanks to Paul Nursery and his team at Destination Greater Victoria, Victoria had become one of the most popular and sought out destination for international and domestic travellers alike.

Through the work done by DGV, Victoria's visitor economy had made great strides in creating year-round business. By expanding into sports tourism and conference management, Victoria was attracting some of the largest events our city has ever had the pleasure of hosting. They are also large supporters of growing Victoria's Indigenous tourism industry making sure Victoria's rich culture and history is being respectfully represented in all areas.

As Vancouver Island's largest ground transportation operator, our business relies heavily on the success of our tourism industry as it accounts for approximately 75-80% of our yearly revenues. Year-round visitors allow us to keep a large skilled team employed year-round which is a great advantage during times of labour shortages, much like we saw in 2019.

Both as a business owner, and as the Chair of the Greater Victoria Chamber of Commerce it is my strong belief that without Paul and his team at Destination Greater Victoria, our city will struggle in our economic recovery in our post pandemic world. We have all witnessed the devastation in what was once our vibrant downtown core due to the lack of tourism dollars. While we anticipate that the return to "normal" levels of tourism business may take some time, it is important that we continue to have strong DMO leaders at the helm to continue to navigate through what is sure to be a competitive market upon return.

Wilson's has been an active member in Victoria's tourism industry for many years and has created a strong relationship with Destination Greater Victoria. From my personal experience as

a current member of the Transportation and Destination Management committee as well as on the Sports Tourism Commission committee, I can honestly say that the team at Destination Greater Victoria are a group of knowledgeable, hardworking individuals with a true passion for our beautiful city. We look forward to continuing to work closely with Paul and the DGV team for years to come and graciously ask for your continued support in renewing the MRDT as a critical funding pillar for DGV to execute against their mission and vision.

Sincerely,

A handwritten signature in dark ink, appearing to read 'John Wilson', with a stylized, flowing script.

John Wilson
President and CEO
The Wilson's Group of Companies

Destination Greater Victoria,
Suite 200 - 737 Yates Street,
Victoria BC
V8W 1L6

To Whom It May Concern,

Allow me to begin by stating that, while WildPly began in Victoria, the company now has locations throughout North America. As such, we have the opportunity to work with many destination management organisations. Destination Greater Victoria rises above every other DMO that we work with in terms of their proactive approach to creating value for tourism and the community that they serve.

I have first hand experience of Destination Greater Victoria delivering to their MRDT mandate as they have driven positive results that positively affected WildPlay while leading through the values of sustainability that keep our community's interests at the forefront. I have no doubt that DGV will be an integral cornerstone in what will be a difficult multi-year recovery from this global pandemic. I am heartened to see DGV positioning to deliver on a flexible strategy that should address the unpredictability of our environment in the years ahead.

I'm certain that I speak on behalf of my fellow industry stakeholders in acknowledging our trust in DGV's ability to support job creation, extending the boundaries of seasonality, and nurturing the integral visitor relationship with local residents. It will be a daunting task to rebuild from our current state, but I believe that DGV is capable of doing so, building every channel from the individual traveler to the large group business, all wrapped within community values.

I continue to be impressed with the stakeholder engagement that has built DGV's success to-date and which will continue to be key going forward.

Kind regards,



Tom Benson
President and CEO

February 4, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria.


The Victoria Jazz Society has benefitted from partnership with Destination Greater Victoria, as their financial support in past years has helped our society promote our festival, the TD Victoria International JazzFest, to areas outside of Greater Victoria such as northern Vancouver Island, BC, the United States, and other parts of Canada. Destination Greater Victoria continues to serve our live music practice as a respectable marketing organization, and also provides us with a voice on tourism concerns. Five years prior to the COVID-19 pandemic, Greater Victoria received an increase of out-of-town visitors and visitor spending which positively impacted our festival.

The previous mandate between Destination Greater Victoria and City of Victoria was a long-time basis for tourism success. Increasing the MRDT rate from 2% to 3% and assigning management of the Victoria Conference Centre sales/marketing function to Destination Greater Victoria has resulted in a growth in methods and capacities to stimulate tourism in Greater Victoria. This mandate renewal will ensure further success and allow Destination Greater Victoria to aid small businesses such as the Victoria Jazz Society in regards to attracting interest from a wider national and international market.

We know Destination Greater Victoria as a partner that forms many positive relationships with organizations outside of its membership. It assumes a role supporting worthy causes and residents of Greater Victoria, such as our nonprofit jazz society.

We remain confident in our partnership with Destination Greater Victoria and fully support their realization of a new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at info@jazzvictoria.ca.

Sincerely

A handwritten signature in dark ink, appearing to read 'Darryl Mar', is positioned above the printed name.

Darryl Mar

Executive/Artistic Director

Victoria Jazz Society

February 1, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P6

Dear Mayor Helps & Members of Council,

I am writing to express my wholehearted support in renewing Destination Greater Victoria's (DGV) five-year accommodation tax.

I have been a member of DGV Client Advisory Board (CAB) for three years and have an in-depth knowledge of the team's annual business plans. I have sat on four other advisory boards for Canadian cities and the city of Victoria is the only city who has taken a truly collaborative approach in their plan for business event growth for the city. Representatives at all levels from DGV, the Victoria Convention Centre (VCC), the Victoria Airport Authority and various hotels have always been a part of the discussion when designing the future of tourism for the city with CAB members. DGV engages CAB members throughout the year on various issues large and small; from designing the 'Flavour Trail' experience down to paint choices for venue remodels. I have seen first hand how this collaboration facilitates the implementation of proposed projects while delivering on the objectives of all stakeholders involved.

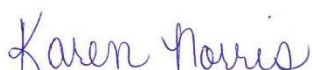
I also have the unique position of not only being a DGV CAB member but also a business events client as the city of Victoria hosted my association's annual conference; The Canadian Surgery Forum in September 2017 attracting 905 delegates. The process of working with the VCC (our conference host) was seamless and client-focussed. My needs from the City of Victoria (external venues to rent for social events, airport greetings etc.) were all triaged through the VCC thus greatly reducing my workload. I genuinely felt that the VCC staff was an extension of my team and the success of the 2017 Canadian Surgery Forum was shared equally.

I have planned business events for 10+ years and offer my free time to Meetings Mean Business Canada; the advocacy arm of the business events industry. I can say with certainty that not only are business events vital to the economic growth of Canadian cities but that Destination Marketing Organizations (DMOs) are the mediums to expediate this growth. Business events comprise a large portion of tourism revenue for a city and DGV with the assistance of the CAB has designed and implemented campaigns highlighting the unique benefits of hosting business events in the city. Victoria is a city like no other in Canada and DGV has done an excellent job not trying to compete with a tier one city (Toronto, Montreal, Vancouver), but instead leaning into their strengths as a coastal, sustainable, healthy, climate-friendly host city for all events.

The COVID-19 pandemic has hit the tourism and events industry harder than any other industry. In order to recover swiftly and efficiently, Canadian cities need the support (financial and otherwise) of their elected officials. DGV has one of the most collaborative and creative DMO teams I have ever worked with. The financial support of Mayor Helps and Members of Council will ensure DGV can continue their rebuilding process to market the city of Victoria as a safe place to bring both family and business following COVID-19.

I am asking for your consideration for this tax request by DGV. Thank you in advance for your time and attention to this matter. If you have any questions or concerns, please do not hesitate to contact me at 613-327-5097 or knorris@cags-accg.ca

Sincerely,



Karen Norris, CMP
Conference Manager, The Canadian Surgery Forum
Canadian Association of General Surgeons

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W1P6

January 31, 2021

Dear Madam Mayor Helps & Members of Council,

My name is Emma Parston, a Partner of ConnectSeven Group. ConnectSeven is an award-winning event management company that works with tourism agencies across North America to develop innovative business event strategies, impact measurement, sales and implementation. Additionally, we are the North American partners of the Global Destination Sustainability Movement and are recognized for our work in social and sustainable tourism projects.

I understand that Destination Greater Victoria's accommodation tax renewal is under review. Below are just a few reasons I believe it is vital that this tax renewal is approved:

1. The work that Destination Greater Victoria does to bring meetings, events, conferences and conventions to the City of Victoria has never been more critical. As we come out of Covid and the world opens back up, Victoria must stay top of mind as a destination to bring business meetings to. Our company has worked with DGV and seen firsthand the efforts they put into relationship building and awareness, including collaborative efforts such as Sales Mission to target markets, hand-in-hand with the GM's of Victoria's top hotels. The Business Events Victoria team is effective and efficient and has been incredibly successful in raising the awareness of Victoria as a prime destination to host business events.
2. The competition over the coming years will be fiercer than ever before. Destination Greater Victoria needs to be working to keep Victoria top of buyers' minds and must be ready to capitalize on the opportunities as buyers start to sign contracts again. Now is not the time to decrease efforts.
3. Destination Greater Victoria has not only been successful in bringing conference to the city but has also worked hard to create and build unique conference experiences. Conference like IMPACT, that not only brings thought leaders in sustainable tourism from around the world to our city, but also showcases Victoria as a global leader in sustainable tourism.

The ripple effects of business meetings are 10-fold the initial pay-out of the accommodation tax. Not only do they bring dollars to the city, but business meetings bring diverse people and ideas to our region, thought leaders who engage with our business and educational institutions, attendees who come back as tourists with their families, all of which continue to help raise the profile of Victoria globally, which in turn benefits our local businesses, supply chains, and products.

The Business Events Victoria and Destination Greater Victoria team have positioned Victoria as a high-demand location with a respected reputation within our industry. I have seen firsthand how their hard work, innovation and strategic partnerships have increased Victoria's visibility and attention within the



business events industry. They must be allowed to continue the work they have started and keep building momentum, in a time when our industry needs it the most.

Sincerely,

A handwritten signature in black ink, appearing to read "Emma C Parston".

Emma C Parston
Partner
ConnectSeven Group
emmacp@connectsevengroup.com
778-895-3035

CONVENTION CENTRES CANADA
CENTRES DE CONGRÈS DU CANADA

January 27, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps and Council,

My name is Barry Smith, and I am the Executive Director of Convention Centres of Canada (CC of C). CC of C is a member-based organization of twenty-three convention centres from Victoria to Halifax and all points in between. As an association we strive to help our members increase their business by providing professional development and networking opportunities. Victoria is an important destination for business events of all types, and we support your efforts in this regard.

I write in support of Destination Greater Victoria's 2022-2026 Rolling Strategic Plan and renewal of the Municipal and Regional District Tax (MRDT) agreement between Destination Greater Victoria and City of Victoria.

Destination Greater Victoria is a valuable marketing organization and community partner. It promotes our region in markets across Canada and the United States, as well as providing a local voice for small businesses on tourism concerns. In the five years prior to the COVID-19 pandemic, Greater Victoria saw growth in visitation and visitor spending – strategically focusing on shoulder and off-peak season events, sports tourism, and a refreshed, modern brand to better reflect the destination Greater Victoria has become. These will be areas of focus in the next five years as well.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for visitor economy success for many years. Transferring leadership of the Victoria Conference Centre sales and marketing function to Destination Greater Victoria, as well as raising the MRDT rate from 2% to 3% has meant increased capacity to sell and promote Greater Victoria. In particular, the increased shoulder and off-peak season business means some seasonal businesses can operate year-round, resulting in increased employment opportunities and more stable revenue streams. This mandate renewal is designed to continue this success.

We look forward to Destination Greater Victoria building on the work of the previous mandate and realizing the new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at bsmith@conventioncentrescanada.com.


Sincerely,



Barry Smith
Executive Director,
Convention Centres of Canada

cc: Miranda Ji, CMP
Vice President of Sales,
Victoria Conference Centre & Business Events Victoria
miranda.ji@tourismvictoria.com

TELEPHONE
905-873-4100



WATCH TOWER

BIBLE AND TRACT SOCIETY OF CANADA

PO Box 4100, Georgetown, Ontario L7G 4Y4, Canada
JW EVENT SERVICES

FAX
905-873-4554

February 4, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Re: Destination Greater Victoria

Dear Mayor Helps and Members of Council:

We are writing to formally thank you for the support that has been provided from Destination Greater Victoria (formerly Tourism Victoria) in connection with conventions of Jehovah's Witnesses. JW Event Services is the event planning department for the Watch Tower Bible and Tract Society of Canada headquartered in Georgetown, Ontario. Under normal circumstances we organize annually an average of 50-55 large three-day conventions in 20 to 25 cities across Canada for 150,000 delegates. These conventions are held in cities that qualify and have the capacity to host such an event.

Prior to 2018, our 4,800 delegates on Vancouver Island have mainly attended conventions in Vancouver, or in other cities on the island where smaller events have been held such as in Colwood and Nanaimo. The City of Victoria was assessed for the possibility of holding a larger convention and Destination Greater Victoria was approached and included in our stakeholder assessment.

Destination Greater Victoria proved to be a capable partner working tirelessly to help bring our convention to Victoria. Miranda Ji and Paul Nursey in particular were a pleasure to work with. They quickly understood our needs and realized the tremendous impact our event would have on the city. As a result, in 2018 we were able to hold a convention at the Save-On-Foods Memorial Centre with over 4,800 in attendance for each of the three days. Many enjoyed staying at the hotels in Victoria, eating at the restaurants, shopping, and other attractions that Victoria has to offer, generating millions of dollars in revenue.

We are continuing to work closely with Destination Greater Victoria in an endeavor to bring additional events to Victoria in the future once it is safe to do so and the COVID-19 pandemic no longer poses a threat to public health.

The programs, incentives, and effort of Destination Greater Victoria to bring together the applicable stakeholders to make our convention happen has proven to be invaluable. We value the fine working relationship that has been developed with such an important partner that represents and understands your city and key stakeholders so well.

Thank you for noting these comments in support of Destination Greater Victoria.

Sincerely,



David Zollner
Director of Conventions/JW Event Services
Watch Tower Bible and Tract Society of Canada



Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W1P6

January 21, 2021

Dear Madam Mayor Helps & Members of Council,

My name is Joe Nishi and I am the co-owner of Meeting Encore Ltd. a business event site sourcing and meeting planning company with 31 years of doing business in Canada and around the world. We source and contract 1200-1400 meetings a year and work with all Destination Marketing Organizations in Canada and around the world. Our clients represent some of Canada's largest corporate, incentive, association and sport organizations in the country. I am also a proud member of the Business Events Victoria Customer Advisory Board and Chair of the Global Business Travel Association – Canada Meetings Committee.

It has come to my attention that mandate for Destination Greater Victoria through the accommodation tax is under review and I would like to share some of my thoughts on the importance of having a robust, fully-funded and effective Destination Marketing Organization.

AWARENESS:

There is no more critical time than now to having an effective message out to all travel industry sectors on the power of face-to-face meetings and events in an incredible destination like Greater Victoria. I have experienced first-hand the positive impact that the Business Events team has had on assisting, influencing and growing the overall knowledge of key buyers in our industry to the merits of Greater Victoria. Just having a pretty website is not enough. Your Business Events Victoria team has done an incredible job as leveraging such programs as Cities in Sync, Customer Advisory Boards, Interactive Client Experiences to show that Victoria is not just a pre/post trip from Vancouver but a destination in itself.

COMPETITION:

As you know, the travel industry in general is at historic all-time lows. There is light at the end of the tunnel, however. When we do rebound, there will be an incredible demand for getting back to face-to-face meetings and all travel organizations from DMO's, Hotels, Transportation companies alike will be going after the same target audience with their campaigns. Our client feedback shows that Canadian destinations will be top of mind especially in the near term as international travel will continue to be a challenge. Ensuring Victoria is ready and able to capitalize on this opportunity is key.

Destination Marketing Fees through accommodation taxes are common-place in Canada around the world and in no way are they considered in the eyes of our customers to be a detriment to your destination from a price perspective. The biggest challenge with DMF programs are in cities and regions where the fees are not mandatory and left up to the individual properties to set and collect which causes confusion and definitely makes those destinations and venues harder to work with.

In closing, the Business Events Victoria and Destination Greater Victoria team have carved out a wonderful reputation within our industry. Through their hard work, innovative programs and strategic partnerships to date, the visibility they have garnered is far greater than much larger Canadian cities with larger budgets I am sure. To not continue to build on this momentum in a time when we need it the most, would be a shame and a waste of the time and resources that your destination has already invested.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read "J. Nishi". The signature is fluid and cursive, with a large initial "J" and "N" that are connected.

Joe Nishi
Managing Partner
Meeting Encore Ltd.

905-403-9646 ext 206
j.nishi@meetingencore.com



Rally for Recovery

January 28, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of Destination Greater Victoria's 2022-2026 Rolling Strategic Plan and renewal of the Municipal and Regional District Tax (MRDT) agreement between Destination Greater Victoria and City of Victoria.

In my role as Chair of Meetings Mean Business Canada, I lead the Board and members in advocating for Canada's meetings and business events sector. A Global Economic Impact Study sited that in 2017, business events accounted for \$33 billion direct spending, \$19.4 direct GDP generated and accounted for 229,000 direct jobs in Canada. Meetings and Business Events have the ability to bring people together and drive business results in the Destination.

Destination Greater Victoria's work in bringing Meetings and Business Events to the City has resulted in increased shoulder and off-peak season business which means some seasonal businesses can operate year-round, resulting in increased employment opportunities and more stable revenue streams.

Destination Greater Victoria is a valuable marketing organization and community partner. They are key supporters of Meetings Mean Business Canada with their VP Executive, Miranda Ji, sitting on our Board.

We look forward to Destination Greater Victoria building on the work of the previous mandate, and realizing the new vision for the Greater Victoria visitor economy in the years ahead. If you wish to discuss further, please contact me at clark@rainmkaer-gbd.com.

Sincerely,

Clark Grue
2021 Chair, Meetings Mean Business Canada

2 February 2021

Mayor Lisa Helps and Council
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps and Council,

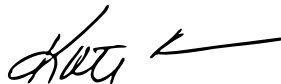
I'm writing in support of Destination Greater Victoria's request for their five year accommodation tax renewal for the period 2022 through 2026.

Ocean Networks Canada has worked together with Destination Greater Victoria to attract science and technology meetings, workshops, and conferences to Victoria with good success. Their understanding of this market is excellent and the materials they provide to organizers wonderfully showcases the strength of the region's ocean and technology sectors.

Their promotional efforts are excellent. I've participated in two separate national and international destination-professionals events that demonstrates this excellence quite well.

They also know that a growing number of people that travel are interested in science as well as nature. Hence, I think they will be able to showcase the new COAST organization with promotion that will attract new visitors and increase its visibility,

Sincerely yours,



Kate Moran, PhD, PEng, FCSSE
President & CEO



OCEAN
NETWORKS
CANADA

University of Victoria
Queenswood Campus
#100-2474 Arbutus Road
Victoria, BC V8N 1V8
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info@oceannetworks.ca

oceannetworks.ca
@ocean_networks



The Chair in Transgender Studies
PO Box 1800 STN CSC Victoria BC V8W 3H5 Canada
uvic.ca/TransChair | TransChair@uvic.ca



3 FEB 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W1P6

Dear Mayor Lisa Helps & Members of Council,

I'm writing today in support of the Victoria Conference Centre and Destination Greater Victoria. Destination Greater Victoria has been an important supportive partner in planning our biennial international and interdisciplinary [Moving Trans History Forward Conferences \(MTHF\)](#), led by the [Chair in Transgender Studies](#) at the University of Victoria.

These gatherings are not just for scholars, or just for community people. MTHF conferences are a unique blend that create opportunities for cross-fertilization among members of the general public; students and faculty; artists; activists; Trans, Nonbinary, Two-Spirit, and other gender-diverse people; their families; allies; and service providers. Our conferences consider both the history of Trans, Nonbinary, Two-Spirit, and other gender-diverse people and the crucial issues which impact us all today and in the future—locally, nationally, and globally.

The MTHF conferences run for four days and have doubled in size each time each time that we have offered them in the past. Due to the conference outgrowing UVic facilities, we started planning the 2020 edition of the conference to be held at the Victoria Conference Centre with support of Destination Greater Victoria. We were expecting 500 registrants, with 600-700 at the largest open-to-the-public events. Because of the pandemic, we have gone online in 2021 and have had to postpone our next in-person conference until Spring 2023. Destination Greater Victoria has been very accommodating of this postponement, and has committed to supporting the 2023 conference.

Destination Greater Victoria has been a valued partner in our planning process. The Greater Victoria economy will benefit from this support when hundreds of delegates and their families from across the globe visit the region for the 2023 Moving Trans History Forward conference.

Warm regards,

[Aaron Devor](#), PhD, FSSS, FSTLHE
[Founder and Inaugural Chair in Transgender Studies](#)
[Founder and Host, Moving Trans History Forward conferences](#)





January 25, 2021

Her Worship, Lisa Helps
Mayor, City of Victoria
City Hall
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps,

Re: Destination Greater Victoria

I write this letter in support of Destination Greater Victoria and the renewal of their Accommodation Tax Application.

Sport Tourism has a significant economic impact on a community. The opportunity to stage large sport and cultural events in Victoria will have many long term benefits. This type of office provides seamless support, depth of experience, and an ability to mobilize the community which all contributes to creating successful bids. They are strategically positioned to assess the value of hosting events and can, through their strong presence in the community, engage the necessary stakeholders that will contribute to the strength of all bids.

I am a strong believer in the value of Sport Tourism offices and would support this renewal for Destination Greater Victoria.

Sincerely,

Alison Noble
President and CEO



January 25, 2021

Her Worship Mayor Lisa Helps and Victoria City Council
City Hall
1 Centennial Square
Victoria, BC V8W 1P6
250-385-5711
mayorandcouncil@victoria.ca

Dear Mayor Helps and Victoria City Council,

Re. Letter of support for Greater Victoria 2022 55+ BC Games

The BC Seniors Games Society, the governing body for the 55+ BC Games, has a long history of working with our Host Communities in putting on our annual Games. An event such as our 2022 Games is and will be fantastic for your community, as it will bring many out-of-town participants into Victoria. These participants will engage with your city and in turn leave a significant economic impact. In return, our participants will enjoy the hustle and bustle of Victoria and enjoy a positive memorable experience.

We offer our full support to the Greater Victoria Sports Tourism Commission in their efforts to provide us with an outstanding set of Games. The relationship we have established with the Greater Victoria Sport Tourism Commission and Destination Greater Victoria will greatly help in providing stability and capacity for a 55+ Host Community.

In order for Sports Tourism to survive and the need for coordinating offices for Sports Tourism around the Province is a key element to their success. In the case of Victoria, we hope that the renewal of your 5-year accommodation tax renewal (2022-2026) with Destination Greater Victoria and our support of such will help the continuance of such a program.

BC Seniors Games Society is extremely excited about our participants coming to Victoria in 2022 and enjoying all that your city has to offer.

With kindest regards,

Paul Kingan, Acting President
BC Seniors Games Society

CC. – Keith Wells, Executive Director, Greater Victoria Sport Tourism Commission



Date: January 30, 2021

To: Mayor Lisa Helps and City of Victoria Councillors

From: Gord Inglis – Chair Bachelor of Sport Management & Bachelor of Sport & Fitness Leadership

Re: Greater Victoria Sport Tourism Commission - Letter of Support

As Chair of our Bachelor of Sport Management & Bachelor of Sport & Fitness Leadership degree programs here at Camosun College, I am writing to provide my perspective and strong support for the tremendous role and work that the Greater Victoria Sport Tourism Commission in its partnership with Destination Greater Victoria. The GVSTC serves an integral role in meeting the needs of sport and sport tourism communities of Greater Victoria in that it provides key and valuable linkages between and among all partners. The reach and ability of the GVSTC specifically to serve as an economic hub and driver for sport tourism is tremendous and the unique positioning and role of the GVSTC. The GVSTC is the vehicle that brings a range of sectors that are typically viewed as distinct into one forum for the greater good of mutual benefit of all. These include hotels, high performance sport, professional and semi-professional sport, university and college sport, transportation and others that come together in what can be call a sport tourism ecosystem. The work of the GVSTC needs to be noted in its recent accomplishments with the range of sport events that have occurred with the World Jr. Hockey Championships leading the list and I believe more notable are the slate of sporting events that is being supported for the future including: FIBA (Basketball) Olympic Qualifier in June – We the West Festival, PGA Seniors (Summer 2021 or 2022), BC 55+ Games – Victoria Sept 2022, NCAA BB events – Womens & Mens in November at UVIC, Rugby Canada World Cup events, Invictus Games – potential host in 2025 and even possibly the Commonwealth Games 2026 and many others.

The role and work of the Office of the Greater Victoria Sport Tourism Commission is tremendous and of great value that plays a leading and pivotal role in what many see as Victoria being the leading Sport Tourism Capital of Canada in the next decade.

Gord Inglis

Gord Inglis
Chair – Bachelor of Sport & Fitness Leadership
Centre for Sport & Exercise Education
Camosun College – Victoria, Canada
250.370.4722
inglisg@camosun.ca



Transforming lives through healthy activity and sport.

January 29, 2021

To: Victoria City Mayor and Council:

Re: Support Letter for Destination Greater Victoria Five Year Accommodation Tax Renewal

Dear Mayor Helps and Victoria City Council.

I am writing to you on behalf of PISE (Pacific Institute for Sport Excellence) in my capacity as CEO in support of Victoria City Council approving the renewal of the accommodation tax for Destination Greater Victoria for another five years (2022-2026).

I also wear the hat of Chair of the Greater Victoria Sport Tourism Commission (GVSTC) and can tell you that since we were able to transform Sporthost Victoria into the GVSTC with the ongoing support and leadership of Destination Greater Victoria we have seen tremendous growth in our ability to bid for and secure important sport events for our community. Examples include organizing and coordinating sophisticated bids for events such as the Invictus Games and the North American Indigenous Games while helping secure premier events such as the FIBA Basketball Olympic Qualifier.

Sport provides an opportunity for our citizens to be engaged in healthy physical activity that is strongly linked to mental and emotional health. Hosting sport events brings many individuals and groups to Great Victoria at various ages and levels of competition and is a catalyst not only for healthy, positive engagement, but also brings significant economic business to our region throughout the year. Sport also plays a community building role and can be a vehicle for promoting core values such as inclusion and equity.

I am confident that a renewal of the accommodation tax will result in a continuation of the excellent work that Destination Victoria provides to our city and region in bringing important sport events for our citizens to participate in and enjoy viewing, while also providing great benefit to our business community. This support is needed now more than ever as we recover from the COVID pandemic.

Sincerely,

Robert Bettauer, MSc, ChPC
PISE CEO



Dear Victoria Mayor and Council,

January 25, 2021

I write on behalf of the RunSport Victoria Society. RunSport, among other initiatives, is the society that owns and administers the TC 10K. The TC 10K attracts over 10,000 participants to Victoria from all over the Province as well as internationally. We are entering our 32nd year.

RunSport has had the support of SportHost Victoria and now the Greater Victoria Sport Tourism Commission for many years. When the GVSTC became a part of Destination Greater Victoria there was an immediate increase in the level of support that the Commission was able to offer. RunSport was able to work with and utilize the vast services of Destinations. This support was incredible and immensely improved our Event through the added strength and capability of the Commission.

Victoria is fortunate to have the GVSTC with the stability of Destinations in support. Sport Tourism plays a very large part in the local economy and will be a mainstay moving forward in future years.

I am in full support of the GVSTC.

Sincerely,

Keith Bridge

Executive Director, RunSport Victoria Society

keith@tc10k.ca



101-1814 Vancouver Street
Victoria, BC V8T 5E3
778-265-0327
harbourcats.com @harbourcats

February 2, 2021

Mayor Lisa Helps, and Victoria City Council,

I am pleased to write a letter of support for Destination Greater Victoria, and the work they do to promote our region and facilitate growth – and, yes, during these tough covid times, to facilitate responses and preparation for the end of this dark period.

The Victoria HarbourCats have worked with Destination Greater Victoria in many ways since the team's inception in 2013, and have been able to bid on major events in part due to intangible support from Destination Greater Victoria, and the Greater Victoria Sport Tourism Commission. The HarbourCats have also benefitted from advisements and intangible support from both DGV and GVSTC as we have found ways to grow our offerings even during a global pandemic, opening an indoor training facility for youth on Cook Street, and unveiling a Canadian Collegiate Baseball Conference team that will help to further populate Royal Athletic Park, which was barely used in 2020 with the pandemic closing off the West Coast League Season and the festivals which keep the park busy, particularly in fall. With the end of the pandemic hopefully in focus, Royal Athletic Park can return to action, including the 80,000-plus spectators who routinely take in HarbourCats games.

The HarbourCats view DGV and GVSTC as an integral part of our region's ability to slingshot out of this pandemic and into a bright future, which involves attracting people and events to Victoria and area. These major events do not take place in a silo, they require cohesion between sports bodies, teams, facilities and governments, and GVSTC engages those groups to allow that to take flight. Without question, sports tourism is a key part of this economy and can be even moreso in the decade to come.

The Victoria HarbourCats, Victoria Golden Tide and the Players Club Indoor Facility are pleased to work with Destination Greater Victoria and the Greater Victoria Sport Tourism Commission in the years ahead, as we all look to a strong recovery.

Sincerely,

Jim Swanson
Managing Partner/GM

City of Victoria
Attn: Mayor and Council
1 Centennial Square,
Victoria, BC
V8W 1P6

January 31, 2021

Dear Mayor and Council,

As the General Manager for the 2020 Pan Am Cross Country Cup, I am writing to highlight the immense and enabling support that the partnership between Greater Victoria Sport Tourism Commission (GVSTC) and Destination Greater Victoria provided us in convening our championships.

The Pan Am Cross Country Cup is the hemispheric championship for cross country running, and 2020 was the first time it had been hosted in Canada. To bring the best runners from the Caribbean and North, Central and South American to Greater Victoria was only possible due to the support provided by GVSTC and Destination Greater Victoria. From assistance on assembling the bid, to help with marketing and hosting, to the funding provided towards our event, they were there at every turn to make the event an international success.

What became abundantly clear during the entire process of bidding and hosting the championships was that there is a real need for a coordinating office for sport tourism in the region. This type of coordinating and support enables sport tourism to flourish in the region, and helps host organizations gauge the local capacity in light of other events occurring at the same time. This support helps hosts like us to attract athletes, coaches, team staff, and fans to the region.

Speaking on behalf of the Victoria International Cross Country Association, we are extremely grateful for the stability and capacity that GVSTC and Destination Greater Victoria provided to us and to the entire sport community. It is not exaggerating to say that without their assistance, the 2020 Pan Am Cross Country Cup would not have come to Greater Victoria.

Regards,

A handwritten signature in black ink, appearing to read "Bruce Deacon".

Bruce Deacon, M.Ed., OLY, ChPC
General Manager, 2020 Pan Am Cross Country Cup
Victoria International Cross Country Association



Royal Victoria Marathon
Box 675, 185 – 911 Yates Street
Victoria, BC V8V 4Y9

January 29, 2021

Mayor and Council
City of Victoria
#1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor and Council,

On behalf of the Victoria Marathon Society, the organizers of the annual Victoria Marathon I am writing to show not only the Society's support of Destination Greater Victoria but also the 15 Charities we support, the 1600 volunteers, and the 9,000 participants that participate every year.

Destination Greater Victoria and the Greater Victoria Sport Tourism Commission has been instrumental in helping us get the word out, introduce us to new sponsors and partners, and in creating the Economic Impact Report every year. The Victoria Marathon has an Economic Impact of over 11 Million Dollars each year and our goal is to not only attract local participation to build a healthier community but to attract participants, their families, and supporters from all over the world to our destination event in Victoria. We work with Destination Victoria to showcase what Greater Victoria has to offer and encourage participants to not only come for race weekend but also extend their stay and come back throughout the year.

The financial and inkind support that we receive is invaluable to the Society and allows us to extend the resources we have to reach even more people to make them aware of the newly named, Royal Victoria Marathon.

The Greater Victoria Sport Tourism Commission also plays a role in providing a venue for sport and event organizations to share ideas, vision, best practises, volunteers and other resources which has not happened in the 20 years that I have been organizing events and managing the Victoria Marathon. This collaboration will only benefit the growth of sport tourism in our community and, also the overall management and safety of events.

If there is any other information or questions that come up that need answers, please do not hesitate to reach out.

Sincerely,

Cathy Noel
GM & Race Director
778-677-5786



University
of Victoria

Vikes Athletics and Recreation

Student Affairs

PO Box 1700 STN CSC

Victoria BC V8W 2Y2 Canada

Tel (250) 721-8409 Fax (250) 721-8956

Web: www.govikesgo.com www.vikesrec.ca

January 21, 2021

The Honourable Lisa Helps
Victoria City Council Members
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps and Victoria Council Members,

I am writing in support of Destination Greater Victoria's application to renew their five year accommodation tax renewal (2022- 2026). I would encourage Council to support this request based on the many positive contributions Destination Greater Victoria makes to our region.

As a former Chair of SportHost and leader in bringing major sporting events to our region, I have witnessed how the partnership between Destination Greater Victoria and the Greater Victoria Sport Tourism Commission (GVSTC) has provided important capacity and stability in helping bring sport events to our region. This coordinated approach has really established an essential office hub to support sport tourism in our region, which was very much needed. This effort has directly supported efforts made by citizens in our region to attract significant sporting events to Greater Victoria and I can personally speak to the impact of GVSTC ensuring successful UVic university national championship event bids over the past five years. Additionally, the GVSTC nimbleness in landing opportunities for a high profile NCAA women's basketball tournament in 2019 and the upcoming FIBA Olympic Men's Qualifying Tournament proved incredibly helpful.

I encourage Victoria Council to support Destination Greater Victoria's accommodation. The return on such a favorable decision will, without question, translate into attracting more significant sporting events to our region.

Thank you for your consideration.

Sincerely,

Clint Hamilton

Senior Director, Vikes Athletics and Recreation

Chair, Steering Committee, FIBA Olympic Qualifying Tournament 2021

March 9, 2021



City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of renewing Destination Greater Victoria's mandate as the official destination marketing organization for Victoria from 2022 to 2026.

Destination Greater Victoria is a specialized destination marketing organization with deep expertise and extensive experience in tourism marketing communications, business events marketing, business-to-business sales, sport tourism development, destination management, research, and stakeholder engagement. DGV is an effective industry and community partner, and works collaboratively with accommodation partners to provide a local voice on tourism matters and opportunities.

The previous mandate between Destination Greater Victoria and City of Victoria was the foundation for driving Victoria's visitor economy successfully for many years. The mandate has enabled Destination Greater Victoria to work with industry partners to build a visitor economy that supports business revenues, jobs and economic benefits for communities year-round. Renewing Destination Greater Victoria's mandate for a further five years will ensure DGV can continue delivering exceptional results and build upon this success.

Mandate renewal is particularly important to address the impacts of the COVID-19 pandemic effectively. This will enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can safely resume. Destination Greater Victoria will be positioned to secure business that builds compression, year-round revenues and jobs to benefit all stakeholders. The sooner the conditions of compression are in place, the sooner workers throughout Victoria's visitor economy can return to the jobs they love.

In 2018, the Province of British Columbia reached agreement with Airbnb that Provincial sales and accommodation taxes charged by Airbnb were remitted to the BC Ministry of Finance and then directed to designated communities. This incremental revenue is Online Accommodation Platform (OAP) MRDT. Affordable affordable housing initiatives became a new permitted designated use for this revenue through the MRDT regulations. Through discussions between Destination Greater Victoria, the Hotel Association of Greater Victoria and the City of Victoria, there was consensus to invest OAP MRDT revenues in affordable housing initiatives through the City of Victoria's Victoria Housing Reserve Fund. Further, these revenues were to provide housing options for hotel and hospitality workers who may be experiencing housing challenges.

Although Victoria's visitor economy has been devastated by COVID-19 and the incremental OAP MRDT revenues would be helpful for recovery marketing, we recognize we are part of a broader community. As we noted when seeking regulation of short-term vacation rentals by the City of Victoria some years



ago, we realize the disruptions these rentals have on housing for residents. Accordingly, there is agreement by all parties that OAP MRDT from Airbnb continue to be directed to the City of Victoria's affordable housing initiatives via the Victoria Housing Reserve Fund. However, in line with published MRDT guidelines, Victoria's accommodation providers remain supportive of traditional MRDT levied on hotels, motels, inns, and bed and breakfast properties continuing to be dedicated to enabling tourism promotion and projects, as has successfully been the case for many years.

We look forward to Destination Greater Victoria using its specialized expertise to continue building on the work of the previous mandate and realizing the new vision for Victoria's visitor economy in the years ahead. If you wish to discuss further, please contact me at allison@abigailshotel.com.

Sincerely,

Allison Fairhurst
Abigail's Hotel



March 5th, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of renewing Destination Greater Victoria's mandate as the official destination marketing organization for Victoria from 2022 to 2026.

Destination Greater Victoria is a specialized destination marketing organization with deep expertise and extensive experience in tourism marketing communications, business events marketing, business-to-business sales, sport tourism development, destination management, research, and stakeholder engagement. DGV is an effective industry and community partner, and works collaboratively with accommodation partners to provide a local voice on tourism matters and opportunities.

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In 2018, the Province of British Columbia reached agreement with Airbnb that Provincial sales and accommodation taxes charged by Airbnb were remitted to the BC Ministry of Finance and then directed to designated communities. This incremental revenue is Online Accommodation Platform (OAP) MRDT. Additionally, affordable housing initiatives became a new permitted designated use for this revenue through the MRDT regulations. Communities could decide whether OAP MRDT revenue would be invested in marketing or affordable housing initiatives. The spirit of this policy was for stakeholders in the community to have a thoughtful discussion on affordable housing initiatives. Through discussions between Destination Greater Victoria, the Hotel Association of Greater Victoria and the City of Victoria, there was consensus to invest OAP MRDT revenues in affordable housing initiatives through the City of Victoria's Victoria Housing Reserve Fund. Further, these revenues were to provide housing options for hotel and hospitality workers who may be experiencing housing challenges.

Carlton Plaza Hotel

642 Johnson Street, Victoria, BC V8W 1M6 P: (250) 388-5513 Reservations: 1 (800) 663-7241

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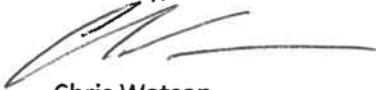
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Although Victoria's visitor economy has been devastated by COVID-19 and the incremental OAP MRDT revenues would be helpful for recovery marketing, we recognize we are part of a broader community. As we noted when seeking regulation of short-term vacation rentals by the City of Victoria some years ago, we realize the disruptions these rentals have on housing for residents. Accordingly, there is agreement by all parties that OAP MRDT from Airbnb continue to be directed to the City of Victoria's affordable housing initiatives via the Victoria Housing Reserve Fund. However, in line with published MRDT guidelines, Victoria's accommodation providers remain supportive of traditional MRDT levied on hotels, motels, inns, and bed and breakfast properties continuing to be dedicated to enabling tourism promotion and projects, as has successfully been the case for many years.

Destination Greater Victoria has also engendered positive relationships with many organizations beyond its direct membership. These include charitable partners such as the BC Hospitality Foundation and Wear2Start. Destination Greater Victoria is much more than an organization for attracting visitors to Victoria – rather, it acts to align the visitor economy with community values, supports worthy causes, and works to provide benefits for Victoria's residents.

We look forward to Destination Greater Victoria using its specialized expertise to continue building on the work of the previous mandate and realizing the new vision for Victoria's visitor economy in the years ahead. If you wish to discuss further, please contact me at chris@bestwesterncarlton.com or 250-413-2190

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Watson', with a long horizontal flourish extending to the right.

Chris Watson
General Manager



Chateau Victoria
HOTEL & SUITES

March 10, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of renewing Destination Greater Victoria's mandate as the official destination marketing organization for Victoria from 2022 to 2026.

Destination Greater Victoria is a specialized destination marketing organization with deep expertise and extensive experience in tourism marketing communications, business events marketing, business-to-business sales, sport tourism development, destination management, research, and stakeholder engagement. DGV is an effective industry and community partner, and works collaboratively with accommodation partners to provide a local voice on tourism matters and opportunities.

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We look forward to Destination Greater Victoria using its specialized expertise to continue building on the work of the previous mandate and realizing the new vision for Victoria's visitor economy in the years ahead. If you wish to discuss further, please contact me at (email address)

Sincerely,

Chateau Victoria Hotel & Suites



Brenda Ollis
General Manager



March 8, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor and Council,

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At your service,

A handwritten signature in black ink, appearing to read "Darryl Wilson".

Darryl Wilson

General Manager | **Days Inn Victoria on the Harbour**

P: 250.386.3451 | F: 250.386.6999 | gm@daysinnvictoria.com



INDU BRAR
GENERAL MANAGER

Fairmont Empress
721 Government Street
Victoria, British Columbia
Canada V8W 1W5
T + 1 250 389 2700
F + 1 250 381 5959
TF + 1 800 441 1414

March 4, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

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Sincerely,

A handwritten signature in blue ink, appearing to read "Indu Brar".

Indu Brar

General Manager



March 8, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

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Sincerely,

A handwritten signature in blue ink, appearing to read 'Reid James', with a stylized flourish at the end.

Reid James
General Manager



The Huntingdon Manor Hotel/
Pendray Inn and Tea House
330 Quebec Street
Victoria, B.C. V8V 1W3

February 2, 2021

Re: Destination Greater Victoria's Five Year MRDT Renewal

Dear Members of Victoria City Council,

The Huntingdon Manor Hotel and Pendray Inn and Tea House are long established members of the business community on Victoria. We employ up to 75 community members each year and provide lease space to several local businesses. We are strong supporters of local partnerships and charities, and strive to be environmental stewards within our industry and community.

On behalf of our businesses, I am writing today in strong support of the renewal of Destination Greater Victoria's MRDT mandate for a further five years, from 2022 to 2026. I have actively engaged in the feedback and review process and believe that renewal will provide stability and capacity for strategic planning, which is vital for the pathway to recovery for our industry once it is safe to do so. In the past, Destination Greater Victoria's MRDT mandate has successfully driven positive and sustainable growth for the local tourism economy. Now more than ever, fast and efficient recovery and securing future business will be vital to our economic survival, including providing jobs to thousands of local Victoria residents.

The priorities set forth in Destination Greater Victoria's action plan are well placed, focusing on post-Covid recovery, collaborative partnerships, year round drivers, and compression. I would also like to recognize the importance placed on sustainability and working towards being a socially and environmentally responsible destination in these strategies. Despite the challenges of the pandemic, Destination Greater Victoria has continued to move forward with the implementation of its newly founded Sustainability Advisory Committee, and recognizes the importance of a balanced environmental, social, and cultural score card as much as an economic one. I believe these values will encourage community support and pride for our local tourism industry in a time when it needs it the most.

Please do not hesitate to reach out to me personally for further feedback.

Yours Truly,

Erin Cassels
General Manager; Huntingdon Manor Hotel and Pendray Inn and Tea House



Inn at Laurel Point

The Rev'd Canon Ian Powell
Managing Director, Paul's Restaurant Ltd

March 9th 2021

The Mayor and Council
City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Councilors

RE: Renewing Destination Greater Victoria's mandate

I write to whole heartedly support the above for the period 2022 to 2026.

Whilst I will leave it to others to catalogue the many accomplishments that Destination Greater Victoria has achieved in this first mandate under the "new rules of the game"; I do want to add my overall prospective.

It was my honour in 2015 to visit my accommodation colleagues to educate them in the pivotal renewal and the benefits that would accrue to us all by agreeing to the "new rules of the game" notwithstanding it included increased financial commitment by us. It is therefore very important to me that as this period comes to a close and we look to renew, that I can confirm the promises made were promises kept.

This last year has been the most challenging our industry has faced in several generations. At this point we could be looking at a marketing organization whose viability was not guaranteed, the situation in other parts of the province, country and globally. However, that is definitely not the case with Destination Greater Victoria. They are well positioned, under the very capable leadership of Paul Nurse, to assist us take advantage of the predicted resurgence of business in 2022. This is because of the industry leading work that it has done in this current mandate.

As I prepare to retire in the not too distant future, I am confident that the destination I have striven to assist for the last 23 years will be in great hands - that is on the assumption Council renews its mandate.

If I can be of further assistance on this, please do not hesitate to contact me.

Blessings



March 5, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

Dear Mayor Helps and Council,

I write in support of renewing Destination Greater Victoria's mandate as the official destination marketing organization for Victoria from 2022 to 2026.

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Getting our tourism economy back on track, once tourism is allowed to safely resume, is a critical economic driver to this city. The industry employs tens of thousands of local residents in roles at every level from entry level roles to executive management. I do hope that mayor and council recognize the importance and the value of the employment that tourism creates in this city. I am proud to lead a diverse team, at approximately 65 employees, including entry level roles paying living wages ranging to our 10 management roles all paying middle income levels and up. I am Victoria raised and University educated, started working as a teenaged dishwasher, and now raise a family of 4 with my tourism income being the primary income in our family. I share this information to you to provide the example of one medium size business and the positive impact of local tourism employment. Destination Greater Victoria and their ability to continue to grow our visitor economy through mandate renewal is critical to the recovery and renewed success in our industry.

Mandate renewal is particularly important to address the impacts of the COVID-19 pandemic effectively. This will enable Destination Greater Victoria to move forward on recovery quickly and efficiently once travel can safely resume. Destination Greater Victoria will be positioned to secure business that builds compression, year-round revenues and jobs to benefit all stakeholders. The sooner the conditions of

*The Magnolia Hotel & Spa
623 Courtney Street,
Victoria, BC, V8W 1B8*

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Although Victoria's visitor economy has been devastated by COVID-19 and the incremental OAP MRDT revenues would be helpful for recovery marketing, we recognize we are part of a broader community. As we noted when seeking regulation of short-term vacation rentals by the City of Victoria some years ago, we realize the disruptions these rentals have on housing for residents. Accordingly, there is agreement by all parties that OAP MRDT from Airbnb continue to be directed to the City of Victoria's affordable housing initiatives via the Victoria Housing Reserve Fund. However, in line with published MRDT guidelines, we remain supportive of traditional MRDT levied on hotels, motels, inns, and bed and breakfast properties continuing to be dedicated to enabling tourism promotion and projects, as has successfully been the case for many years.

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Sincerely,



Bill Lewis, B.Comm, MBA
General Manager
The Magnolia Hotel & Spa

*The Magnolia Hotel & Spa
623 Courtney Street,
Victoria, BC, V8W 1B8*



the
oswego
hotel

March 8, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

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Sincerely,

Sarah Webb
The Oswego Hotel
500 Oswego Street
Victoria, BC
V8V5C1



February 2, 2021

Suite 200 737 Yates Street
Victoria BC

Attention Matthew Holme and Graham Wallace,

RE: Support for Destination Greater Victoria MRDT Renewal

As the General Manager of The Parkside Hotel & Spa, I am writing in support of the MRDT renewal for another five years from 2022 to 2026.

With the past 5 years coming to end of the management of the MRDT, I can attest that our hotel and industry has seen strong benefits from the way Destination Greater Victoria (DGV) has managed these funds. Areas that we have seen growth over the past five years are:

- 1) Increase in off season events such as the Impact Conference and Comic Con Victoria which both greatly helped our destination in the off-season but also provided the hotels in Victoria direct business. The Parkside Hotel & Spa was even a main sponsor of the Impact Conference.
- 2) The new formation of Sport tourism from the former model to a more connected and collaborative approach which has increased our ability to bid on larger sporting events while still securing many of the smaller sporting events such as ones through Swim BC. Our hotel saw again direct benefits of the on-going work in sport tourism.
- 3) Oversight of the Victoria Conference Centre has been extremely positive for our hotel and the hotels in Victoria. We have seen delegation days grow and attendees grow. As well there was a lot more focus on city-wide's which really benefit the tourism system.
- 4) DGV has put a lot of focus on the visitor economy and shifting from a marketing entity to a management entity. This was a key important strategy that was needed as it allows DGV to ensure that community values are preserved and respected and that local small to medium size business are supported in the tourism economy.
- 5) There are many other areas of support that DGV has provided from rebranding that entails more of our geographical area to video and marketing that is really aligned to our destination and gives Victoria a world-class appeal.



I could list many areas that the MRDT has helped in the last 5 years; looking forward, I want to ensure that we keep on this same track as we move out of COVID it is more important then ever to allow proper allocation to these funds to help rebuild our tourism economy and put us back on the map as a safe travel destination.

Please feel free to reach out to me at any time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Trina White', is positioned below the word 'Sincerely,'.

Trina White
General Manager
The Parkside Hotel & Spa



VICTORIA REGENT
WATERFRONT HOTEL & SUITES

March 05, 2021

City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P5

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THE VICTORIA REGENT HOTEL



VICTORIA REGENT
WATERFRONT HOTEL & SUITES

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Sincerely,

Elaine Azevedo
General Manager

THE VICTORIA REGENT HOTEL

From: Minister Bains / Ministre Bains (IC) <ISI.minister-ministre.ISI@canada.ca>

Sent: December 10, 2020 9:02 AM

Subject: Minister of Innovation, Science and Industry / Ministre de l'Innovation, des Sciences et de l'Industrie

Minister of Innovation,
Science and Industry



Ministre de l'Innovation,
des Sciences et de l'Industrie

(La version française suit.)

Hello,

I wish to sincerely thank you for signing up for the 50 – 30 Challenge as an early adopter organization.

As we collectively advance diversity and inclusion on boards and in senior management, your early commitment to the Challenge will no doubt help to motivate and inspire other leaders and organizations across Canada to do the same.

The 50 – 30 Challenge will create a community among its participants to share fresh insights, new ideas, and creative solutions to address organizations' unique needs. The Government of Canada looks forward to working with you to achieve your organization's goals with respect to diversity and inclusion.

As Canada begins the important work of post-pandemic recovery, it is necessary that we take concrete action so that all Canadians are able to fully contribute their talent and skills to our economy. The 50 – 30 Challenge aims to foster a conversation with the goal of increasing the representation of diverse groups in positions of economic influence and leadership, which will create a more diverse, inclusive, and vibrant economic future for Canadians.

We will continue to keep you apprised of new developments on the 50 – 30 Challenge and will notify you as we roll out additional program components in the coming months.

We welcome your support in increasing awareness about the Challenge and in inviting others to participate. To highlight your participation, your organization's social media channels can tag us at [@canadabusiness](#) | [@entreprisescan](#) on Facebook or Twitter or by adding the program's URLs (canada.ca/50-30-challenge | canada.ca/defi-50-30). Please find attached a backgrounder with additional information.

Once again, thank you for your support. I know that through collaboration and partnership, we will work toward reimagining a better and more inclusive future for all.

Sincerely,

Madame, Monsieur,

Je désire vous remercier sincèrement de vous être inscrits au Défi 50-30 et de faire partie des premières organisations à en faire l'expérience.

Alors que nous faisons collectivement progresser la diversité et l'inclusion au sein des conseils d'administration et de la haute direction, votre engagement précoce à relever ce défi contribuera sans aucun doute à motiver et à inspirer d'autres dirigeants et organisations à travers le Canada à faire de même.

Les participants au Défi 50-30 formeront une communauté afin de partager de nouvelles observations, de nouvelles idées et des solutions créatives dans le but de répondre aux besoins uniques des organisations. Le gouvernement du Canada se réjouit à l'idée de travailler avec vous pour atteindre les objectifs de votre organisation en matière de diversité et d'inclusion.

Alors que le Canada entreprend un important travail de redressement post-pandémique, il est nécessaire que nous prenions des mesures concrètes afin que tous les Canadiens soient en mesure de contribuer pleinement à notre économie grâce à leurs talents et à leurs compétences. Le Défi 50-30 vise à favoriser la conversation dans le but d'accroître la représentation de divers groupes dans des postes d'influence économique et de direction, créant ainsi un avenir économique plus diversifié, plus inclusif et plus dynamique pour les Canadiens.

Nous continuerons de vous tenir au courant des nouveaux développements concernant le Défi 50-30 et nous vous aviserons au fur et à mesure des autres éléments du programme dans les mois à venir.

Nous apprécions votre soutien pour sensibiliser davantage votre entourage à propos de ce défi et pour inviter d'autres personnes à y participer. Pour souligner votre participation, utilisez le mot-clé [@canadabusiness](#) | [@entreprisescan](#) dans les publications de votre organisation sur Facebook ou Twitter ou ajoutez les hyperliens du programme ([canada.ca/50-30-challenge](#) | [canada.ca/defi-50-30](#)). Vous trouverez ci-joint une fiche d'information qui renferme des renseignements supplémentaires.

Je vous remercie encore une fois pour votre soutien. Par le biais de collaborations et de partenariats, nous cherchons à réinventer un avenir meilleur et plus inclusif pour tous.

Veuillez agréer l'expression de mes sentiments les meilleurs.



L'honorable Navdeep Bains, C.P., député / The Honourable Navdeep Bains, P.C., M.P.

Pièce jointe / Attachment





February 1, 2021

City of Victoria
1 Centennial Square
Victoria, BC, V8W 1P5

Dear Mayor Helps and Council,

I am writing on behalf of the BC Hospitality Foundation (BCHF), which is a registered charity that supports hospitality workers throughout British Columbia. My organization supports the renewal of the Municipal and Regional District Tax (MRDT) Agreement between Destination Greater Victoria and City of Victoria. We believe the work Destination Greater Victoria does promoting tourism and hospitality on Vancouver Island is needed more than ever, given the adaptations and recovery resulting from COVID-19 measures, and we're grateful for the support the organization offers us and other charitable bodies in our community.

The BCHF was established in 2006. Our mission is to provide last-resort assistance to hospitality industry workers facing financial crisis due to an extraordinary health condition experienced by themselves or a family member. Hospitality and tourism are an important driver of BC's economic growth, yet due to the nature of the industry many of the workers in the sector have part-time employment which fluctuates seasonally, and do not have extended medical coverage. When individuals encounter an unexpected medical obstacle, such as a life-changing accident or an organ transplant, the BCHF is often able to step in and assist them by providing funding for basic living expenses (rent, food, transportation, pharmaceuticals) until they're able to return to work. Our charity also administers a scholarship program for students enrolled in hospitality-related studies at BC secondary schools. Since our inception we have given out almost 1.3 million dollars to medical beneficiaries and scholarship recipients.

Destination Greater Victoria is one of the BCHF's valued partners. It supports us in two main ways. First, it spreads the word about the BCHF among those in the hospitality and tourism community so that we're able to connect with the workers who need our help and with people interested in scholarship opportunities. In addition, Destination Greater Victoria promotes our fundraisers and assists with some of our fundraising activities, including partnering with us in our annual charity golf tournament on Vancouver Island.

The BCHF receives no government funding – our charity was inspired by the idea that we in the hospitality industry should look after our own, whenever possible – so the support of organizations such as Destination Greater Victoria is crucial to our work. Over the years we have been able to provide hope and practical support to numerous Vancouver Island residents who work in the hospitality industry. This would not have been possible without the help of Destination Greater Victoria.

We hope you will determine that, given its numerous positive contributions to our economy and community, Destination Greater Victoria is worthy of continued taxpayer support.

Thank you for your time.

Sincerely,

Dana Harris, Executive Director

604-986-3262

dana@danalee.biz

bchospitalityfoundation.com

PO Box 34543 Pemberton Plaza / 1268 Marine Drive / North Vancouver, BC / V7P 1T0





INDIGENOUS
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE
AUTOCHTONE
DU CANADA

Tuesday, February 2, 2021

Victoria Mayor and Council
1 Centennial Square
Victoria, BC
V8W 1P6

Re: Letter of Support Destination Greater Victoria

Dear Mayor and Council:

I am pleased to write this letter of support for Destination Greater Victoria to the City of Victoria for the MRDT mandate renewal process.

Destination Greater Victoria is one of Canada's most effective partners for Indigenous tourism. There are a number of reasons for my strong support. First Destination Greater Victoria has been committed to the International Indigenous Tourism Conference as a sponsor by signing a multiyear MOU to support ITAC's planning. Destination Greater Victoria is the ONLY marketing partner who has committed to multiyear conference sponsorship throughout Canada.

Second ITAC has also worked with Destination Greater Victoria to ensure Indigenous tourism content and themes during the IMPACT Sustainability Travel and Tourism Conference. This inclusion enabled ITAC and our Indigenous tourism partners to raise business profile and support Indigenous operators on the ground throughout the conference.

Third Destination Greater Victoria has been a national leader supporting local Indigenous tourism development. Destination Greater Victoria has been a key contributor and founder of the Aboriginal Cultural Festival at the Royal BC Museum.

Therefore, I am proud to write this strong letter of support for Destination Greater Victoria. I urge the City of Victoria Mayor and Council to have confidence to renew the MRDT program with Destination Greater Victoria. The fact is Destination Greater Victoria is one of our national leaders in demonstrating effective Indigenous and non-Indigenous tourism partnerships.

Please feel free to contact me if there any any questions. I can be reached at 1-778-388-5013.

Respectfully,

Keith Henry,
President and CEO
Indigenous Tourism Association of Canada



Inter-Cultural Association of Greater Victoria

BUILDING CULTURAL CONNECTIONS

February 1, 2021

Mayor Lisa Helps
City of Victoria
#1 Centennial Square
Victoria, BC V8W 1P6

Re: Accommodation Tax Renewal - Destination Victoria

Dear Madam Mayor Helps:

The Inter-Cultural Association of Greater Victoria (ICA), celebrating our fiftieth year of serving refugee and immigrant newcomers and promoting a welcoming and inclusive community free from racism and inequity, is fully supportive of Destination Victoria's request for a five year Accommodation Tax Renewal.

In the coming five years, Destination Victoria's work in marketing our destination will play a critical role in the COVID-19 recovery for our city and region. All aspects of the tourism sector have suffered greatly as a result of COVID-19 related gathering and travel restrictions. Many predictions are that the economic recovery will likely be slow and uneven. We will need the hard work and demonstrated skills of Destination Victoria to make our region a destination of choice for businesses, conferences, tourists and newcomers.

The health of the tourism industry affects many of our region's newest residents as many find their first employment opportunities in the industry or in related industries. Destination Victoria partners with ICA's Employment Services team to ensure strong employment outcomes for newcomers. Destination Victoria is also an active member of ICA's Community Partnership Network which convenes over 300 organizations that have committed to promoting a welcoming and diverse environment for everyone who lives and visits here.

Should you wish any further information about ICA's full support for Destination Victoria's request to the City of Victoria, please do not hesitate to contact me at jmcrae@icavictoria.org

Sincerely

Jean McRae
CEO

Songhees Development Corporation



January 20, 2021

Paul Nursey
President & CEO
Destination Greater Victoria
Suite 200- 737 Yates Street
Victoria BC V8W 1L6

Dear Paul,
Regarding Destination Greater Victoria Mandate 2022-2026

It is my pleasure, on behalf of Songhees Nation and Songhees Development Corporation to support Destination Greater Victoria's mandate renewal for the period 2022-2026. Destination Greater Victoria has supported Songhees efforts in numerous ways and we are happy to support their efforts as well.

Destination Greater Victoria was one of the early partners on the annual Indigenous Cultural Festival and continues to play a key support role in this ongoing initiative.

When Songhees Nation bid on the North American Indigenous Games, Destination Greater Victoria was an enthusiastic supporter and early financial contributor.

Destination Greater Victoria and its partners at the IMPACT Sustainability Conference have regularly hosted events at the Songhees Wellness Centre and included Songhees Nation in the annual conference.

As we develop Explore Songhees as a vehicle for developing and marketing our tourism and hospitality businesses, Destination Greater Victoria has provided critical knowledge and expertise into the strategy development process.

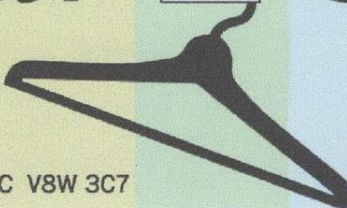
We value and rely on the contribution made by Destination Greater Victoria and we encourage the City of Victoria to renew its five-year mandate.

Sincerely

Christina Clarke
CEO, Songhees Development Corporation

cc: Chief Ron Sam

Wear 2 Start



733 Johnson St., Suite 216, Victoria BC V8W 3C7

(250) 472-9327 • www.wear2start.com

January 28, 2021

To whom it may concern,

The Wear2Start Society is a grateful and enthusiastic supporter of Destination Greater Victoria.

W2S is a small, Victoria-based non-profit that empowers self-identified women in our community by providing clothing and related services to help reduce barriers to success, supporting our clients to meet the challenges of work and life with renewed confidence.

In May 2019, W2S entered an agreement to designate our organization as the charity of choice for Business Events Victoria – the Destination Greater Victoria meetings, events and conferences line of business. Thanks to the collaborative efforts of DGV staff, this agreement brought W2S increased community visibility as well as financial and in-kind support while building a social responsibility component into meetings that brought national and international visitors to our region.

Through DGV, our organization was invited to make a presentation and lead a workshop at a conference for meeting planners in September 2019. Participants contributed more than \$700 to purchase personal-care items and, during the workshop, they packed the items into the individual blue bags we provide to clients

We were working with another organization to do a similar fundraising presentation/workshop at its conference in Victoria, but the event was cancelled due to pandemic restrictions.

We hope that, when the world returns to some semblance of normalcy, we will be able to continue our relationship with DGV. This team of tourism professionals understands not only how to show off our beautiful region to visitors, but how to engage them in a meaningful way that supports the needs of our community.

Regards,

ANGELA MANGIACASALE
Wear2Start Society President

March 4, 2021

City of Victoria

1 Centennial Square

Victoria, BC

V8W 1P5

Dear Mayor Helps and Council,

RE: Destination Greater Victoria Mandate

Attractions Victoria and Destination Greater Victoria have worked collaboratively for many years.

Throughout that time, DGV has shown to be a world-class organization, generating measurable and sustainable growth for the Greater Victoria visitor economy.

It has never been more important for DGV to maintain its mandate providing its marketing efforts to enable us to return to the success that they had planned for our economy prior to the COVID-19 pandemic.

DGV leadership has shown right from the outset of the pandemic that they have the skills to react quickly and lay out a plan for recovery when it is safe to do so.

The economic importance of the work they do is clear when we see what happens when our industry shuts down. Much of what they do requires many years of planning to see projects to fruition. We are naturally optimistic in our industry, but, clear and measurable objectives have been laid out by DGV giving that optimism some real traction.

DGV adds value to our industry by supporting members, our community and other stakeholders in an effort to keep our beautiful region top of mind for travelers.

Sincerely,

Greg Greene

Chair, Attractions Victoria Board of Directors



January 21, 2021

Mayor Lisa Helps & Members of Council
City Hall
City of Victoria
1 Centennial Square
Victoria, BC
V8W 1P6

Dear Mayor & Council,

On behalf of the Board of Directors and members of the B.C. Destination Marketing Organization Association (BCDMOA), we extend this letter of support to Destination Greater Victoria's Five-Year Municipal & Regional District Tax (MRDT) renewal.

Jointly administered by the Ministry of Finance, Ministry of Tourism, Arts, Culture and Sport and Destination BC, the MRDT program provides critical funding for important tourism marketing, programs and projects which support a vibrant local tourism economy.

The BCDMOA is a non-profit society supported by its provincial community destination marketing organization (CDMO) members within the 6 regions of B.C. and works to connect DMOs across the province. Destination Greater Victoria has been a long-standing and active member of our association and we recognize the important work they do in helping promote and develop tourism to the Greater Victoria area.

Thank you for your time and consideration.

Best regards,

A handwritten signature in black ink that reads "Nancy Small". The signature is written in a cursive, flowing style.

Nancy Small, nsmall@tourismrichmond.com
Chair, BCDMOA
CEO, Tourism Richmond



March 9th, 2021

Letter of Support

Dear Mayor Helps and Council:

I am writing to you in my capacity as the Chair of Camosun College's Hospitality Management Program regarding the Municipal and Regional District Tax (MRDT) renewal between Destination Greater Victoria and the City of Victoria.

Destination Greater Victoria is a respected destination marketing organization within the global tourism industry. DGV continues to be a strong supporter of Hospitality and Tourism education at Camosun College. Our program has been very fortunate to have built a healthy and positive working relationship with DGV.

As part of my role as the Chair of the Hospitality and Tourism Management program at Camosun, I chair our Program Advisory Committee with key industry stakeholders. DGV is seen as one of our critical partners in providing feedback on the design and content of the tourism and hospitality curriculum at Camosun. This advice helps to ensure that the programs that we deliver are relevant and that we are equipping our learners with the most current knowledge and skills to be the future industry leaders of tomorrow.

Over the past several years, we have been fortunate to have Paul Nursey guest speak in some of our tourism classes. These guest speaker opportunities have helped our learners connect the theory learned in the classroom to real-world situations. In addition, DGV has also provided some learners with Coop work terms opportunities that have supported their learning in the tourism industry.

The impacts of climate change on global destinations are providing challenges as well as innovative opportunities. Camosun's Hospitality and Tourism Management students have been fortunate to volunteer in the annual IMPACT conference for the past three years. These transformative learning opportunities result from the positive working relationship that our program has developed with DGV.

As the Tourism industry navigates the effects of the COVID-19 pandemic, we are very fortunate to have witnessed the excellent example of leadership that DGV has provided to our local community. This example helps learners see firsthand the courage and resiliency required to navigate challenging times. Paul Nursey and his team should be commended for the excellent industry advocacy work with various levels of government over the past year. A true testament to DGV's leadership role in the local tourism industry.

The Hospitality and Tourism Management program looks forward to building on the positive working partnerships with Destination Greater Victoria; as we prepare the next generation of hospitality and tourism leaders for employment in the visitor economy.

Sincerely,

Carl Everitt

Chair Hospitality and Tourism Management Programs



100-1019 Wharf Street, Victoria, BC V8W 2Y9
p: 250.383.8300 | tf: 1-800-883-7079
e: gvha@gvha.ca | w: gvha.ca

January 19, 2021

City of Victoria
Attn: Mayor and Council
1 Centennial Square
Victoria, BC V8W 1P6
Sent via email: mayorandcouncil@victoria.ca

SUBJECT: GVHA SUPPORTS DGV 2022 - 2026 MRDT RENEWAL APPLICATION

Dear Mayor and Council

I am writing to express Greater Victoria Harbour Authority's (GVHA) support regarding Destination Greater Victoria's (DGV) Municipal and Regional District Tax Program (MRDT)) application.

Having worked in the tourism industry for over fifteen years and directly with Destination Greater Victoria for over five years, I have found DGV to be an extremely effective and respected Destination Marketing Organization worthy of a mandate MRDT renewal.

The Breakwater District at Ogden Point is the largest cruise terminal in Canada and GVHA has entrusted DGV to operate the visitor services centre at this facility. Their marketing team and staff ensure that cruise passengers arriving to Victoria have a variety of options for their day visit and also encourage them with more reasons to return to our City in the future.

In the wake of this pandemic, GVHA's own customers and tenants are suffering the loss of our valuable tourism industry. Many work directly off the the terminal, operate a variety of businesses at Fisherman's Wharf. Those operators along with several other vendors and buskers working on the lower causeway rely on tourism and urgently need stability and predictably for tourism marketing.

All of us at GVHA value and enjoy working directly with DGV on a variety of files and in particular serving on the DGV Sustainability Committee.

GVHA fully supports DGV's MRDT request and encourages Mayor and Council to approve this application.

Sincerely

Ian Robertson, CEO
Greater Victoria Harbour Authority



Port Renfrew, on Vancouver Island

February 16, 2021

Mayor and Council
City of Victoria
1 Centennial Square
Victoria, B.C.
V8W 1P6

Dear Mayor and Council:

RE: DESTINATION GREATER VICTORIA – MANDATE RENEWAL

Speaking personally as a business owner in the tourism industry and as President of the Port Renfrew Chamber of Commerce since 2014, I am very pleased to fully endorse Destination Greater Victoria's upcoming mandate renewal.

For most, *perhaps all*, small communities on Southern Vancouver Island, Tourism is a lifeblood. Here on the western end of the Pacific Marine Circle Route, the benefits of tourism have meant the difference between crumbling infrastructure and increasing isolation to a growing community that is fully participating in the larger tourism economy of the Island. Destination Greater Victoria's endorsement and worldwide promotion of the PMCR has immeasurably advanced Port Renfrew's legitimacy as a 'must see' destination on Vancouver Island.

Additionally, Paul Nursey and the people at DGV have been faithful advocates, continually championing our efforts to develop our local tourism economy.

And most importantly, DGV is the critical hub of an industry that is vital to the identity of Greater Victoria and all its citizens. Victoria would not enjoy the stature that it holds today were it not for the efforts of Destination Greater Victoria and all its member businesses and organizations.

During these days of the corona virus and the associated restrictions and closures, their role could not be more critical.

Sincerely,

Dan Hager
President
Port Renfrew Chamber of Commerce

P.O. Box #39
Port Renfrew, British Columbia V0S 1K0
renfrewchamber@gmail.com
www.renfrewchamber.com

Mayor & Council
City of Victoria
Victoria City Hall
1 Centennial Square
Victoria, B.C. V8W 1P6

February 2, 2021



Re: Support of mandate renewal between Destination Greater Victoria and the City of Victoria

Dear Mayor Helps and Council,

Along with being a valued and important partner of the Tourism Industry Association of BC (TIABC), Destination Greater Victoria (DGV) is recognized across the province for its ability to market the destination and attract visitation, as well as work with the community it serves. Greater Victoria – like other large and mid-tier destinations – operates as a gateway for regional destinations. So, it stands to reason that a successful destination marketing organization in Greater Victoria not only benefits the South Island, but destinations like Parksville, Tofino and elsewhere on Vancouver Island. As we emerge from the COVID-19 pandemic and restart our visitor economy, we will need Destination Greater Victoria to achieve its goals and mandate not only for the city and region, but for other destinations as well.

Although Destination Greater Victoria's core function is to market Greater Victoria, in recent years it has attracted countless meetings, conferences, and sporting events to the community. While new lines of business were added, the organization remains integrated, operates efficiently, has solid leadership, and has shown positive results for the city and region. In addition to the support of its members and stakeholders, TIABC recognizes that DGV's success can largely be attributed to its strong relationship and partnership with the City of Victoria.

A renewed mandate for Destination Greater Victoria is vital as our visitor economy moves forward in the coming months and years. Resurrecting businesses, generating employment, attracting visitors, and rebuilding the decimated tourism sector will be a long and deliberate process.

A five-year mandate for DGV through 2026 provides certainty for the visitor economy both within the region and for all of Vancouver Island. It is because of this stability, certainty, predictability, expertise, and past success that TIABC supports the efforts of Destination Greater Victoria for MRDT renewal with the City of Victoria.

Sincerely,

Walt Judas
CEO, Tourism Industry Association of BC
wjudas@tiabc.ca
778-953-0620



February 2, 2021

Mayor & Council
City of Victoria
Victoria City Hall
1 Centennial Square
Victoria, B.C. V8W 1P6

Re: Support of mandate renewal between Destination Greater Victoria and the City of Victoria

Dear Mayor Helps and Council,

Destination Greater Victoria (GDV) is a valued member of the Tourism Industry Association of Canada (TAIC). Through the leadership of Mr. Nursey, DGV has been a strategic voice for Canada's tourism sector.

Mr. Nursey has sat on the TIAC board for two terms, his professional and objective approach to decision-making in all circumstances has been strategic, forward-thinking and in the best interests of the tourism industry. He has supported TIAC's advocacy efforts with the federal government during our annual Tourism on the Hill days and represented GDV on panels and as a presenter during our annual conference.

Destination Greater Victoria's success in envisioning and effectively delivering the IMPACT Sustainability Travel & Tourism conference is an example of leadership. This one event has helped align the Canadian tourism industry behind a vision of achieving economic, social and environmental sustainability in our sector. As Tourism stakeholders across Canada reimagine our sector, I am sure that those that have participated in this conference will have sustainability at the forefront of recovery.

Never has there been a time that Canada's tourism sector and the 1.9 million Canadian jobs that rely on the visitor economy need organizations like Destination Greater Victoria. A renewed mandate for Destination Greater Victoria is vital as our visitor economy moves forward and is looking toward recovery.

TIAC fully supports a mandate renewal between Destination Greater Victoria and the City of Victoria.

Sincerely,

A handwritten signature in blue ink, appearing to read "Vince Accardi".

Vince Accardi, CAE
Acting CEO
Tourism Industry Association of Canada

A handwritten signature in blue ink, appearing to read "David McKenna".

David McKenna
Board Chair
Tourism Industry Association of Canada

COWICHAN

SLOW DOWN
SAVOUR LIFE

PO Box 482 Duncan, BC V9L 3P8
250.510.2852

February 3, 2021

Victoria Mayor and Council
1 Centennial Square
Victoria, BC V8W 1P6

Re: Destination Greater Victoria MRDT Renewal

Dear Mayor Helps and Council,

Tourism Cowichan Society is honoured to provide a letter of support for Destination Greater Victoria's MRDT renewal application.

Vancouver Island's tourism industry respects and relies on Victoria's national and international prominence to attract visitors, and DGV is a world-class destination marketing organization representing all aspects of tourism development. Its accomplishments as the marketing experts for Victoria has secured trusting and productive relationship with the city and its stakeholders. As a gateway to the island, Victoria produces a thriving visitor economy that extends into neighboring communities.

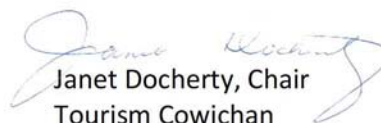
TCS has a longstanding reciprocal relationship with DGV, working collaboratively to enhance visitor and seasonal dispersion. The two organizations have linked communities via the popular *Pacific Marine Circle Route*, and *Flavour Trails* program, promoting inter-community travel to explore complementary and novel experiences. TCS is grateful for the diverse and charming accommodation in Victoria; and increased product in Cowichan made known to Victoria travellers by DGV's excellent marketing means we can collectively promote increased overnight hotel stays, increasing the tax base for both organizations. DGV has been a constructive partner to many DMOs and local businesses creating new opportunities for all, and these tourism products deserve to be marketed effectively.

When Covid-19 ravaged the tourism industry, DGV took a lead in the island's recovery and resiliency, advocating at the community level through to the provincial government. Its dedication to and achievement in business and tourism marketing during this devastating period is exemplary, and businesses deserve the ongoing experienced, powerful promotion Destination Greater Victoria has consistently delivered.

Sincerely,



Jill Nessel, Executive Director
Tourism Cowichan



Janet Docherty, Chair
Tourism Cowichan

January 20th, 2021

RE: Destination Greater Victoria, MRDT Renewal

I am writing this letter in support of Destination Greater Victoria's five-year MRDT Renewal.

I have had the pleasure of knowing and working directly and collaborating with Paul Nursey and his amazing team at Destination Greater Victoria for many years. They are valued and active partners of mine, and within our industry.

Within their organization, Destination Greater Victoria manages a professional and strategic approach to meeting and convention sales for hotels/citywide conferences and the Victoria Conference Centre. It is an excellent example of a DMO bringing efficiencies and competitive advantage in terms of alignment and scale – and puts Greater Victoria at a unique advantage for now and into the future.

As well, the mandate for sales and marketing for the Victoria Conference Centre and Sports tourism brings alignment and competitive strength – especially when compared to other cities in British Columbia.

The model in Greater Victoria has been incredibly successful and we are confident they will lead the province in innovation in post-pandemic recovery.

We look forward to our continued partnership for many years to come.

Kindest regards,

A handwritten signature in black ink that reads "Nancy Small". The signature is fluid and cursive, with the first name "Nancy" and last name "Small" clearly distinguishable.

Nancy Small
CEO, Tourism Richmond



Mayor & Council
City of Victoria
Victoria City Hall
1 Centennial Square
Victoria, B.C. V8W 1P6
mayorandcouncil@victoria.ca

March 9th, 2021

Re: Support of mandate renewal between Destination Greater Victoria and the City of Victoria

Dear Mayor Helps and Council,

Thank you for the opportunity to share our support for Destination Greater Victoria's mandate renewal application with the City of Victoria.

At no time in our long history as neighbouring destination cities in British Columbia has the level of collaboration and mutual support been stronger than it is now, as our tourism community continues to respond to the challenges presented by the COVID-19 pandemic. Advocating on behalf of the sector, Tourism Vancouver and Destination Greater Victoria are working in lockstep as part of an industry coalition to voice the unique challenges faced by large anchor urban destinations in the South Coast of British Columbia.

We appreciate the leadership from the Destination Greater Victoria team to host the IMPACT Sustainability Travel and Tourism conference that brings together all of Canada to share and showcase our sector as a community that is innovating and creating new value for communities through tourism. Initiatives like IMPACT are just one of the many reasons it is important that Destination Greater Victoria be supported by MRDT funding to achieve its goals and mandate for the city and region.

Victoria and Vancouver share visitors who seek to connect our two destinations in their itineraries and we frequently partner to connect with markets around the world. The five-year mandate for Destination Greater Victoria through to 2026 is vital as we work to attract visitors to our part of the world once again. A renewed mandate for Destination Greater Victoria at this critical juncture will provide certainty for the region's important visitor economy as we embark on the long journey to rebuild. Victoria will be a stronger, more diverse and welcoming community and economy with a healthy and viable partner like Destination Greater Victoria.

Sincerely,

A handwritten signature in blue ink, appearing to be "RC" followed by a flourish.

Royce Chwin
President and Chief Executive Officer
Tourism Vancouver



January 21, 2021

City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6
Attn: Mayor Helps and Council

RE: 2022-2026 MRDT Renewal

Dear Mayor Helps and Council,

Tourism Vancouver Island is pleased to provide Destination Greater Victoria with this letter in support of your 2022-2026 Municipal and Regional District Tax Renewal. Destination Greater Victoria is a key strategic partner for Tourism Vancouver Island, an important contributor to the Vancouver Island Region tourism economy and a recognized leader on responsible tourism.

Destination Greater Victoria contributes to a highly collaborative working relationship among Vancouver Island destination marketing and management organizations (DMO). As the largest DMO in the Region, Destination Greater Victoria leads by example and inspires its community DMO counterparts to trust one another and to think differently and more collaboratively. A strong example of Destination Greater Victoria's leadership and collaboration is regarding sustainable and responsible travel. In addition to shifting marketing messaging, working closely with community groups and focusing on destination management, Destination Greater Victoria established the IMPACT Conference, a first of its kind tourism conference dedicated to advancing responsible tourism on an international scale.

Beyond the many leadership roles played by Destination Greater Victoria, the success of the tourism economy in the Greater Victoria area directly impacts other areas in the Vancouver Island Region. As the foremost gateway destination in the Vancouver Island Region, the Greater Victoria area helps to set rate and profitability for other parts of the Region. In short, a successful Vancouver Island tourism economy is dependent on a successful local Victoria area tourism economy.

On behalf of Tourism Vancouver Island, I am delighted to submit this letter in support of Destination Greater Victoria's 2022-2026 Municipal and Regional District Tax Renewal. Our Board of Directors and staff team look forward to continuing to work with Destination Greater Victoria to lead a unified regional tourism industry where we amplify one another's successes, collaborate on matters of shared importance, and work to ensure that Vancouver Island is a remarkable place to live, visit and do business.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony Everett", is written over a light blue circular stamp.

Anthony Everett
President and CEO
Tourism Vancouver Island

January 13, 2021

To: Victoria Council Committee of the Whole

Re: MRDT / Financial Support – Destination Greater Victoria Airport Authority

Victoria International Airport has a significant overall economic impact on the Greater Victoria Region at close to \$1 billion annually. This speaks to the importance of air connectivity which pre-pandemic had grown close to 30% over the past 5 years. A large part of this growth can be attributable to the marketing and business development activities of Destination Greater Victoria. Whether it is developing off-peak conference business, positioning Greater Victoria as a year-round tourist destination or partnering directly with the airlines to create compelling travel packages, these efforts contribute significantly to the financial success of air routes. This creates the opportunity for more air capacity on the existing routes as well as the opportunity to launch new air services. All driving economic prosperity.

Victoria International Airport works closely with Destination Greater Victoria to identify marketing opportunities and areas of support. This collaboration, which extends far beyond the airport partnership to other sectors, has been fostered under Destination Greater Victoria CEO Paul Nurse's leadership. This broad collaboration combined with data driven marketing initiatives has placed Greater Victoria on the global tourism landscape as a must see destination.

I was fortunate to serve on the Destination Greater Victoria Board of Directors for 6 years. During that period I witnessed a transformation of the organization to the point of being one of the benchmark destination marketing organizations in the country. Among many leading initiatives, Destination Greater Victoria now leads a Sustainability Committee which is coordinating industry's efforts to meet targets that we all need to achieve. One of my key executives, Ken Gallant, serves on this important committee.

Tourism is a vital industry for the Greater Victoria Region and will be an important driver of economic recovery when the medical authorities consider it safe to travel again. Tourism needs strong leadership which it has in Paul Nurse but it also needs a stable financial model to enable recovery and growth for tourism overall and for organizations such as Victoria International Airport.

Sincerely,

Geoff Dickson
President and CEO



Municipal and Regional District Tax Program Requirements

Summer 2018

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1. Overview

The purpose of this document is to outline the requirements for the Municipal, Regional, and District Tax Program (“MRDT program”) and provide guidance and assistance to municipalities, regional districts, and eligible entities (“designated recipients”) applying for or renewing the Municipal and Regional District Tax (“the tax”) within their communities. This document includes application materials and other forms and templates to assist with application, renewal, and reporting requirements.

Designated Recipient: *The municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.*

In *Budget 2018*, the government announced that the eligible uses of MRDT revenues would be expanded to include affordable housing initiatives. At the same time it was announced that online accommodation platforms located outside of BC would be enabled to register to collect provincial sales tax and MRDT on purchases of accommodation through their platform.

In keeping with these announcements, the MRDT Program Requirements have been updated to reflect the changes. In particular, the revised Program Requirements include the following clarifications:

1. MRDT revenues from online accommodation platforms can be used for affordable housing initiatives;
2. General MRDT revenues cannot be used for affordable housing initiatives unless the designated recipient can demonstrate support of tourism stakeholders and accommodation providers; and
3. The requirement to demonstrate accommodation provider support will remain unchanged. Individual hosts that only list on online accommodation platforms will not need to be consulted.

Please see the revised details in Sections 7 and 8 and Appendix 1.8 and 2.4.

Moving forward, the Province will provide existing designated recipients with information on two types of MRDT revenue: revenues from multi-jurisdictional online accommodation platforms (OAP), which are based outside of BC but operate within the designated accommodation area; and revenues from general accommodation providers (general MRDT revenues), such as hotels, motels, etc. This is to support designated recipients’ affordable housing spending (refer to Section 8 for details).

2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/12035_00)

imposes a tax of up to three percent on the purchase price of accommodation in a specified geographic area of the province (“designated accommodation area”) on behalf of a designated recipient.

Designated Accommodation Area: *A specified geographic area of the province in which the tax will be applied on behalf of a designated recipient.*

3. Program Purpose

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects. Affordable housing was added as a permissible use of funds in *Budget 2018*.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry Tourism, Arts and Culture, and Destination British Columbia.

The MRDT program is one of a number of supports available to enhance tourism marketing in BC. The MRDT program is intended to help grow BC revenues, visitation and jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace. To promote a coordinated and efficient use of funds, the following **MRDT program principles** have been adopted:

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

Affordable housing was added as a permissible use of funds in *Budget 2018* to help address local housing needs. Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Affordable housing funding must be consistent with fiscal prudence and accountability, and will be subject to additional reporting requirements. Further detail, including stakeholder consultation and support requirements, can be found in Section 8.

4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/93_2013) sets out the authorized purposes for funds collected under the MRDT program. Authorized purposes are tourism marketing, programs and projects, initiatives respecting affordable housing, and any other prescribed purposes as set out in the regulation.

The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and must be supported by both local governments and tourism industry stakeholders. MRDT for affordable housing is intended to provide flexibility to communities to address their local housing needs.

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community.

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures (other than affordable housing) such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan, and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. A business case must be provided, including budget, for each capital project and all capital projects must be completed within the current Five-Year Strategic Business Plan time period. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".)

Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information). Refer to Section 8 for information required for affordable housing initiatives.

Designated recipients are expected to effectively manage administrative costs related to MRDT projects. Administration costs, where applicable, include:

- Management and staff unrelated to program implementation
- Finance staff
- Human Resources staff
- Board of Directors costs
- Employee-related information technology costs (i.e. computers, telephone, support, network connections)
- Office lease/rent
- General office expenses

Considerable scrutiny will be applied to ensure that MRDT program funds are used for authorized purposes.

5. Eligible Applicants

5.1 Designated Recipients

The following are eligible to be a designated recipient under the MRDT program:

- Municipalities;
- Regional districts; and
- Eligible entities.

Under the *Provincial Sales Tax Act*, to qualify as an eligible entity, an applicant must:

- Be a not-for-profit business association (e.g. a society incorporated under the *Society Act*; entities incorporated under the *Business Corporations Act* are not eligible). Note that a not-for-profit society whose specific purpose is tourism marketing is preferred.
- Have a place of business in the designated accommodation area
- Be actively engaged in tourism marketing, programs or projects in the designated accommodation area.

5.2 Designated Accommodation Area

The designated accommodation area may be:

- A whole municipality, but not a portion of a municipality
- A whole regional district or a portion of a regional district
- A combination of municipalities and portions of regional districts.

The tax may be levied in more than one municipality or regional district on behalf of a single designated recipient.

There can be no overlap with any other designated accommodation area in which the tax applies.

Generally, an electoral area is the smallest portion of a regional district that may be prescribed as a designated accommodation area.

5.3 Delegation of Administration

Municipalities and regional districts may either administer the MRDT program directly or delegate administration to a service provider (such as a destination marketing organization). The municipality or regional district remains the designated recipient and remains fully responsible for compliance with all MRDT program requirements.

Eligible entities are not permitted to delegate the administration of the MRDT program to a service provider.

The Province does **not** mediate disputes between municipalities or regional districts and their service providers. A service agreement that details the deliverables and conflict resolution procedure is strongly recommended.

6. MRDT Program Overview

6.1 How the MRDT Program Works

Applicants may apply to request that the Province levy the tax on their behalf in a designated accommodation area.

The tax applies to purchases of taxable accommodation within the designated accommodation area. The tax is collected by the Province on behalf of the designated recipient.

Funds equal to the tax collected in the designated accommodation area minus an administration fee are forwarded to the designated recipient on a monthly basis. OAP revenues will be forwarded to the designated recipient on a quarterly basis.

For new and renewal applications, the tax will be implemented for a period of five years. To extend the tax for an additional five-year period, a designated recipient must re-apply. There is no restriction on the number of times a designated recipient can apply to renew the tax.

Under the *Provincial Sales Tax Act*, **all** designated recipients must account annually to the Province on how MRDT program funds are spent (refer to Section 11: Annual Performance Management and Reporting Requirements).

6.2 Three Percent Rate

The *Provincial Sales Tax Act* was amended in 2015 to increase the maximum tax rate on the purchase of accommodation that may be imposed in a designated accommodation area from two percent to three percent of the purchase price of the accommodation.

Increasing the rate of tax is optional. A designated recipient may request a change in the rate of the tax to three percent of the purchase price of the accommodation prior to their renewal date by submitting a complete application containing all requirements listed in Section 7: Application Requirements. If approved, the tax will be renewed at the new rate for another five-year period. Designated recipients not subject to renewal requirements will be required to submit a complete application for the new rate one time only.

It is intended that designated recipients implementing a rate of three percent will sponsor and contribute to a provincial Tourism Events Program. Under this program, 0.2 percentage points of the incremental one percent of the tax will contribute to a provincially-led program to support tourism events that are expected to increase tourism to or within British Columbia.

Designated recipients with a three percent tax rate will be subject to enhanced reporting requirements (refer to Appendix 2.2 for further details).

6.3 Key Timelines

New applications for the tax, applications for rate changes, and applications that include affordable housing must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications at the two percent rate must be submitted at least **six** months in advance of the end of the five-year term of the tax (“repeal date”).

Under extraordinary circumstances, designated recipients may make a written request to the Minister of Finance for an extension of the application deadline.

Failure to submit a completed application by the deadline may result in the tax ceasing to apply in a particular designated accommodation area.

7. Application Requirements

New applications, rate changes, and renewal application requirements include consultation and support from local governments, tourism industry stakeholders and accommodation providers. The application must include **all** of the following information and be submitted as a single complete package:

- A completed application form (refer to Appendix 1.1) signed by an authorized signing authority of the municipality, regional district or eligible entity that confirms that all program requirements have been met and all required documents are included in the application package.
- A Five-Year Strategic Business Plan with first year tactical details that meets all the requirements set out in Appendix 1.2. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements on page 7.
- Evidence that the funds from the tax are incremental to existing sources of tourism funds. The funds from the tax are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community. An applicant must note any additional funding sources that will be available to support the Five-Year Strategic Business Plan.
- Evidence of consultation and support from local governments.
 - **If a municipality is applying**, the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district’s Board of Directors.
 - **If a regional district is applying**, the regional district must provide evidence that all municipalities within the regional district have been consulted and agree with the tax being imposed in the regional district. Evidence must be in the form of letters of support from the municipality(ies).
 - **If an eligible entity is applying**, the entity must provide evidence that all municipalities and regional districts within the designated accommodation area have been consulted and agree with the tax being imposed in the designated accommodation area on behalf of the eligible

- entity. Evidence must be in the form of letters of support from the municipality(ies) and regional district(s).
- In the case of a conflict between a municipality, regional district or eligible entity about who the designated recipient is for an application or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.
 - Evidence of authority and request to impose the tax.
 - **If a municipality is applying**, the municipality must pass a bylaw that requests the Province levy the tax on its behalf and provide a copy of the bylaw with the application.
 - **If a regional district is applying**, the regional district must pass a resolution that requests the province levy the tax on its behalf and provide a copy of the resolution with the application. The regional district must also provide evidence of its authority to use funds for the intended purpose either through letters patent or statutory authority.
 - **If an eligible entity is applying**, the eligible entity must submit a letter that requests the province levy the tax on its behalf. The eligible entity must also provide evidence of its authority to use funds for the intended purpose by submitting copies of its certificate of incorporation, articles of incorporation, constitution and bylaws.
 - The bylaw, resolution or letter must contain the following information:
 - Rate of tax to be imposed
 - Description of the geographic area in which the tax is to be imposed
 - Purpose for the funds
 - Desired effective date of the tax.
 - Documentation on how the MRDT program, including revenue, will be administered (e.g. directly by the designated recipient or through a service provider). If a municipality or regional district is proposing to delegate administration of the program to a service provider, the name and address of the service provider must be included.
 - Evidence of consultation with tourism industry stakeholders. The applicant must provide detailed evidence that the applicant has consulted with and received broad support from tourism industry stakeholders within the designated accommodation area in respect of the application. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and provide an opportunity for input. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions, etc. Letters of support from individual tourism industry businesses or organizations can also be provided.

Tourism industry stakeholders: Examples may include, but are not limited to, the following within the designated accommodation area:

- Accommodation providers;
- Attractions, sightseeing, activities and other primary tourism businesses;
- Restaurants, retail and other tourism related businesses;
- Regional and local tourism associations;
- Product Sector organizations;
- Parks and recreation;
- Visitor Centres; and
- Other government agencies and organizations that have programs and services that relate to tourism.

- An Accommodation Directory Form that lists all of the accommodation providers who offer taxable accommodation under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area (refer to Appendix 1.3). While the Province is able to provide an applicant with the names and addresses of registrants under the *Provincial Sales Tax Act*, it remains the responsibility of the designated recipient to ensure the accommodation directory is a complete and accurate list. The designated recipient is not required to identify and consult individual hosts who a) only list on registered online accommodation platforms, and b) those accommodation providers who offer fewer than 4 units of accommodation within the designated accommodation area (see below). For information on taxable and exempt accommodation, see PST Bulletin 120 Accommodation (http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf)
- An Accommodation Sector in Support of MRDT Form (refer to Appendix 1.4) that provides evidence that an applicant has sufficient support from accommodation providers who offer taxable accommodation within the designated accommodation area. The minimum required level of support is at least 51 percent of the accommodation providers representing at least 51 percent of the total number of units of accommodation offered by those accommodation providers in the designated accommodation area. Higher support from accommodation providers will increase the likelihood that an application will be approved, providing all other requirements are met. The applicant is required to make its Five-year Strategic Business Plan available to accommodation providers. The applicant is also required to indicate on the Accommodation Sector in Support of MRDT Form if they wish to use general MRDT revenues for affordable housing.

For more information on taxable or exempt accommodation refer to PST Bulletin 120 Accommodation
http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf.

Online accommodation platforms located outside of BC have been enabled to register to collect tax on purchases of accommodation through their platforms. These are online marketplaces that facilitate transactions for renting short-term accommodations (many of which operate across jurisdictions) and typically list basement suites, individual rooms, or other forms of accommodation (such as trailers or motor homes). Their hosts may not regularly offer accommodation, may not be readily identifiable and accessible, and their accommodation units may not be on record with the Province.

This will not affect the way that applicants have consulted accommodation providers in the past. Applicants are not required to identify and consult individual hosts who: a) only list on registered online accommodation platforms, and b) those accommodation providers who offer fewer than 4 units of accommodation within the designated accommodation area. Designated recipients are only required to consult those accommodation providers who are registered under the *Provincial Sales Tax Act* and who physically provide taxable accommodation; whose owners/property managers are readily identifiable; and whose addresses and total number of accommodation units are on record with the Province; and who offer 4 or more units of accommodation within the designated accommodation area. This includes hotels and motels, bed and breakfasts, and vacation rental reservation systems that list properties with verifiable property managers.

For clarification, the Province is able to provide the names and addresses of registrants to assist applicants in identifying which accommodation providers to consult.

- Confirmation that Destination British Columbia has been consulted to ensure that proposed spending is coordinated and does not duplicate Destination British Columbia's broader promotional programs and is complementary to provincial marketing strategies and tactics.
- Third Party Authorization Form. If the designated recipient wishes the Province to discuss the application with their service provider the designated recipient must sign and submit the Third Party Authorization Form (refer to Appendix 1.5).
- Disclosure of Information Authorization Form. Applicants must authorize the Ministry of Finance to share information about the designated recipient in respect to the MRDT program with Destination British Columbia and the Ministry of Jobs, Tourism and Skills Training for the purpose of program administration and evaluation, and development of provincial tourism policy (refer to Appendix 1.6).
- A signed Tourism Events Program Sponsorship Undertaking if the application is for a three percent tax rate (refer to Appendix 1.7).
- Affordable Housing Requirements and Documentation, if applicable (see Section 8).

8. Application Requirements for Affordable Housing

8.1 Parameters for Spending on Affordable Housing

Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Designated recipients may use MRDT revenues for the following purposes for spending on affordable housing initiatives:

- Acquiring, constructing, maintaining or renovating housing or shelter;
- Acquiring or improving land used for, or intended to be used for, housing or shelter;
- Supporting the acquisition, construction, maintenance, renovation or retention of housing or shelter or the acquisition or improvement of land intended to be used for housing or shelter;
- Supporting housing, rental or shelter programs; or
- Paying expenses related to the administration or disposal of housing, shelter or land acquired with money paid out of MRDT revenues.

Documentation and plans for affordable housing (Appendix 1.8 and 2.4) will be forwarded to the Ministry of Municipal Affairs and Housing (MAH) for assessment. Destination BC will remain the initial point of contact for discussions on applications. An updated Appendix 1.6 (Disclosure of Information Authorization Form) is also required for the first time that a designated recipient wishes to use MRDT for affordable housing, regardless of the revenue source.

8.2 Using Revenues from Online Accommodation Platforms (OAP) on Affordable Housing

Designated recipients are able to use OAP revenues on affordable housing initiatives without submitting a new five-year strategic business plan or application package. If a designated recipient chooses to only spend this amount on affordable housing, the following information on affordable housing will be required prior to implementation and due on November 30 of

each year to outline spending in the upcoming year (see Appendix 1.8 and 2.4):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;
- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (number of housing units acquired, completed, maintained, or renovated); and
- Evidence of support on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that have committed to using OAP revenues for purposes other than affordable housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

8.3 Using General MRDT Revenues on Affordable Housing

For designated recipients that wish to use general MRDT revenues (meaning revenues beyond OAP revenues), they can submit a new application at any time during the five-year tax lifecycle, but the package must include all of the documentation required for a renewal or rate increase application outlined in Section 7, including:

- A completed application form;
- A Five-Year Strategic Business Plan with first year tactical details;
- Evidence that the funds from the tax are incremental to existing sources of tourism funds;
- Evidence of authority and request to impose the tax;
- Evidence of consultation with tourism industry stakeholders;
- An Accommodation Directory Form;
- An Accommodation Sector in Support of MRDT Form (which demonstrates support from 51 per cent of accommodation providers representing 51 per cent of accommodation units);
- Confirmation that Destination British Columbia has been consulted;
- Third Party Authorization Form (if applicable);
- Disclosure of Information Authorization Form;
- A signed Tourism Events Program Sponsorship Undertaking (if applicable); and
- An Affordable Housing MRDT Plan (Appendix 1.8).

Designated recipients not subject to the renewal application requirements that would like to use MRDT revenues on affordable housing initiatives must submit a complete application as outlined above.

9. Application Procedure

Complete application packages must be submitted in PDF format by email to Destination British Columbia (MRDT@destinationbc.ca). The applicant will receive an email from Destination British Columbia confirming receipt of the application package.

Applicants may be contacted to provide additional information.

Failure to provide complete and accurate information may result in the application being delayed, returned or rejected.

Applicants can find more information about application timelines in Section 6.3.

10. Upon Approval of Application

If the application is approved by Cabinet, the Designated Accommodation Area Tax Regulation will be amended to prescribe the designated recipient, the designated accommodation area, the rate of tax, the effective date of the tax, the repeal date of the tax if applicable, and the approved uses of the revenue from the tax for a five-year period.

The applicant will be informed by the Ministry of Finance when the amendment to the Designated Accommodation Area Tax Regulation has been made and will be given information on when the tax will come into effect.

For new applications, the tax will be implemented effective the first day of the month that is three full months after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the tax will be implemented in the designated accommodation area beginning September 1. This provides sufficient time for accommodation providers to prepare to collect the tax.

For rate changes, the new tax rate will be implemented effective the first day of the month that is one full month after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the new tax rate will be implemented in the designated accommodation area beginning July 1.

The Consumer Taxation Programs Branch of the Ministry of Finance will provide information on the procedures for collecting and remitting the tax to all accommodation providers required to collect and remit the tax. Accommodation providers may also refer to PST Bulletin 120 *Accommodation* (refer to http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).

11. Annual Performance Management and Reporting Requirements

Under the *Provincial Sales Tax Act*, all designated recipients must account annually to the Province for how money received from the tax has been spent. Therefore, **all designated recipients** must submit an **Annual Performance Report**, a **Financial Report**, and a **One-Year Tactical Plan**, signed by the authorized signing authority of the designated recipient, annually to the Province (email to MRDT@destinationbc.ca).

Annual Performance Report:

- Designated recipients must report on performance metrics related to the four MRDT program principles.
- Designated recipients with a three percent tax rate or who wish to spend on affordable housing initiatives

will be subject to additional reporting requirements.

- The Annual Performance Report must also include a summary of the tactics, activities and key outputs and outcomes.
- A template for the Annual Performance Report is provided in Appendix 2.2.
- **The Annual Performance Report must be submitted by May 31 of each year.**

The MRDT program principles are:

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

Financial Report:

- The Financial Report must include a detailed budget for the year ending and the year ahead. The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes.
- The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan.
- The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.
- A template for the Financial Report is provided in Appendix 2.1
- **The Financial Report must be submitted by May 31 of each year.**

Annual Affordable Housing MRDT Report (if applicable):

Designated recipients that spend MRDT revenues on affordable housing, regardless of whether from OAP revenues or from general MRDT revenues, must submit an **Annual Affordable Housing MRDT Report by May 31 of each year** (see Appendix 2.4).

One-Year Tactical Plan:

- The One-Year Tactical Plan must include:
 - A brief overview of the strategic direction from the Five-Year Strategic Business Plan.
 - Key strategies for the year, if different from the Five-Year Strategic Business Plan, and key target markets.
 - Detailed tactics for the next year, including details about tactics and activities, as well as a proposed budget for the next year.
 - Performance measures for next year, including expected outputs, outcomes, and performance metrics. The performance measures must relate to the MRDT program principles (as outlined in Appendix 2.2).
- The One-Year Tactical Plan should be made available to tourism industry stakeholders.
- A suggested template for the One-Year Tactical Plan is provided in Appendix 2.3.
- **The One-Year Tactical Plan must be submitted by November 30 of each year.** If plans are available earlier, please submit as they become available.

Affordable Housing MRDT Plan:

Designated recipients must provide the following information (see Appendix 1.8):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;
- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (how many rooms or beds that would be available for individual dwelling); and

- Evidence of consultation on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that wish to use general MRDT revenues for affordable housing must provide the above information in their Five-Year Strategic Business Plan, One Year Tactical Plan, and must demonstrate strong local stakeholder support as part of a full application.

Designated recipients that wish to use OAP revenues for affordable housing do not need to provide a Five-Year Strategic Business Plan or One Year Tactical Plan; however, Appendix 1.8 is required and must be submitted prior to implementation of affordable housing initiatives.

The Affordable Housing MRDT Plan (Appendix 1.8) is required for:

- Renewal/new MRDT applications that include affordable housing **regardless of the revenue source**;
- A full application package submitted midway through a five-year tax term if designated recipients wish to use general MRDT revenues on affordable housing; and
- If designated recipients wish to use any OAP revenues on affordable housing in the next year, **due November 30** prior to implementation.

Please note:

- Designated recipients from larger communities (those that have the capacity for ongoing multi-year planning and reporting) may be asked to provide their multi-year rolling business plans annually for the purpose of program administration and evaluation.
- Designated recipients not subject to the renewal application requirements must submit a Five-Year Strategic Business Plan every five years. The first Five-year Strategic Business Plan must be submitted to the Province **by November 30 of each year**.

12. Amendments

The Designated Accommodation Area Tax Regulation sets out the designated recipient, the designated accommodation area, the rate of the tax, the repeal date of the tax, and the approved uses of the revenue from the tax for a five-year period. Any other use of the revenue is prohibited.

Requests for interim changes to the designated recipient or the designated accommodation area will not be considered. Changes to the designated recipient or the designated accommodation area can only be made in a renewal application.

Proposed changes in the use of revenue from the tax by the designated recipient that require amendments to the Designated Accommodation Area Tax Regulation will generally be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects

Plans to only use OAP revenues for affordable housing are not required to submit a new application; however, information on affordable housing is required as outlined in Section 11.

Requests to use general MRDT revenues for affordable housing will be considered only once a designated recipient or applicant submits a new application (at any time during the five year tax lifecycle). The package must include all documentation required for a renewal or rate increase application outlined in Sections 7 and 8.

Designated recipients that have committed to using OAP revenues for purposes other than affordable

housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

Designated recipients do not require approval from the Province for changes in marketing tactics previously submitted in their one-year Tactical Plan (as part of their application package or submitted with the annual review), as long as the tactics are consistent with the overall approved five-year Strategic Business Plan.

Any other material changes, that are significant shifts in the direction set out in either the One-Year Tactical Plan or the Five-Year Strategic Business Plan, must be submitted to Destination British Columbia for approval in advance of the change being implemented.

13. Monitoring, Compliance, and Termination

Designated recipients are required to comply with all MRDT program requirements, including eligible use of funds and annual reporting requirements. The Minister of Finance may terminate the tax in a designated accommodation area if the designated recipient is found to be in non-compliance with MRDT program requirements, and the non-compliance is not corrected in a timely manner.

The Ministry of Finance undertakes various compliance related activities as part of the administration of provincial consumption taxes, including the MRDT program, to ensure that all amounts due are remitted. The tax is levied under the *Provincial Sales Tax Act*. Any compliance activities undertaken in relation to the tax are carried out as part of those conducted for the Provincial Sales Tax (“PST”) according to the schedules and guidelines established for PST.

The Ministry of Finance will review specific lead information provided (for example, a hotel operating without collecting applicable taxes) and will make a determination as to whether any additional follow up may be necessary. The Ministry may conduct any further investigation deemed warranted.

A designated recipient may make a written request to the Minister of Finance to have the tax cease before the scheduled repeal date.

If the tax ceases in a designated accommodation area for any reason (e.g. failure to submit a completed renewal application on time, written request for early termination, or termination for non-compliance) a new application to impose the tax in that designated accommodation area would be required and it would be subject to the normal processing time associated with new applications.

14. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at MRDT@destinationbc.ca or by phone at 604-660-6391.

For information on the **administration and enforcement of the tax**, please contact the Ministry of Finance:

Toll-free from anywhere in Canada call:

1-877-388-4440 Fax: 250-356-2195

E-mail: CTBTaxQuestions@gov.bc.ca

Please complete all MRDT application requirements and send to MRDT@destinationbc.ca in **one complete package** in PDF format.

Appendix 1.1 Municipal and Regional District Tax Application Form

Legal Name of Applicant: _____
Designated Accommodation Area: _____
Rate of Tax (up to 3%): _____
Implementation or Renewal Date: _____

Check when completed	Requirement
<input type="checkbox"/>	<i>Five-year Strategic Business Plan (Appendix 1.2)</i>
<input type="checkbox"/>	<i>Evidence that funds from the tax are incremental to existing sources of tourism funds</i>
<input type="checkbox"/>	<i>Evidence of consultation and support, as applicable, from local governments</i>
<input type="checkbox"/>	<i>Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)</i>
<input type="checkbox"/>	<i>Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible entities only)</i>
<input type="checkbox"/>	<i>Documentation of how the MRDT program, including revenue, will be administered (where applicable)</i>
<input type="checkbox"/>	<i>Evidence of consultation with tourism industry stakeholders</i>
<input type="checkbox"/>	<i>Accommodation Directory Form (Appendix 1.3)</i>
<input type="checkbox"/>	<i>Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)</i>
<input type="checkbox"/>	<i>Confirmation of consultation with Destination British Columbia</i>
<input type="checkbox"/>	<i>Third party Authorization Form (Appendix 1.5, where applicable)</i>
<input type="checkbox"/>	<i>Disclosure of Information Authorization Form (Appendix 1.6)</i>
<input type="checkbox"/>	<i>Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)</i>
<input type="checkbox"/>	<i>Affordable Housing Plan (Appendix 1.8, where applicable)</i>

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.2 Five-Year Strategic Business Plan

A municipality, regional district or eligible entity interested in applying for the Municipal and Regional District Tax or a renewal of the Municipal and Regional District Tax must submit an application as set out in the MRDT Program Requirements. A Five-Year Strategic Business Plan is required **at time of application**. This Five-Year Strategic Business Plan must include a detailed One-Year Tactical Plan for the first year of program implementation. Each year (years two through five of the program), the One-Year Tactical Plan must be updated and resubmitted (by November 30th) to reflect current marketing activities for the year as part of the annual reporting obligations. A separate template has been provided to guide the development of these year two through five plans (refer to Appendix 2.3).

The Five-Year Strategic Business Plan must encompass the five-year period covered by the application and it **must** include the following elements:

Section 1: Five-year strategic overview with identified targets and actions for the five year period

Section 2: One-Year Tactical Plan with performance measures, and

Section 3: Detailed Budget for Year One

Your Five-Year Strategic Business Plan must adhere to the MRDT program principles.

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. The applicant and designated recipients not subject to renewal applications are required to make their Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements.

Your Five-Year Strategic Business Plan must identify marketing strategies, key markets and targets that the community will focus on to build its tourism business and the steps it needs to take to achieve desired results.

Your Five-year Strategic Business Plan should answer the following key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of growth does your community want to achieve (in the short and long term)?
- How will your community achieve these objectives?
- What type of tourism products will you need?
- What type of visitor are you hoping to attract?

Please contact Destination British Columbia at MRDT@destinationbc.ca for any questions.

For more information on tourism business planning, please visit Destination British Columbia's website (refer to www.destinationbc.ca/Resources/Developing-a-Tourism-Plan.aspx).

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects. Affordable housing was added as a permissible use of funds in Budget 2018.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

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

Five-Year Strategic Business Plan Template

Designated Recipient: _____
Community Name: _____
Date Prepared: _____
MRDT Term Expiry Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Five-Year Strategic Business Plan may be developed specific to your community needs and resources, but must include all required sections of the Five-Year Strategic Business Plan listed below.** If using this template, please delete the grey text and provide your response accordingly.

Section 1: Five-Year Strategic Overview	
Vision and Mission	<ul style="list-style-type: none"> <i>The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.</i> <i>The Mission is present focused, reason for being, a roadmap, concrete, and measurable.</i>
Strategic Context	<ul style="list-style-type: none"> <i>The Strategic Context will be developed by conducting a situation analysis. The situation analysis is an integral part of this Five-Year Strategic Business Plan and should include current trends, forecasts and areas of priority to address the following:</i> <ul style="list-style-type: none"> <i>What are the current economic and tourism conditions?</i> <i>What challenges and opportunities exist?</i> <i>Key learnings.</i>
Overall Goals, Objectives and Targets	<ul style="list-style-type: none"> <i>Goals and Objectives are the quantifiable results the recipient expects to achieve over the five year period. Goals should be realistic, achievable, yet challenging and should include a timeline.</i> <i>Example objectives include amount of MRDT revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels.</i> <i>Targets should be identified for all Objectives for the five year period.</i>
Strategies - Key Actions	<ul style="list-style-type: none"> <i>Strategies describe the broad direction the community will take to achieve the stated goals and objectives.</i> <i>Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.</i> <i>Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies:</i> <ul style="list-style-type: none"> <i>Examples of promotional strategies are social media, media</i>

Section 1: Five-Year Strategic Overview	
	<p><i>relations, advertising, joint or levered promotions, or consumer shows.</i></p> <ul style="list-style-type: none"> ○ <i>Destination development and product experience strategies may include those addressing infrastructure and policy issues, or products for tourism development.</i> ○ <i>Visitor services strategies may include approaches to satisfy visitor information needs.</i> ● <i>Applicants should provide a description of the overall resource allocation by major category</i> ● <i>Applicants should list key actions for each year of the five year period with more detail in the first three years.</i>
Brand Positioning	<p><i>Please provide the following:</i></p> <ul style="list-style-type: none"> ● <i>A statement that clearly defines how the community will be positioned and the rationale.</i> ● <i>This positioning statement should provide direction for product development and promotional activities.</i> ● <i>Brand positioning may include other communities clustered within a larger area.</i>
Target Markets	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> ● <i>The types of visitors that are priorities for the community, stating primary and secondary target markets.</i> ● <i>Geographic target markets, demographic, and activity-based target groups.</i>
Management, Governance, and Administration	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> ● <i>A description of the proposed management, governance and administration process for the activities and funds.</i> ● <i>For example, whether the applicant will be carrying out the proposed activities or, in the case of a municipality or regional district, whether a service provider such as a local tourism association or other organization will be responsible for carrying out the proposed activities.</i> ● <i>The applicant remains responsible for monitoring and reporting on the use of funds, even where the activities are delegated.</i>
Sources of Funding	<ul style="list-style-type: none"> ● <i>Please indicate other available sources of funding to fund tourism marketing, programs and projects in addition to the MRDT.</i> ● <i>Funds from the MRDT must be incremental to existing sources of funding.</i> ● <i>The funds from the MRDT must not replace existing sources of tourism funding in the community.</i>

Affordable Housing (if applicable)

- *Please provide an overview of what your affordable housing plans seek to achieve over the five-year period (what are the intent and end state).*
- *Specific details are to be included in Appendix 1.8.*

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade and FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and tourism-related industry workshops, etc.)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc, roving/mobile visitor services, ambassador programs, FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners)
- Please complete and attach Appendix 1.8.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.
2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
 3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
 4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: *(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)*

Activity Title: *Please provide the title of activity.*

Tactics:

Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.

Implementation Plan:

For each activity, an implementation plan should include the following information:

Short Description:

Quantifiable Objectives:

Rationale:

Action Steps:

Potential Partnerships:

Resources:

Sources of Funding:

Timeframe: *(when will the tactic begin and end or is it ongoing?)*

Budget:

Performance Measures:

- *Please review the tactics listed above and identify expected outcomes and outputs for each.*
- *Report out annually on the performance measures (refer to Appendix 2.2).*
- *The performance measures must align with the four MRDT Program Principles:*
 - *Effective tourism marketing, programs and projects*
 - *Effective local-level stakeholder support, and inter-community collaboration*
 - *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
 - *Fiscal prudence and accountability.*
- *Consider the following definitions when preparing the output and outcome measures:*
 - *Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.*
 - *Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.*
- *Examples only:*

Output Measures:

- *Types of marketing activities*
- *Number of event campaigns and results*
- *Description of social media activities and outcomes*
- *Number of media placements*
- *Number of conventions and meeting sales*
- *Webpage visits*
- *Visitor inquiries/calls*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*
- *Number of new tourism businesses*

Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
Carry-forward from previous calendar year		
MRDT		
MRDT from online accommodation platforms		
MRDT Subtotal		
Local government contribution		
Stakeholder contributions (i.e. membership dues)		
Co-op funds received (e.g. DBC Coop; DMO-led projects)		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
Marketing staff – wage and benefits		
Media advertising and production		
Website - hosting, development, maintenance		
Social media		
Consumer shows and events		
Collateral production and distribution		
Travel media relations		
Travel trade		
Consumer-focused asset development (imagery, video, written content)		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research, evaluation, analytics		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor services activities		
Other (please describe)		
Subtotal		
Meetings, Conventions, Events and Sport		
Meetings, conferences, conventions, sales, events, sport, and grant programs, etc.		
Subtotal		
Administration		
Management and staff unrelated to program implementation – wages and benefits		
Finance staff – wages and benefits		
Human Resources staff – wages and benefits		
Board of Directors costs		

	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	
Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	Affordable Housing	
	General MRDT revenues	
	Revenues from online accommodation platforms	
	<i>Subtotal</i>	
	Other	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		

Projected Spend by Market (*broad estimate*)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

Appendix 1.3 Accommodation Directory Form

Please list **ALL** the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area. Applicants are not required to list individual hosts who only list on an online accommodation platform or those accommodation providers who offer less than 4 units of accommodation.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Legal Name of Applicant: _____

Property Name	Address	Number of Units	Phone Number	Owner/Manager

Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: _____ Rate of Tax (2% or 3%): _____

Applicants, please check the following, if applicable:

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?

☐ YES ☐ NO

The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant's Five-Year Strategic Business Plan**. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.**

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization of a Third Party Representative

☐ I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.

Name of Representative: _____

Organization: _____

Address: _____

Phone Number: _____ Fax Number: _____ Email: _____

Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Municipal Affairs and Housing (Appendix 1.8 and 2.4 only, as applicable), Ministry of Tourism, Arts and Culture, and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization

- ☐ I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.7 Tourism Events Program Sponsorship Undertaking For 3% Applications Only

Name: _____

Address: _____

Fax Number: _____

Designated Recipients: _____

Designated Accommodation Area: _____

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3% ("3% MRDT"), the Applicant agrees that, subject to approval of its application and implementation of the 3% MRDT, the Applicant will sponsor the administration and implementation of the provincial Tourism Events Program as further described in Schedule A as may be amended by the Province from time to time, as long as the 3% MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3% MRDT in the Designated Recipient's Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the "Province") in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3% MRDT Collections (as defined in Schedule B hereto) collected in the Designated Recipient's Designated Accommodation Area; and
- The Province retaining a portion of the 3% MRDT it collects as agent of the Designated Recipient by way of set-off in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3% MRDT Collections in accordance with Schedule B.

Applicant's Authorized Signing Representative Name	Applicant's Authorized Signing Representative Title
Date	Applicant's Authorized Signing Representative Signature

Schedule A

Tourism Events Program Overview

British Columbia is an internationally renowned destination with an excellent reputation for maximizing its world-class infrastructure to deliver remarkable experiences for travellers. As a result, BC's tourism sector is a key economic driver, helping to create jobs and keep the province's economy diverse, strong and growing.

Understanding that tourism is one of the world's most competitive industries, the Province launched the **Tourism Events Program (TEP)** to support the delivery of events that have a high tourism value: events that will increase the volume of visitors to British Columbia, and/or increase global recognition for the province.

The TEP is an application-based program, with two application intakes per year with corresponding event windows (March 1 to April 30 and September 1 to October 31).

TEP funding is open to all organizations and communities across British Columbia.

TEP provides incremental funding to eligible events to support their marketing or promotional activities in order to increase and broaden the impact of the event.

Applications must demonstrate how eligible events:

- Raise awareness nationally and internationally of British Columbia's tourism brands;
- Motivate Canadians and people from around the world to experience British Columbia's natural beauty, diverse activities and world-class infrastructure; and
- Offer the greatest incremental tourism and economic impact to the host community and the surrounding region.

For more information, please visit the TEP webpage at: <http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/Tourism-Events-Program.aspx>

Schedule B
Sponsorship Payments and Payments to the Designated Recipient
Of 3% MRDT Revenue

Provincial Payment to the Designated Recipient

The following table illustrates how the Province will calculate the monthly payments it makes to the Designated Recipient in accordance with the *Provincial Sales Tax Act* and with this undertaking to sponsor the provincial Tourism Events Program, as may be amended from time to time by the Province.

Monthly Payments to Designated Recipient

Adjustment/ Result	
	Monthly gross collections of the 3% MRDT [tax collected under sections 123, 123.2(3) and 123.3(3) of the <i>Provincial Sales Tax Act</i>]
Plus or Less:	Ministry of Finance collection/audit assessment adjustments in respect of previous periods
Less:	MRDT collection/administration fee [set by the Ministry of Finance from time to time]
Equals:	Net Distributable 3% MRDT Collections
Less:	Sum of all Sponsorship Payments in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	Total Payment to Designated Recipient in a month

Appendix 1.8 Affordable Housing MRDT Plan

The following table **must** be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues.

Project Name and Address
Project Goals, Rationale and Details
<ul style="list-style-type: none"> • How does this project respond to affordable housing needs in your community? • What is the need, issue, or demand? • What kind of project are you spending on (such as acquiring or constructing buildings, providing funding to an existing housing project or towards a rental or social housing program, or entering into a partnership agreement)? • What documentation do you have authorizing the project to proceed (such as a contribution agreement or contract, or permits or schematics)? Submit the documents with your report. • How will you measure success on the housing project?
MRDT Contribution
<ul style="list-style-type: none"> • Also indicate if the contribution is from OAP or general MRDT revenues.
Housing Provider/Project Owners/Project Lead

Funding Partner(s)
Contribution from Funding Partner(s)
Estimated Completion Date
Estimated Number of Housing Units Completed
<ul style="list-style-type: none"> The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.
Evidence of Consultation with Local Governments for Affordable Housing (if applicable)
<ul style="list-style-type: none"> If the designated recipient is not a municipality, provide evidence of consultation (such as support letters) from the applicable local government(s) in your area in regards to using MRDT revenues for affordable housing. If your affordable housing spending has already been approved through the submission of a Five-Year Strategic Plan, this section is not required.

Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report **by May 31 of each year**.

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date (if applicable): _____
Total MRDT Funds Received: _____
Year Ending: _____

Section 1: Actual Spending by Market

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

Section 1: MRDT Budget Variance Report

Designated recipients **must** complete the table as provided below. Refer to Appendix 2.3 for further expense line item descriptions.

Revenues		Current Year		
		Budget \$	Actual \$	Variance
	Carry forward from previous calendar year			
	MRDT			
	MRDT, online accommodation platforms			
	Local government contribution			
	Stakeholder contributions (i.e. membership fees)			
	Co-op funds received (e.g. DBC coop, DMO-led projects)			
	Grants - Federal			
	Grants - Provincial			
	Grants/Fee for Service - Municipal			
	Retail Sales			
	Interest			
	Other			
	Total Revenues			
Expenses		Budget \$	Actual \$	Variance
	Marketing			
	Marketing staff – wage and benefits			
	Media advertising and production			
	Website - hosting, development, maintenance			
	Social media			
	Consumer shows and events			
	Collateral production and distribution			
	Travel media relations			
	Travel trade			
	Consumer-focused asset development (imagery, video, written content)			
	Other			
	Subtotal			
	Destination & Product Experience Management			
	Destination and product experience management staff – wage and benefits			
	Industry development and training			
	Product experience enhancement and training			
	Research, evaluation, analytics,			
	Other			
	Subtotal			
	Visitor Services			
	Visitor Services activities			
	Other (please describe)			
	Subtotal			

Expenses		Budget \$	Actual \$	Variance
	Meetings, Conventions, Events and Sport			
	Meetings, conventions, conferences, sales, events, sport, grant programs etc.			
	<i>Subtotal</i>			
	Administration			
	Management and staff unrelated to program implementation - wages and benefits			
	Finance staff – wages and benefits			
	Human Resources staff – wages and benefits			
	Board of Directors costs			
	Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
	Office lease/rent			
	General office expenses			
	<i>Subtotal</i>			
	Affordable Housing			
	General MRDT revenues			
	Revenues from online accommodation platforms			
	<i>Subtotal</i>			
	Other			
	All other wages and benefits not included above			
	Other activities not included above (please describe)			
	<i>Subtotal</i>			
	Total Expenses			
Balance or Carry Forward				

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by May 31 of each year**.

All designated recipients are required to fill in the sections below.

Only those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

A description/instructions pertaining to each performance metric is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

Designated Recipient: _____ Report Completed: dd-mm-yr
Designated Accommodation Area: _____ Reporting period: Jan 1- Dec 31 – yr*
*or for first year of term, indicate accordingly

1. Effective tourism marketing, programs and projects			
MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.			
Mandatory Metric	Designated Recipient Response		
MRDT Revenue	<i>Report on the total annual MRDT revenue received by the Designated Recipient. The period should be between January 1 to December 31 of the reporting year (or portion thereof in the first year of reporting).</i>		
MRDT activities, tactics, investment efforts and outcomes (as per your One-Year Tactical Plan)	<i>Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period indicated above.</i> <i>Metrics will vary by tactic. Example metrics include:</i> <table border="0"> <tr> <td style="vertical-align: top;"> <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> • Types of marketing activities • Number of event campaigns and results • Description of social media activities and outcomes • Number of media placements • Number of conventions and meeting sales • Webpage visits • Visitor inquiries/calls. </td> <td style="vertical-align: top;"> <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> • Visitor volume • Visitor nights and visitor spending • Visitor revenues • Average length of stay • Accommodation revenues • Number of new tourism businesses. </td> </tr> </table>	<u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> • Types of marketing activities • Number of event campaigns and results • Description of social media activities and outcomes • Number of media placements • Number of conventions and meeting sales • Webpage visits • Visitor inquiries/calls. 	<u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> • Visitor volume • Visitor nights and visitor spending • Visitor revenues • Average length of stay • Accommodation revenues • Number of new tourism businesses.
<u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> • Types of marketing activities • Number of event campaigns and results • Description of social media activities and outcomes • Number of media placements • Number of conventions and meeting sales • Webpage visits • Visitor inquiries/calls. 	<u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> • Visitor volume • Visitor nights and visitor spending • Visitor revenues • Average length of stay • Accommodation revenues • Number of new tourism businesses. 		
Key Learnings	<i>Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.</i>		

2. Effective local-level stakeholder support and inter-community collaboration Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.	
Mandatory Metric	Designated Recipient Response
Extent of Local-level Stakeholder Engagement	<p><i>Report on the engagement activities they have undertaken annually to ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.</i></p> <p><i>Example of metrics include the number and descriptions of:</i></p> <ul style="list-style-type: none"> • <i>Outreach communications (such as newsletters, marketing plans and annual reports)</i> • <i>Conferences, engagement sessions, or annual general meetings.</i>
Stakeholder Satisfaction	<p><i>Only for designated recipients collecting 3% tax:</i> <i>The designated recipient must conduct an annual stakeholder survey to:</i></p> <ul style="list-style-type: none"> • <i>Assess the level of awareness of tourism marketing activities in the community (region)</i> • <i>Assess the level of satisfaction with the use of MRDT funds.</i> <p><i>Examples of tourism industry stakeholders may include, but are not limited to, the following within the designated accommodation area:</i></p> <ul style="list-style-type: none"> • <i>accommodation providers;</i> • <i>attractions, sightseeing, activities and other primary tourism businesses;</i> • <i>restaurants, retail and other tourism related businesses;</i> • <i>Regional and local tourism associations;</i> • <i>Product Sector organizations;</i> • <i>Parks and recreation;</i> • <i>Visitor Centres; and</i> • <i>Other government agencies and organizations that have programs and services that relate to tourism.</i> <p><i>The designated recipient must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.</i></p> <p><i>The designated recipient must seek Destination British Columbia's feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.</i></p>
Community Collaboration	<p><i>Only for designated recipients collecting 3% tax:</i> <i>Report on the collaborative activities and outcomes to demonstrate partnerships and alignment within and across communities on tourism marketing activities and with provincial or federal tourism-related agencies as appropriate.</i></p>

Mandatory Metric	Designated Recipient Response
Community Collaboration	<p><i>Examples of collaborative activities include:</i></p> <ul style="list-style-type: none"> • Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas • Meetings and discussions with other tourism industry stakeholders on shared interests and goals • Integrated planning • Sharing of resources on content and asset development • Aligned product development <p><i>Cooperative and or partnered marketing campaigns/initiatives</i></p>
<p>3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:</p> <p>Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.</p>	
Mandatory Metric	Designated Recipient Response
Provincial Alignment	<p><i>Report on actions taken to verify that proposed activities are in complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans as part of the completion of One-Year Tactical Plan.</i></p> <p><i>Examples of actions taken could include:</i></p> <ul style="list-style-type: none"> • Refer to Destination British Columbia's strategic plan and regional plans • Liaise/consult with regional and/or provincial staff during strategic/tactical plan development • Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases • Attendance at provincial marketing and/or planning sessions • Attendance at regional marketing and/or planning sessions • Attendance at regional annual conferences/marketing presentations.
Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities	<p><i>Only for designated recipients collecting 3% tax:</i></p> <p><i>Report on actions taken to ensure travel trade and travel media activities are coordinated with Destination BC's overarching marketing plan, and similar activities undertaken by other designated recipients.</i></p> <p><i>The designated recipient should also report on any outcomes of trade show and travel trade activities.</i></p>

4. Fiscal prudence and accountability

All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.

Mandatory Metric	Designated Recipient Response
Effective Financial Management	<i>The designated recipient must provide a completed Financial Report (refer to Appendix 2.1) that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and certify that all of the revenue was used solely for purposes as approved in their One-Year Tactical Plan.</i>
Streamlined Administrative Costs	<i>The designated recipient must identify and include all administrative costs as outlined in Appendix 2.1 and in accordance to the definition provided in the MRDT Program Requirements (Section 4: Eligible Use of Funds).</i>
Leveraging of Other Marketing Funds	<p><i>The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.</i></p> <p><i>Additionally, the designated recipient must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report (refer to Appendix 2.1).</i></p>

By signing this form, you certify the accuracy and completeness of the information provided above.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30th each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

Quick Reference Guide (from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

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

One-Year Tactical Plan Template

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
Strategic Direction	<ul style="list-style-type: none"> A brief overview of the strategic direction from the Five-Year Strategic Business Plan, which may include an articulation of the Vision, Mission, Goals and Objectives from the Five-Year Strategic Business Plan.
Key Learnings and Conclusions	<ul style="list-style-type: none"> Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan. Provide an update on progress to date for current year activities.
Overall Goals, and Objectives	<ul style="list-style-type: none"> Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.
Strategies	<ul style="list-style-type: none"> Key Strategies for the year, if different from the Five-Year Strategic Business Plan. If any change in Key Strategies is deemed to be material or a substantial shift from original direction set, then approval from Destination British Columbia will be required before implementation. Identify your key content themes for the year (i.e. wilderness, touring, ski, etc.)
Target Markets	<ul style="list-style-type: none"> The types of visitors that are priorities for your community for the next year, stating primary and secondary target markets. Include geographic target markets, demographic, and activity-based target groups. The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longer vacations.

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation, and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
- Please complete and attach Appendix 1.8.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: *(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)*

Activity Title: *Please provide the title of activity.*

Tactics:

Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.

Implementation Plan:

For each activity, an implementation plan should include the following information:

Short Description:

Quantifiable Objectives:

Rationale:

Action Steps:

Potential Partnerships:

Resources:

Sources of Funding:

Timeframe: *(when will the tactic begin and end or is it ongoing?)*

Budget:

Performance Measures:

- *Please review the tactics listed above and identify expected outcomes and outputs for each.*
- *Report out annually on the performance measures (refer to Appendix 2.2).*
- *The performance measures must align with the four MRDT Program Principles:*
 - *Effective tourism marketing, programs and projects*
 - *Effective local-level stakeholder support, and inter-community collaboration*
 - *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
 - *Fiscal prudence and accountability.*
- *Consider the following definitions when preparing the output and outcome measures:*
 - *Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.*
 - *Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.*
- *Examples only:*

Output Measures:

- *Types of marketing activities*
- *Number of event campaigns and results*
- *Description of social media activities and outcomes*
- *Number of media placements*
- *Number of conventions and meeting sales*
- *Webpage visits*
- *Visitor inquiries/calls*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*
- *Number of new tourism businesses*

Section 3: MRDT Budget for One-Year Tactical Plan

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
Carry-forward from previous calendar year		
MRDT		
MRDT from online accommodation platforms		
MRDT Subtotal		
Local government contribution		
Stakeholder contributions (i.e. membership dues)		
Co-op funds received (e.g. DBC Coop; DMO-led projects)		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
Marketing staff – wage and benefits		
Media advertising and production		
Website - hosting, development, maintenance		
Social media		
Consumer Shows, events		
Collateral production, and distribution		
Travel media relations		
Travel trade		
Consumer-focused asset development (imagery, video, written content)		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research, evaluation and analytics		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor Services activities		
Other (please describe)		
Subtotal		
Meetings Conventions, Events & Sport		
Meetings, conventions, conferences, events, sport, grant programs, etc.		
Subtotal		
Administration		
Management and staff unrelated to program implementation – wages and benefits		
Finance staff – wages and benefits		
Human Resources staff – wages and benefits		
Board of Directors costs		

	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	
Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	Affordable Housing	
	General MRDT revenues	
	Revenues from online accommodation platforms	
	<i>Subtotal</i>	
	Other	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		

Projected Spend by Market (*broad estimate*)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

The following table must be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues. If you have submitted a previous report through your annual reporting requirements, only provide details on changes in the categories below. This report must be submitted by May 31 of every year.

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Contribution from Funding Partner(s)**Estimated Completion Date**

- Has the estimated completion date changed? If so, provide some reasons.

Number of Housing Units Completed

- The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.