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We would like to begin by acknowledging  
that we are gathered here today on the  
Traditional Homelands of the  
Lekwungen Peoples and the  
Songhees and Esquimalt Nations

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## The Purpose of Strategic Planning

“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*

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## Five-Year Strategic Plan Required for MRDT Mandate Renewal

A five-year Strategic Plan is a provincial government requirement for renewing a Municipal and Regional District Tax (MRDT) Agreement.

Destination Greater Victoria's current MRDT Agreement with the City of Victoria expires December 31, 2021.

Renewing the MRDT Agreement and DGV's mandate will:

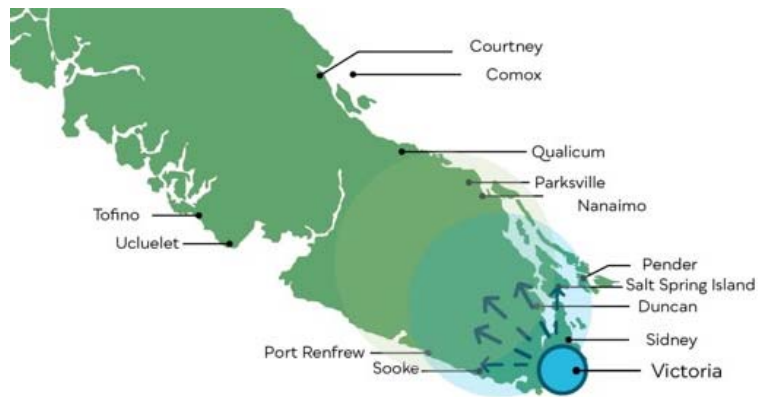
- Enable urgent development of critical pathways to recovery
- Create stability for long-term planning
- Facilitate a multi-year approach to strategic initiatives
- Promote alignment with community values
- Drive further sustainable growth of the visitor economy



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## Regional Approach: Compression and Dispersion



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## Principles Guiding MRDT Agreements

Province of BC principles for use of MRDT:

- 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.



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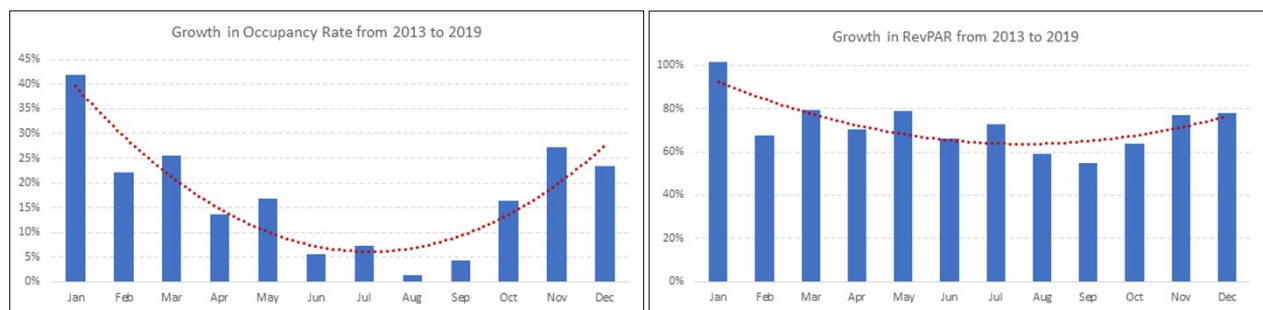
## Key Outcomes of DGV's 2017-2021 Strategic Plan

- Attaining Eligible Entity status for MRDT in Victoria from 2017.
- Refreshing Destination Greater Victoria's brand and brand positioning.
- Modernizing Destination Greater Victoria's digital platform.
- Partnering with City to build sales and marketing of the Victoria Conference Centre.
- Establishing the Greater Victoria Sport Tourism Commission in 2018.
- Implementing Major Events: IMPACT Conference and Capital City Comic Con.
- Establishing Sustainability Committee and working towards sustainability goals.
- Ongoing industry contributions to the David Foster Harbour Pathway project.

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## Achievements from the 2017-2021 Strategic Plan: *Addressing Seasonality to Build Year-Round Visitation*



Source: Chemistry Consulting Group, Victoria Tourism Bulletins

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## Benefits of a Year-Round Visitor Economy

- Revenues – year-round revenues provide greater stability for small businesses.
- Jobs – more jobs and full-time employment for residents across all months of the year.
- Taxes – year-round spending by visitors provides stable tax contributions for governments.
- Sustainability – building visitation into off-peak and shoulder seasons enhances sustainability.



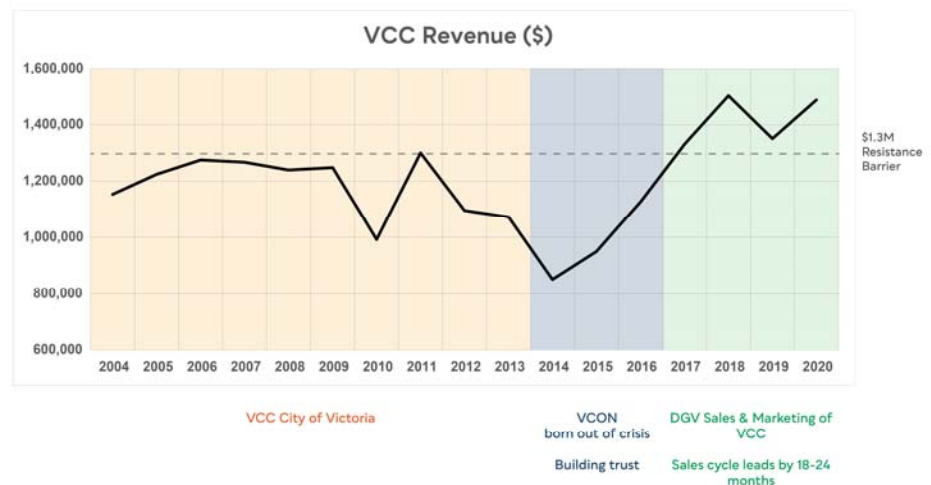
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## Achievements from DGV's 2017-2021 Strategic Plan:

*Managing Sales and  
Marketing of the  
Victoria Conference  
Centre*

**Sustained Growth in  
VCC Revenue**



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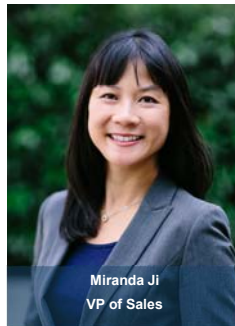
## Destination Greater Victoria and City of Victoria Staff = a High-Functioning Team



Nathan Gauld  
VCC Event Manager



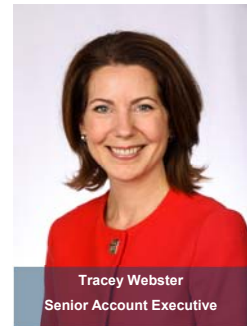
Gary Bond  
VCC Sales Assistant



Miranda Ji  
VP of Sales



Denise Jury  
Destination Meetings Manager



Tracey Webster  
Senior Account Executive

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## IMPACT Sustainability Travel & Tourism Conference

Launched in 2018, IMPACT is an increasingly high-profile forum for collaborative national dialogue on innovation and the contribution of tourism to Canada's sustainable future.



**IMPACT**  
SUSTAINABILITY  
TRAVEL & TOURISM

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Destination  
Greater  
Victoria has  
developed an  
integrated,  
multi-channel  
Brand Family

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BRAND FAMILY

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## How We Build Back Together



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## Alignment and Support from Industry

- **72%** of accommodation providers levying MRDT within the City of Victoria, representing **92%** of total available rooms in Victoria, have signed to confirm they support renewal of Destination Greater Victoria's MRDT mandate.
- Destination Greater Victoria has almost 1,000 industry and stakeholder members. Since 2015, member satisfaction rate with DGV's services and support averaged **93%**.
- Industry members have identified **five top priorities** for tourism in Victoria:
  1. Building a year-round visitor economy that supports businesses and jobs all year.
  2. Encouraging visitors to stay longer and spend more in Greater Victoria.
  3. Enhancing tourism's environmental, social and cultural sustainability.
  4. Promoting Greater Victoria as a great place to visit and explore.
  5. Ensuring the visitor economy operates in ways aligned with community values.

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## DGV's Governance Reflects Diverse Stakeholders

- **Board of Directors** comprises representatives from all industry sectors (accommodation, arts and culture, attractions and tours, industry services, recreation and outdoor adventure, retail, restaurants, sport tourism, transportation, sightseeing) as well as the City of Victoria, District of Saanich, Greater Victoria Chamber of Commerce, and Tourism Vancouver Island.
- The Board is supported by **six Advisory Committees**:
  - Sales and Marketing Committee
  - Finance and Membership Committee
  - Transportation and Destination Management Committee
  - Sustainability Committee
  - Sport Tourism Committee
  - Governance, Human Resources and Risk Committee
- Collectively 75 professionals working in partnership to provide input into major initiatives.

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## Insights and Support from Victoria's Citizens

- Representative online survey of 700+ residents of the City of Victoria in October 2020.  
Research conducted by Insights West, a specialist independent consultancy.
- **98%** of residents consider tourism **very important** (80%) or **important** (18%) for Victoria.
- Why is tourism in Victoria important?
  - Tourism contributes significantly to Greater Victoria's economy
  - Tourism provides jobs for Greater Victoria's residents
  - Tourism promotes Victoria's features and attractions
- **82%** of Victoria residents agree tourism's benefits outweigh any potential disadvantages.

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## Citizens' Views on Priorities for Tourism

- Victoria's residents identified **five top priorities** for tourism over the next five years:
  1. Building a year-round visitor 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 benefit business sales, jobs and contributions to taxes.
  5. Helping to provide more or new opportunities for businesses and jobs in Victoria.

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# Four Strategic Objectives of Destination Greater Victoria's 2022-2026 Five-Year Plan

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## 1. Recover Quickly and Efficiently from the Impacts of the COVID Pandemic

Survival of local businesses, prospects for workers, and the solvency of our communities depends directly on how rapidly and efficiently Greater Victoria's visitor economy recovers from the COVID pandemic. It is critical that revenues return as soon as possible.

Destination Greater Victoria's ability to coordinate locally and advocate provincially and nationally will help this process significantly. DGV will be well connected and influence outcomes over the crucial short term.

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

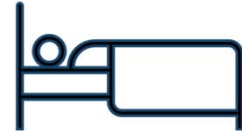


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## The Importance of Compression

- A foundation for growing Greater Victoria's visitor economy from 2014 to 2019 was focusing deliberately on compression.
- The first order of business for recovery of the visitor economy is to re-establish the conditions for compression.
- Once the conditions for compression are in place, the destination has flexibility on ways forward through various strategic options.
- Without compression as one of the DMO's main areas of focus, the conditions for unhealthy competitive behaviour can emerge between businesses and neighbourhoods within a destination.
- A DMO's core role is to drive healthy compression to benefit all.



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## 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 ways that are more aligned with community values.

Destination Greater Victoria will set the tone for environmental sustainability, destination stewardship, diversity and inclusion.

DGV will continue to support indigenous tourism and partner with Explore Songhees as they advance their tourism strategy.

Dual **targets** for this objective are (a) *Greater Victoria's 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*.

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### 3. Focus on Higher Yield, Year-Round Customers in all Target Segments

Focus on year-round visitation and fine-scale customer segmentation.

DGV's marketing efforts can focus on attracting visitors who are the best match for Greater Victoria by being aligned with core values and spending more. This increases economic contribution per visitor and build a healthy visitor interface for residents.

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*.



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### 4. Support Our Member Businesses and Communities



Destination Greater Victoria will continue to enhance destination development in the best interests of our industry and communities.

DGV will always be highly collaborative and constructive, but will also speak firmly and courageously for the needs of its members.

DGV will work to understand and align with the priorities of its municipal partners, the City of Victoria and District of Saanich.

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*.

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## Focusing on Sustainability

- Build sustainable competitive advantage.
- Sustainability Committee to share successes, assess opportunities and work on sustainability initiatives.
- Achieve world-leading Sustainability Accreditation for the destination and maintain carbon neutrality.
- Promote best practices, regenerative tourism and the circular economy.
- Highlight the business benefits of sustainability and linkages between sustainability, compression and reducing seasonality.



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## DGV's Sustainability Advisory Committee

- The Committee advises on environmental, cultural and social sustainability issues. These include developments, new initiatives, and best practices in sustainability for Destination Greater Victoria, its member businesses, Greater Victoria as a destination, and the broader visitor economy.
- Comprises 15 members from across industry and government.
- The Committee is working constructively to:
  - capture and disseminate lessons learned and sustainability successes,
  - take a lead advisory role on sustainability initiatives moving forward,
  - research world-leading sustainability and frameworks for tourism,
  - recommend best practices for a sustainable visitor economy.



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## Carbon Neutral Designation

Destination Greater Victoria has achieved Carbon Neutral designation from Offsetters, a major climate advisory services company and Canada's leading provider of innovative carbon management solutions.

The organization offset its flight emissions for 2018 and 2019 and has moved to offsetting all its material emissions in 2020, thereby achieving Carbon Neutral status for 2021.



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## Diversity and Inclusion

- Destination Greater Victoria is committed to effective diversity and inclusion policies, best practices and initiatives
- Destination Greater Victoria will complete a diversity and inclusion audit during 2021.
- DGV is actively represented on Destinations International's Equity, Diversity and Inclusion (EDI) Task Force.
- Destination Greater Victoria's CEO has taken the Destinations International Equity, Diversity and Inclusion CEO Pledge
- Destination Greater Victoria greatly values collaboration with Explore Songhees and the Indigenous Tourism Association of Canada (ITAC) and will remain a long-term sponsor of the ITAC Global Conference.



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## Supporting Victoria 3.0

Destination Greater Victoria will continue to attract conferences in the ocean-marine and clean technology sectors, to reflect the growing demand for innovative coastal tourism.

Destination Greater Victoria's strategic objectives for 2022 to 2026 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.

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## Supporting Affordable Housing Initiatives

- Aligning the visitor economy with community values and supporting the Victoria Housing Reserve Fund.
- Online accommodation platform (OAP) MRDT revenues remitted by Airbnb are directed to the City of Victoria.
- 100% of OAP MRDT is allocated to the Victoria Housing Reserve Fund for affordable housing initiatives.
- Destination Greater Victoria and the City of Victoria will work together to enhance the availability of affordable accommodation, particularly for hospitality industry workers.



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## Conclusion

Greater Victoria's visitor economy is at a critical juncture.

The important health and safety measures that have been necessary to address the COVID pandemic have had significant negative impacts on the visitor economy.

These impacts have affected small and large businesses, jobs and our community.

Going forward it is imperative to have a robust plan for recovery led by an experienced, qualified and resourceful Destination Management Organization.

Destination Greater Victoria's Five-Year 2022-2026 Strategic Plan provides the required foundation for recovery and further sustainable growth.

Renewal of Destination Greater Victoria's MRDT mandate will enable implementation of the Strategic Plan and recovery of Greater Victoria's visitor economy.

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## Critical Next Steps



1. Following consideration by City of Victoria Council on March 18, 2021, approval is then required from the Capital Regional District (CRD) before the **end of March 2021**.
2. Destination BC requires formal submission of the renewal documents during the **first week of April 2021** in order to meet its deadlines for review and further submission to the BC Ministry of Finance before June 30, 2021.
3. Should renewal not be on time or successful, then MRDT will be rescinded from December 31, 2021 and Destination Greater Victoria would likely have to wind down operations.

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