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Date: December 4, 2025

Respectfully submitted by Destination Greater Victoria

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DESTINATION GREATER  
VICTORIA

# 2027-2031 Strategic Plan



Destination Greater Victoria recognizes, with respect, that its office is located on the Territory of the Lək̓ʷəŋən peoples, now known as the Songhees Nation and Xwsepsum Nation. Destination Greater Victoria, as the destination marketing organization for Greater Victoria, also respectfully recognizes that it operates on the Territory of the WSÁNEĆ Nations (WJOLELP (Tsartlip), BOKÉĆEN (Pauquachin), SʔÁUTW (Tsawout) WSIKEM (Tseycum) and MÁLEXEŁ (Malahat)), and the Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht Nations.

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

Community Name: Victoria

Date Prepared: July 2025 to September 2025

Current MRDT Term Expiry Date: December 31, 2026

Five Year Period: January 1, 2027 – December 31, 2031

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# 1. Introduction

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

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

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

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

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

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

## 1.2 Core Reason For Existence: Cornerstone Statement

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

# Destination Greater Victoria's Role

## THE WORK OF A DESTINATION ORGANIZATION



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

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

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

## Destinations International's Cornerstone Statement

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

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

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

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

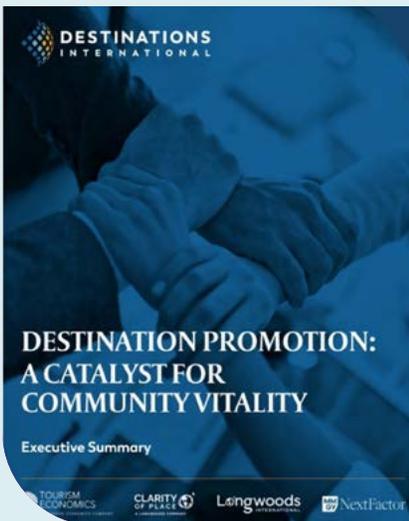
## 1.3 The Visitor Economy

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

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

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

### Destination Promotion: A Catalyst For Community Vitality



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

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

The visitor economy plays a pivotal role in attracting foreign direct investment by showcasing a country's economic potential, infrastructure, and cultural assets to international visitors and business leaders. When visitors—including potential investors—experience firsthand the quality of local amenities, political stability, and investment climate, it can inspire confidence and drive decisions to invest in sectors such as hospitality, real estate, transportation, and broader infrastructure. As highlighted in Deloitte's "Passport to Growth" report, tourism acts as a gateway, opening important economic and investment channels that directly contribute to national development and prosperity<sup>1</sup>.

## How the Visitor Economy Impacts Exports



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

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

## 1.4 BC's Destination Organization System

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

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

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

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

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

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

<sup>1</sup>Deloitte. (2013). Passport to Growth: How International Tourism Drives Economic Development in Canada. Retrieved from [tiac-aitc.ca/Library/TIAC\\_Publications/Deloitte\\_Passport\\_to\\_Growth\\_-\\_Nov\\_2013.pdf](https://tiac-aitc.ca/Library/TIAC_Publications/Deloitte_Passport_to_Growth_-_Nov_2013.pdf)

<sup>2</sup>Fixed room accommodation of four rooms or more.

## 2. Vision and Mission

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

### Our Mission

We inspire the world to experience our destination.

### Our Vision

Destination Greater Victoria will be internationally recognized as a leader in sustainable tourism development, ensuring Greater Victoria remains one of the top destinations in the world.

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

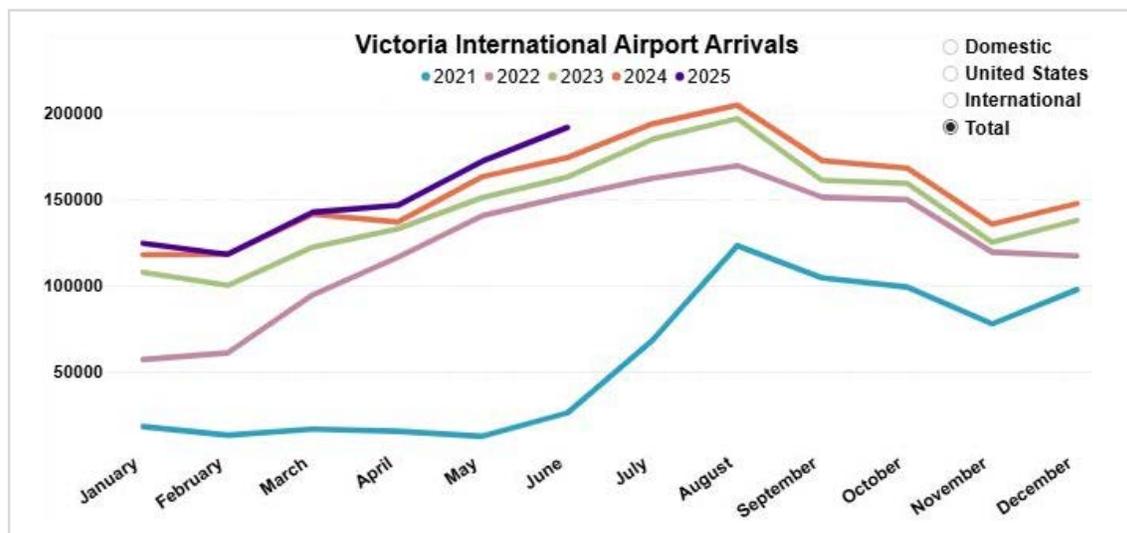
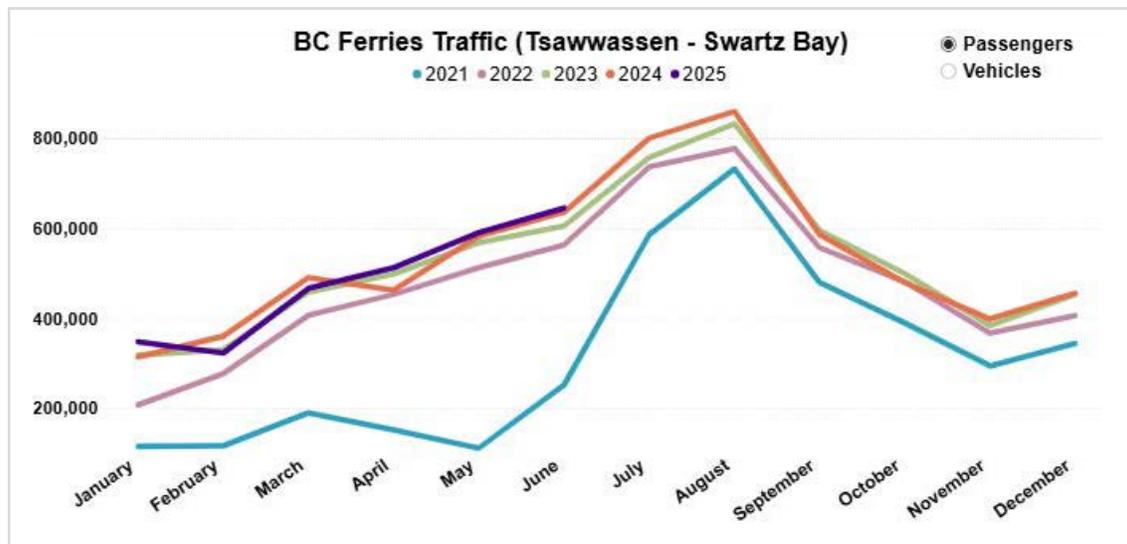
*Institute of Corporate Directors*

## 3. Strategic Context

### 3.1 Situational Analysis

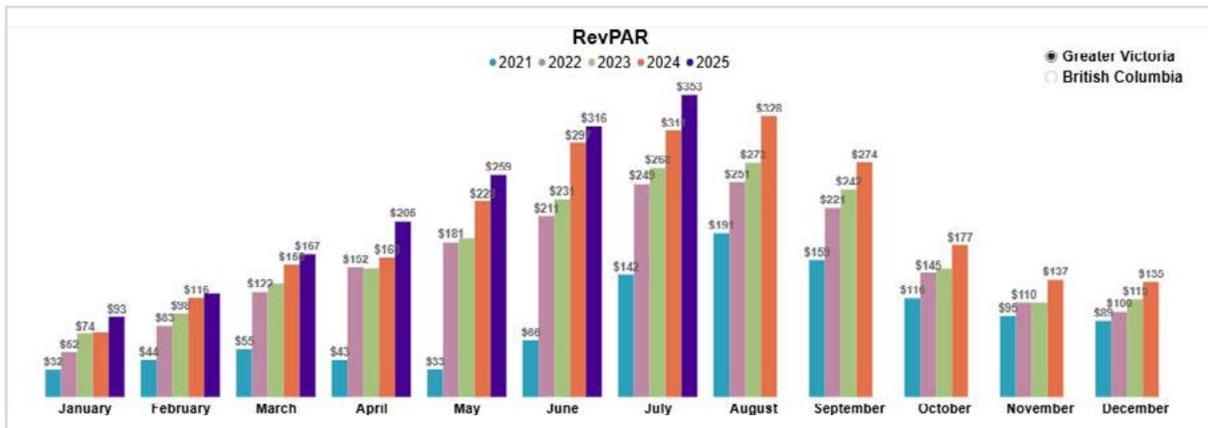
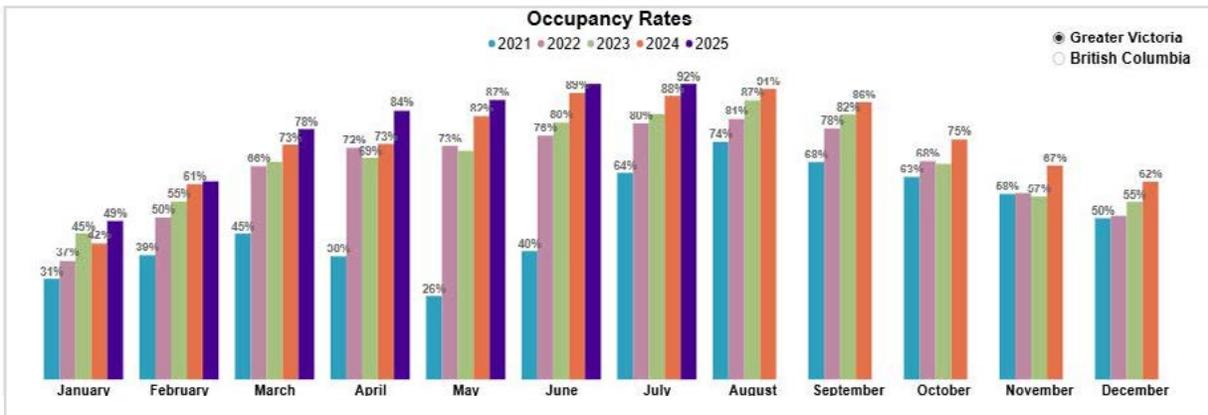
Destination Greater Victoria is developing its 2027–2031 Strategic Plan within an environment that has fully recovered from the COVID-19 pandemic and reached new benchmarks in terms of accommodation performance.

#### Visitor Volume<sup>3</sup>: 2025 year-to-date



<sup>3</sup> [Victoria International Airport Passengers Statistics](#) and [BC Ferries Traffic Statistics](#)

## Accommodation in Greater Victoria<sup>4</sup>: 2025 year-to-date



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

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

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

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

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

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

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

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

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

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

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

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

## 3.2 About Destination Greater Victoria

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

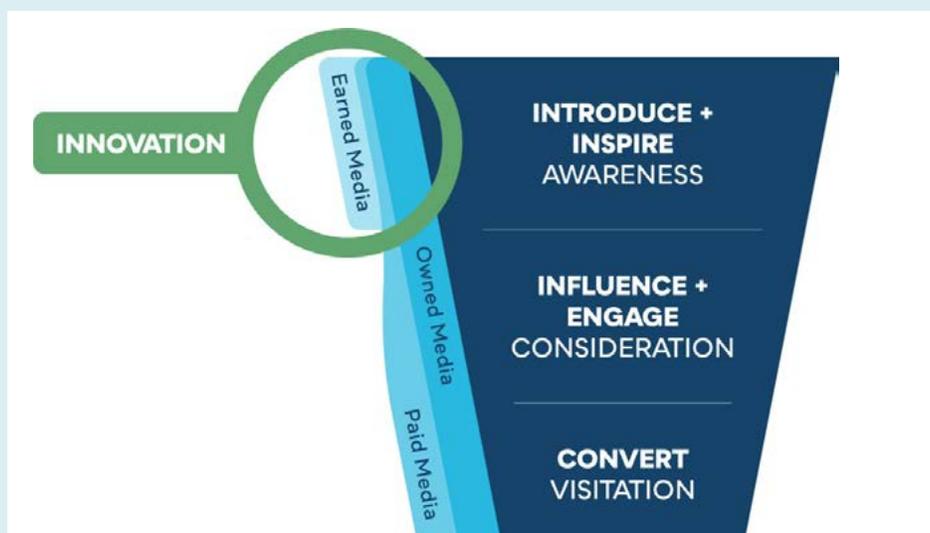
Destination Greater Victoria is the official Destination Marketing and Management Organization (DMO) for the Greater Victoria region, with Municipal and Regional District Tax (MRDT) relationships with the City of Victoria and the District of Saanich. DGV is the largest of Vancouver Island's DMOs and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

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

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

# Marketing Innovation

DGV leads with media/PR



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

## The Last Two Chapters: 2017 - 2021

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

The four pillars of the agreement are as follows:

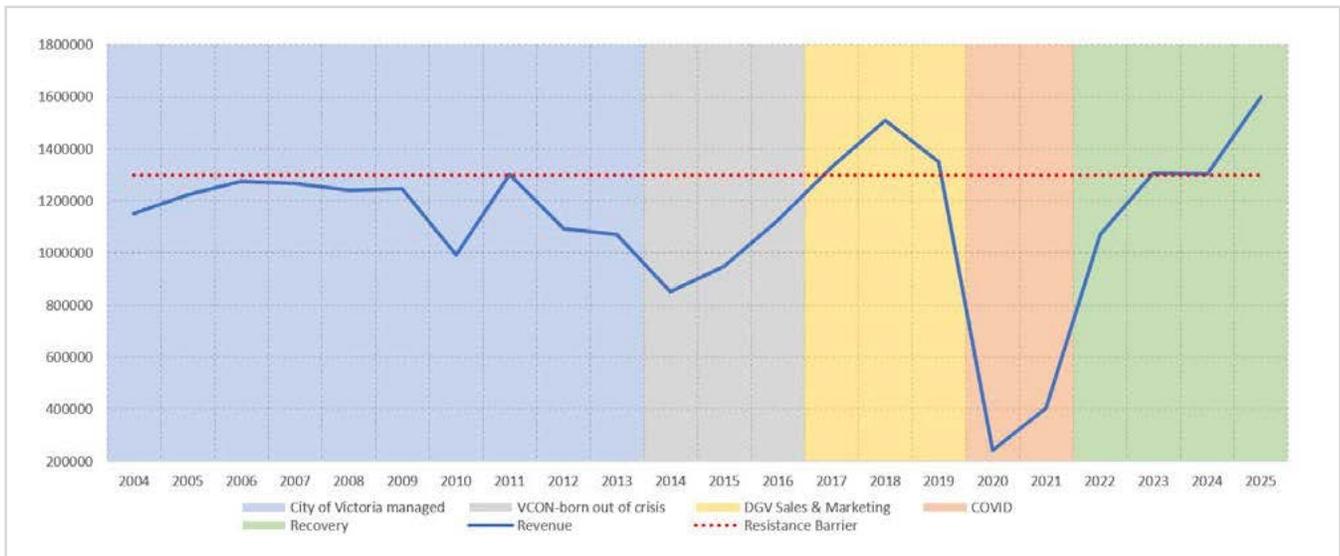
1. The City, Destination Greater Victoria and the local hotel industry represented by Destination Greater Victoria agreed to increase the MRDT rate from 2% to 3%;
2. The City established Destination Greater Victoria as the Designated Recipient for MRDT in the City of Victoria in the MRDT Regulations;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

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

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

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

## Victoria Conference Centre Revenue



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

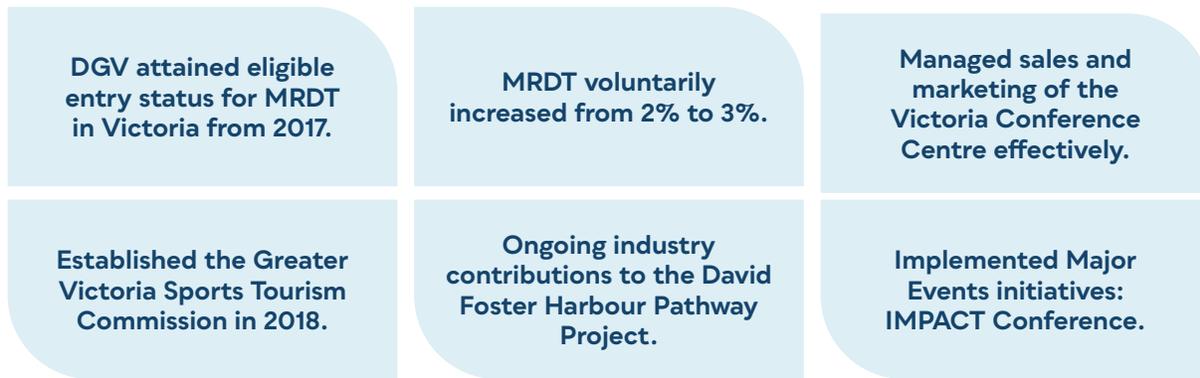
Through this period, DGV established a dedicated function for major events and initiatives. Drawing on international best practices, DGV adapted a business model from South Australia to take an active role in owning and operating key conferences and events. This has allowed DGV to retain programs closely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

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

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

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

## 2017 - 2021



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

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

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

### The Last Two Chapters: 2022 - 2026

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

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

## 2022 - 2026

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

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

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

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

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

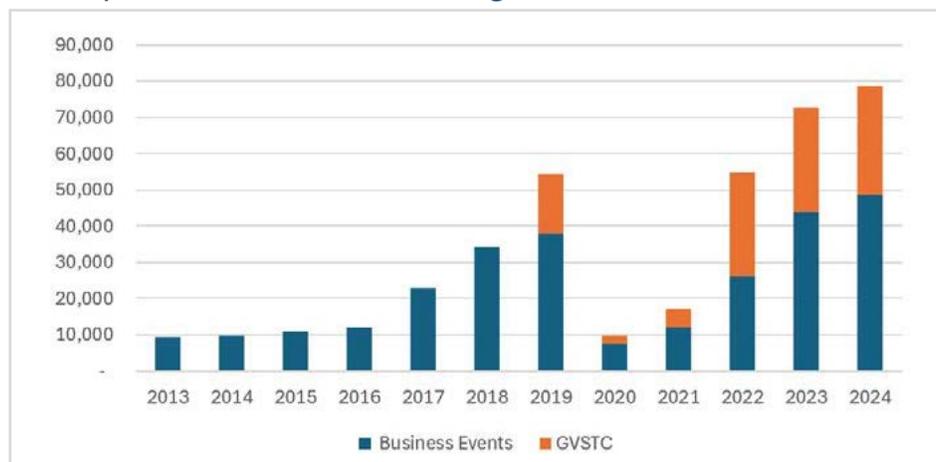
A core role of Destination Greater Victoria is to grow the region's visitor economy sustainably, which in turn is central to the strength of the wider local economy. By leveraging a Balanced Scorecard performance management framework, DGV has consistently improved its attributable business results for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

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

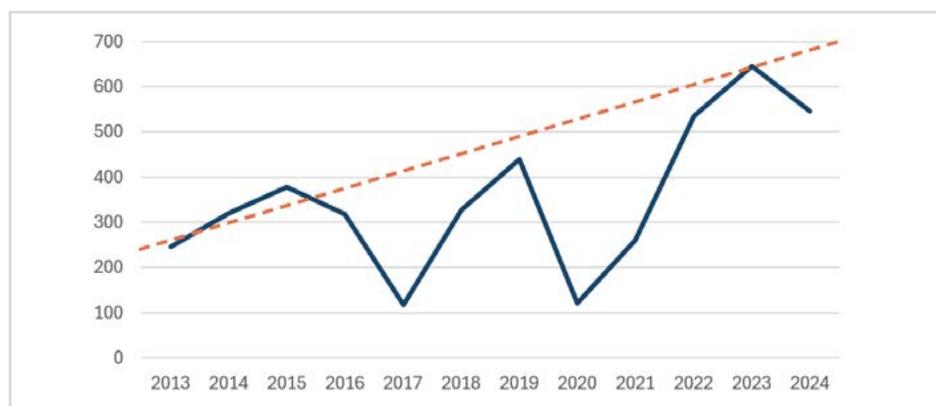
Enterprise Balanced Scorecard Results						
Performance Measure	Unit	2020	2021	2022	2023	2024
Accommodation Occupancy Rate	%	36.39	49.90	68.89	68.30	73.4
Average Daily Room Rate (ADR)	\$	149.10	186.70	236.31	247.35	270.67
Revenue Per Available Room (RevPAR)	\$	54.25	93.17	162.71	169.05	200.97
YYJ Airport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

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

### Effective Business Development Confirmed Room Nights



### Effective Storytelling Travel Media & Influencer Placements 2013 - 2024



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

## Key Achievements from 2022-2026 Strategic Plan

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

## Results for 2022-2026 Strategic Objective Targets

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

### 1. Recover from COVID-19 Quickly and Efficiently

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

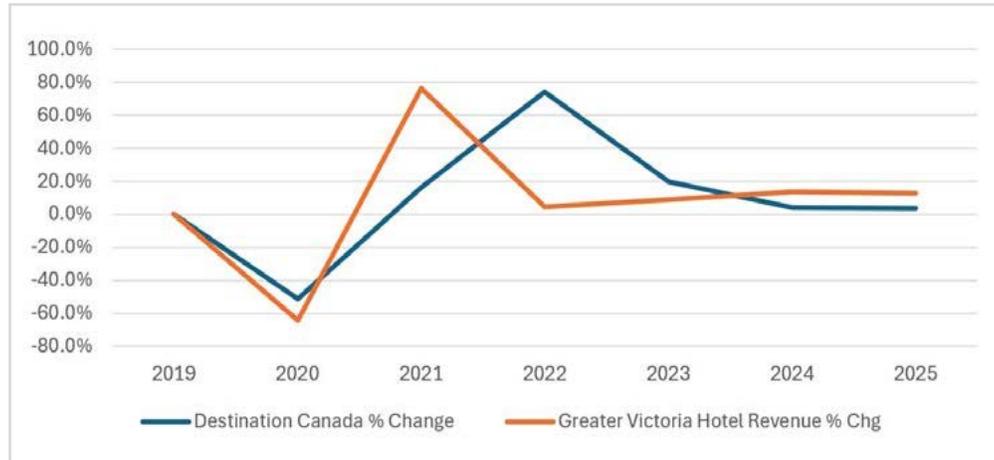
The implications of a quick and efficient recovery were deep and broad, maintaining the solvency of businesses large and small, retaining local ownership of existing enterprises where possible, returning industry's workers to their jobs, and retaining key talent for the long-term competitiveness of the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

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

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

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

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



This graph<sup>5</sup> compares the percentage change in hotel revenue in Victoria, as measured by the STR report, with the percentage change in total tourism revenue across Canada. The data, sourced from Destination Canada, highlights that Victoria experienced a quicker recovery from the impacts of COVID-19, with a notable rebound in 2021, while Canada as a whole saw a similar jump in 2022. Since then, Victoria's tourism revenues have continued to grow at a steady pace, consistently outpacing the national average. These results demonstrate the effectiveness of our collective efforts in driving tourism recovery and propelling Greater Victoria into a new phase of growth.

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

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

### Sustainability and Stewardship Outcomes

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

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

Ahead of the Biosphere Certification, Destination Greater Victoria achieved a Climate Positive designation from one of North America's leading carbon management solutions providers, Ostrom Climate. DGV was the first major destination marketing and management organization or convention and visitor's bureau in

<sup>5</sup> Data collected from Destination Canada [www.tourismdatacollective.ca/tourism-performance-indicators](http://www.tourismdatacollective.ca/tourism-performance-indicators)

North America to reach this milestone. This official designation follows previous work by Destination Greater Victoria to reduce its greenhouse gas emissions.

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

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

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

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

### **Indigenous Partnerships Highlights**

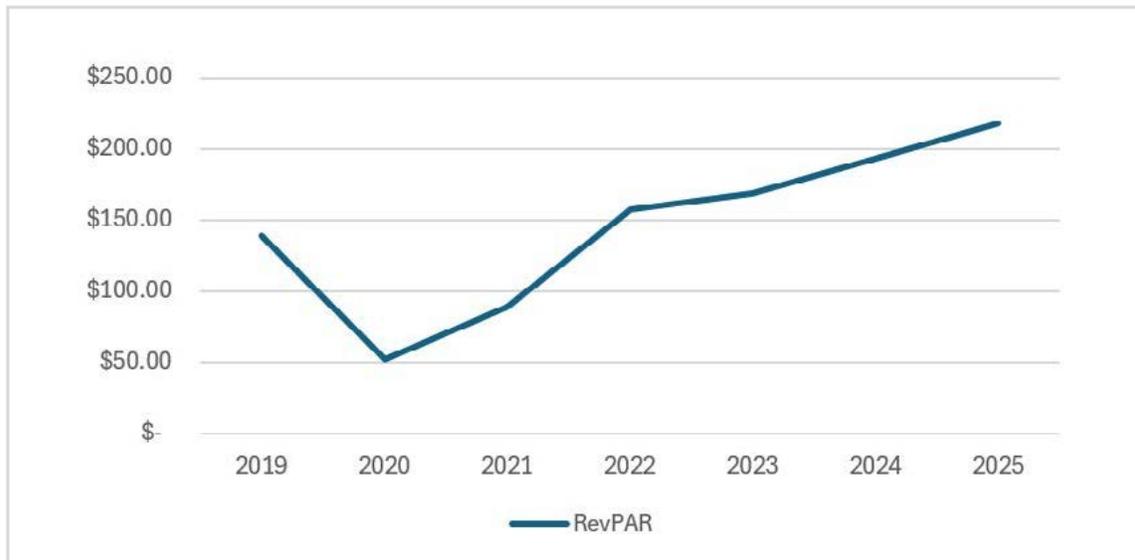
Supporting authentic Indigenous tourism development was a key priority including through an expanded partnership with Indigenous Tourism British Columbia (ITBC). DGV's partnership with ITBC provided no-cost memberships and support to Indigenous-owned visitor economy businesses on the South Island, reducing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

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

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

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

## Revenue Per Available Room (RevPAR)



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

### 4. Support Our Member Businesses and Communities

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

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

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

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

## Driving Economic Impact

### Economic Impact of the Visitor Economy in Greater Victoria - Highlights



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

Total visitor expenditures in 2023: \$1.9 billion

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

#### Total contributions to taxes: \$510 million

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

#### Growth in economic impact since 2018

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

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

Growth in jobs supported since 2018: + 8%

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

Growth in contributions to taxes since 2018: + 36%

# 4. Brand and Positioning

## 4.1 Brand and Positioning

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

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

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

### Brand Story

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

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

### Brand Values

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

### Brand Promise

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

### Brand Positioning

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

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

Core elements of Greater Victoria's brand positioning are:

### Pushing Boundaries

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

### A Little Further Out

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



## 4.2 Role of Meetings and Conferences as Foundational Business

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

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

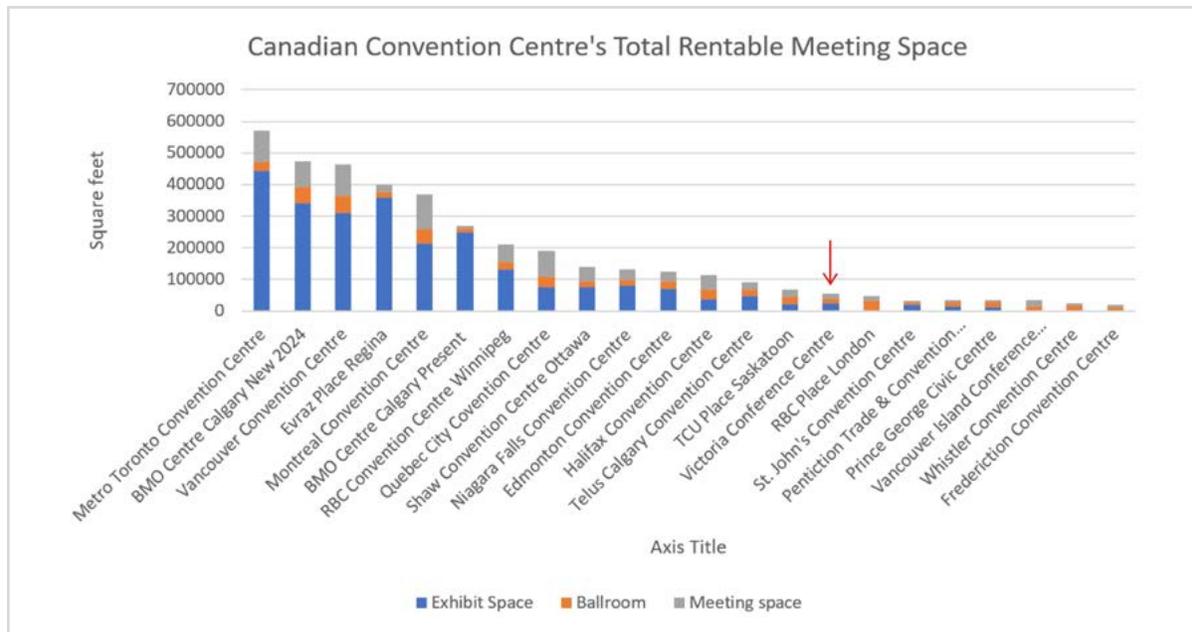
Destination Canada reports that convention delegates are more likely to extend their stay for leisure purposes and/or are more likely to return for a leisure trip. Moreover, most business events occur in the shoulder months during spring and fall, leaving the summer high season available for predominantly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

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

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

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

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



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

<sup>6</sup>Economic impact calculated to July 31, 2025

## 4.3 Source and Target Markets for Leisure Travellers

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

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

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

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

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

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

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

## 4.4 Sports Tourism

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

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

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

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

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

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

## 4.5 Major Events, Festivals and Sponsorships

Destination Greater Victoria executes and sponsors major events that align with the destination's business objectives. These events engage the community and bring positive economic impact to the destination through measurable hotel stays.

As an organization, DGV retains an ownership stake in the planning and execution of a variety of major events and conferences including Dine Around and Stay in Town, and IMPACT Sustainability Travel & Tourism Summit (IMPACT), Northwest Deuce Days, and Intention Health and Wellness Getaway. Participation in these activities aligns the visitor economy with the values of our community.

Dine Around and Stay in Town is the city's best-known culinary festival and involves the collaboration of many restaurants and hotels in Greater Victoria. The event has been a fixture in the community for more than 20 years. Restaurateurs offer fixed, multiple-course experiences ranging from \$25 to \$75. Local hotels also participate by offering discounted deals on room bookings. In partnership with the BC Restaurant and Food Services Association, this event drives restaurant and hotel business during the off-peak season. It is an annual event with strong interest from visitors and residents alike.

IMPACT Sustainability Travel & Tourism Summit is presented by a partnership between Destination Greater Victoria, Synergy Enterprises, Tartanbond and Starrboard Enterprises. As the pre-eminent sustainable tourism conference, IMPACT's mission is to drive, inspire, and demonstrate innovative and collaborative sustainable solutions for positive tourism development across Canada. 2025 was the eighth year for IMPACT and it continues to enhance our destination's profile and commitment to sustainability.

Northwest Deuce Days is a successful and popular classic car show that brings approximately 1,300 pre-1952 classic cars to Greater Victoria for four days of festivities. The event is the largest gathering of Deuces worldwide and takes place in the destination every three years. A preliminary estimate indicates the 2025 edition delivered a significant boost to Greater Victoria's visitor economy, generating approximately \$2.9 million in economic impact.

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

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

# 5. Strategies – Key Actions

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

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

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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Excellent national and international reputation</li> <li>• Excellent national and international brand reputation</li> <li>• Proximity to short-haul national and international markets</li> <li>• Attractive to high value travellers</li> <li>• Livable city</li> <li>• Diversity of population</li> <li>• History of the region</li> <li>• Close connections to nature and wildlife</li> <li>• Outdoor recreation and experiences</li> <li>• Walkability in the downtown</li> <li>• Strong hospitality culture</li> <li>• History of innovation as a community</li> <li>• Sustainability is a shared community value that resonates with visitors</li> <li>• Strong industry alignment</li> <li>• Beautiful coastal destination</li> <li>• Mild climate year-round</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient convention and meeting space</li> <li>• Insufficient hotel rooms and diversity</li> <li>• Limited air access</li> <li>• Sub-optimal regional transportation and mobility</li> <li>• Lack of downtown experiences</li> <li>• Lack of nightlife</li> <li>• Lack of family experiences</li> <li>• BC Ferries operating at 90 per cent capacity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Established destination for many markets (including leisure, meetings, and sport)</li> <li>• Furthering Indigenous Reconciliation and engaging visitors and residents in Indigenous culture and experiences</li> <li>• Inner Harbour redevelopment</li> <li>• Belleville Terminal redevelopment and positive implications for pre-clearance and small cruise ship home porting</li> <li>• Downtown district development</li> <li>• Partnerships with diverse communities</li> <li>• Partnerships with educational institutions</li> <li>• Further development of sport tourism with additional and refurbished infrastructure</li> <li>• Expanding and enhancing agritourism experiences</li> <li>• Strong event-hosting potential</li> <li>• Year-round appeal</li> <li>• Arts, culture, and heritage experiences</li> <li>• Furthering equity, diversity, inclusion, and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of overnight accommodations in peak season</li> <li>• Increased competition in leisure and convention markets</li> <li>• Workforce challenges</li> <li>• High cost of living and low housing affordability</li> <li>• Softening vibrancy in the downtown due to remote work</li> <li>• Climate change, global warming, and rising sea levels and the impact of these on Greater Victoria’s natural environments</li> <li>• Lack of provincial air route development strategy</li> </ul>

## 5.2 Looking Forward

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

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



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

### 1. Enhance Tourism Infrastructure

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

### 2. Create New Attractions, Events, & Experiences

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

### 3. Emphasize Stewardship and Placemaking

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

## 4. Augment Connectivity and Mobility

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

## 5. Ensure Continued Sustainability and Innovation

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



## 5.3 Extensive Community Engagement and Input

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

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

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

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

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

### **Major Community & Infrastructure Initiatives**

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

### **Enhancing Tourism Infrastructure**

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

### **Inspiring New Attractions, Events & Experiences**

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

### **Emphasizing Stewardship & Placemaking**

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

### **Augmenting Connectivity & Mobility**

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

### **Ensuring Sustainability & Innovation**

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

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

## 5.4 Defining Destination Development – DNEXT

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

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

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

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

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

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

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

# 6. Stakeholder Engagement

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

## 6.1 Stakeholder Engagement

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

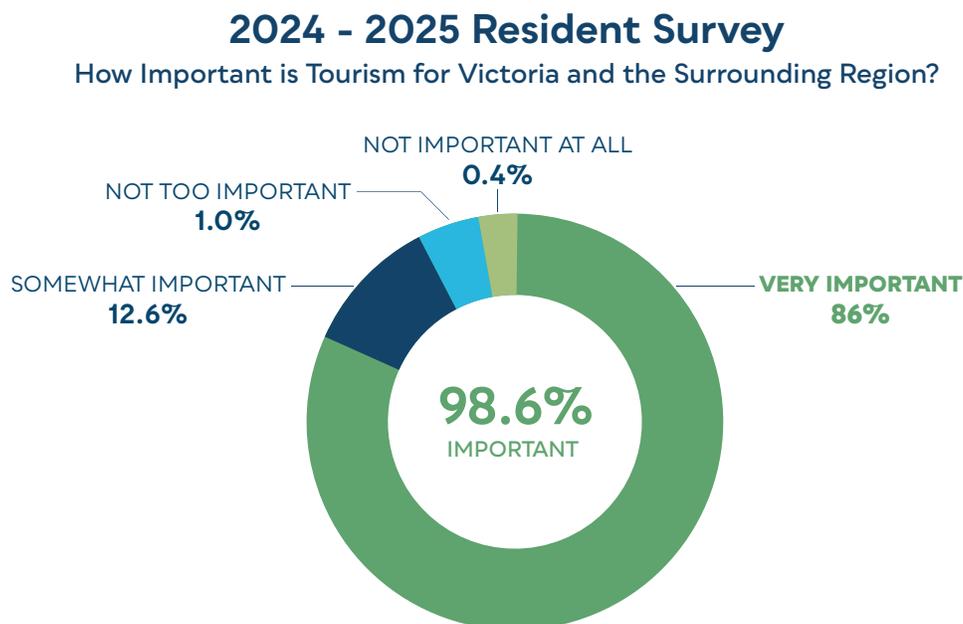
As part of this MRDT planning process we have engaged:

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

## 6.2 Resident Engagement

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

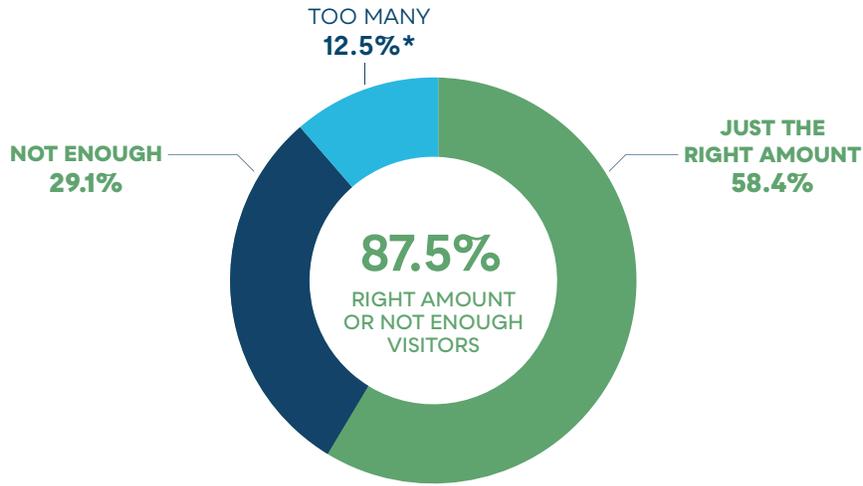
The comprehensive survey of residents in Greater Victoria revealed that sentiment toward tourism is overwhelmingly positive. Nearly 99 per cent of respondents agree tourism is important or very important for Victoria and the surrounding region. A total of 1,450 respondents from 13 Greater Victoria municipalities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



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

## 2024 - 2025 Resident Survey

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

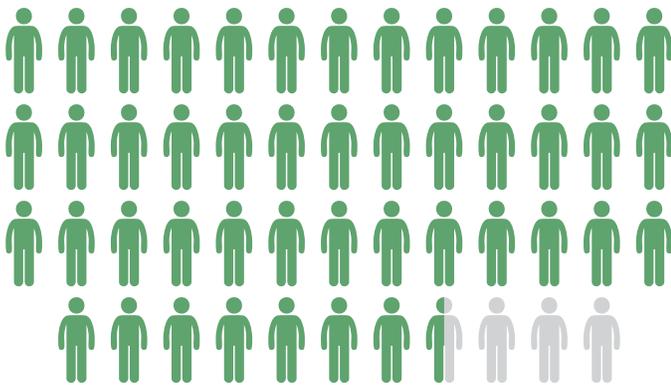


\*Of these, 99% stated this was seasonal rather than all year and 60% stated only in Summer

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

## 2024 - 2025 Resident Survey

93% Agree Tourism Supports Jobs



91% Agree Tourism Benefits Local Businesses



# 7. Partnerships and Alignment

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

## 7.1 Partnerships

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

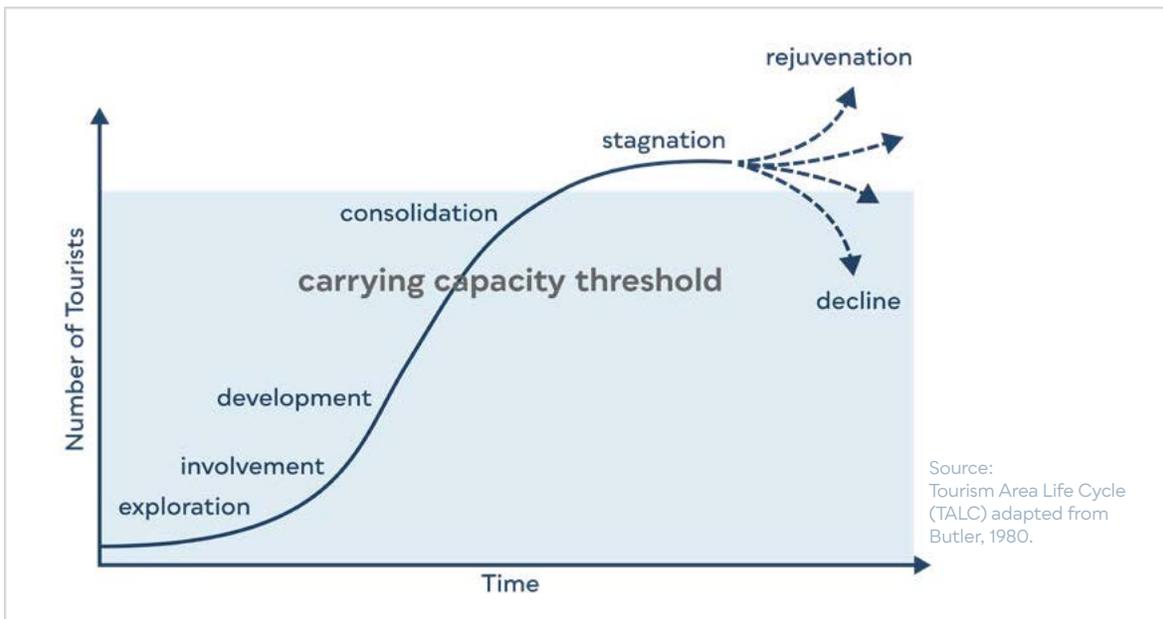
Resourcing Partners	Policy Partners	Marketing Partners	Destination Stewardship Partners
<ul style="list-style-type: none"> <li>• City of Victoria</li> <li>• District of Saanich</li> <li>• Province of BC</li> <li>• Victoria Hotel Destination Marketing Association</li> <li>• Pacific Economic Development Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Greater Victoria Harbour Authority</li> <li>• Greater Victoria Chamber of Commerce</li> <li>• Victoria International Airport</li> <li>• PNWER</li> <li>• District of Saanich</li> <li>• CRD</li> <li>• Ministry of Tourism, Arts, Culture &amp; Sport</li> <li>• TIAC</li> <li>• TIABC</li> <li>• Hotel Association of Greater Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Destination BC</li> <li>• Destination Vancouver</li> <li>• City of Victoria</li> <li>• Attractions Victoria</li> <li>• 4TVI</li> <li>• Visit Seattle</li> <li>• Tourism Whistler</li> <li>• Victoria Conference Centre</li> </ul>	<p style="text-align: center;">ITBC</p>

## 7.2 Fierce Competition

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



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



### 7.3 Opportunity to Elevate and Renew

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

### 7.4 Industry Alignment

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

### 7.5 Community Alignment

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

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

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

- Support downtown businesses in responding to the financial impacts of street disorder while encouraging economic activity.
- Ensure downtown is safe and welcoming for residents and visitors
- Encourage people to visit, and spend time in, downtown.

Invest in downtown public realm amenities, like benches, trees, lighting, murals, micro-plazas, Indigenous storytelling plaques, historical markers, wayfinding, light projections, etc. Destination Greater Victoria is confident it's work can support these objectives, as outlined later in section 11 of this strategic plan.

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

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

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

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

## 7.6 Provincial and National Alignment

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

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

## 7.7 Strategic Infrastructure Response to Airport Passenger Growth

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

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

## 7.8 Alignment with Indigenous Partners

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

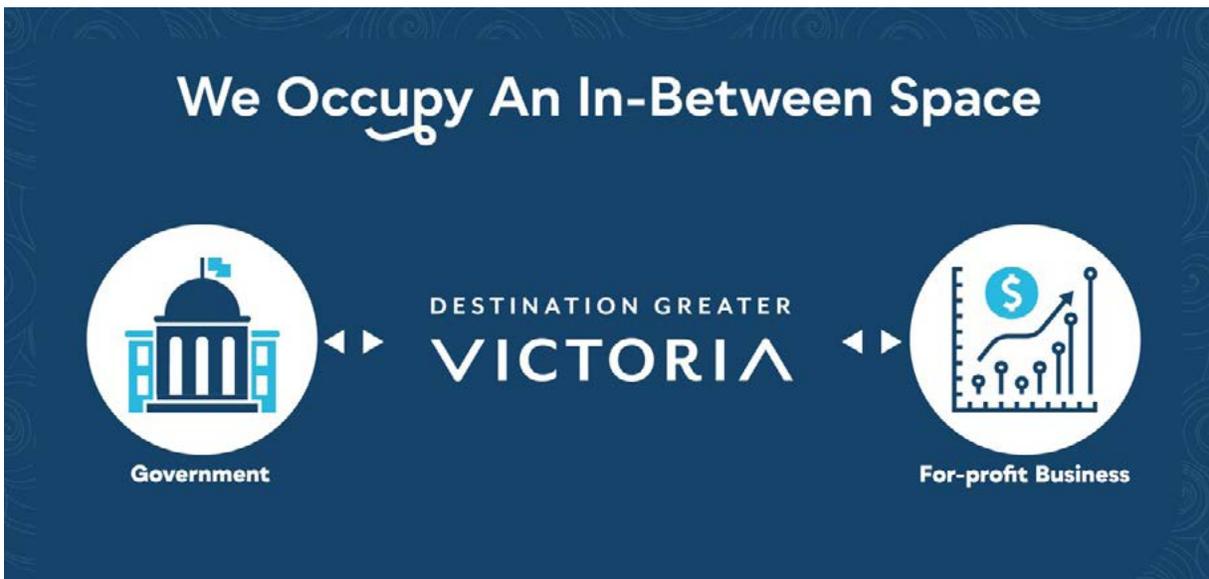
Through these partnerships, we aim to uplift and amplify the work of Indigenous partners while aligning our initiatives with the expertise, knowledge, data, and stories they generously share with us. We recognize the ongoing potential to further align and collaborate with organizations like the Indigenous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

## 7.9 Advancing Stewardship

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

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

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



## 7.10 Value of the Visitor Economy in Greater Victoria

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

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



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

# 8. Strategic Objectives, Targets and Goals

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



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

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

## 8.1 Strategic Objectives and Targets

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### First Nations Partnerships

DGV is honoured to be located on the territory of the Lekwungen People, now known as the Songhees Nation and Xwsepsum (Esquimalt) Nation, and to operate on the territory of the W̱SÁNEĆ Nations: STÁUTW (Tsawout), WJOLÉLP (Tsartlip), WSIKEM (Tseycum), BOKÉCEN (Pauquachin), and MÁLEXEL (Malahat), as well as the territories of the SC'IAÑEW (Beecher Bay), T'Sou-ke, and Pacheedaht Nations.

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

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

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

## Sustainability and Destination Stewardship

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

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

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

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

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

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

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

## 8.2 Preliminary Accommodation Targets

As part of the target-setting for this 5-year plan, Destination Greater Victoria surveyed the hotel community to endorse this plan and sought their input on targets for the first three years of the plan. Acknowledging that setting targets for 2030–2031 is challenging, below are results:

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

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

## 8.3 Balanced Scorecard

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

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

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

## 8.4 Goals and Use of Balanced Scorecard

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

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

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

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

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

### **3. Build a Resilient, Year-Round Visitor Economy**

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

### **4. Champion Destination Stewardship and Inclusive Partnerships**

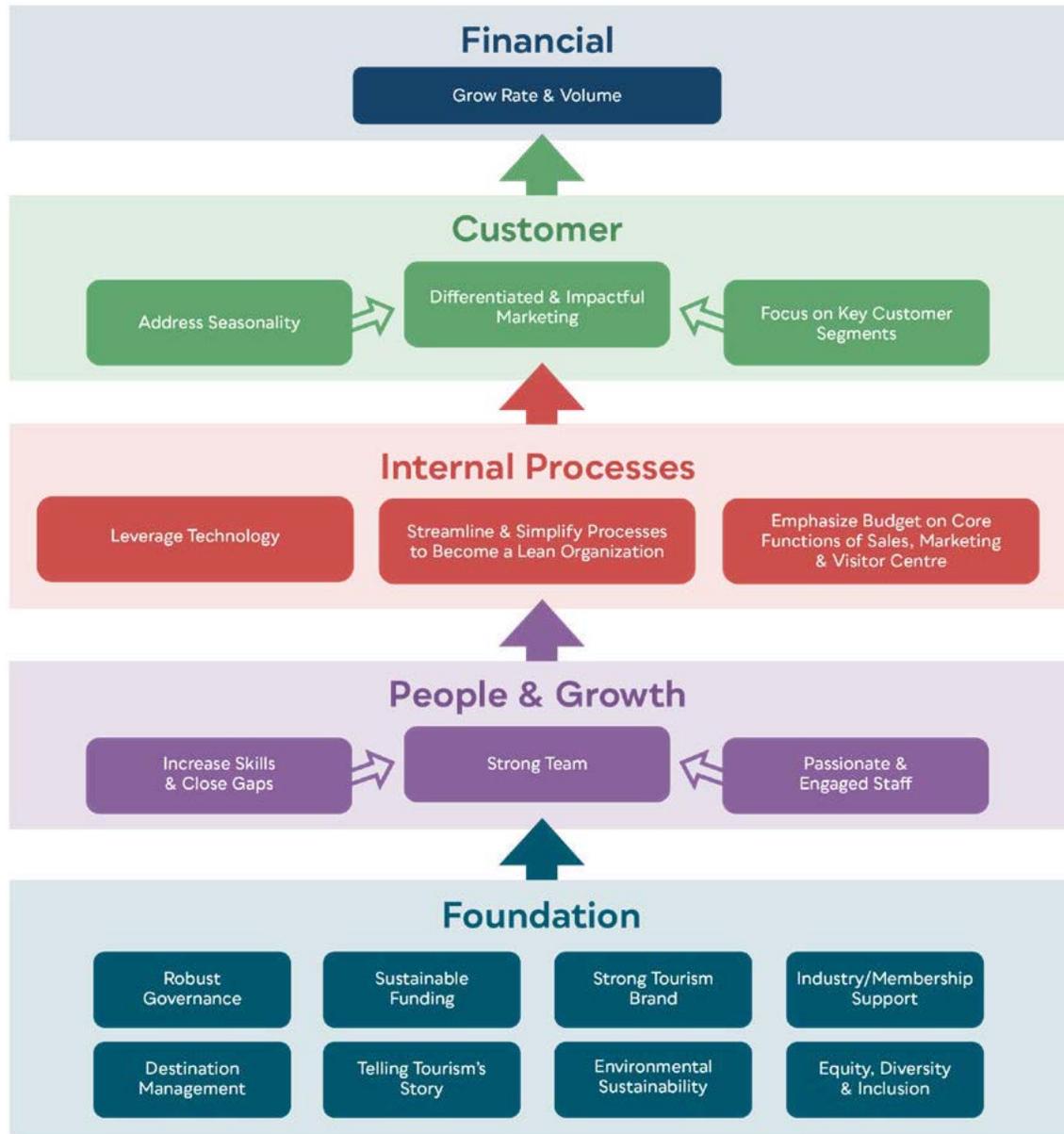
Lead in sustainable tourism and stewardship by deepening engagement with Indigenous partners, advancing environmental leadership, and fostering inclusive community and industry collaboration to ensure long-term prosperity and shared benefits.

## 8.5 Strategy Map

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

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

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



## 8.6 Foundational Drivers of Success

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

### **Robust Governance**

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

### **Sustainable Funding**

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

### **Strong Tourism Brand**

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

### **Industry/Membership Support**

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

### **Destination Management**

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

### **Telling the Visitor Economy's Story**

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

### **Environmental Sustainability**

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

### **Equity, Diversity, and Inclusion**

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

# 9. Governance, Management and Administration

## 9.1 Continue Partnership with City of Victoria and District of Saanich

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

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

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

## 9.2 Destination Greater Victoria's Governance

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

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

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

### Membership Categories

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

## Appointed Representatives

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

## Ex-officio Directors

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

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

## Advisory Committees

### Finance and Membership Committee

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

### Governance, Human Resources and Risk Committee

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

### Sales and Marketing Committee

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

### Transportation and Destination Management Committee

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

### Sport Tourism Committee

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

### Sustainability Committee

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

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

## 9.3 Destination Greater Victoria's Management and Administration

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

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

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

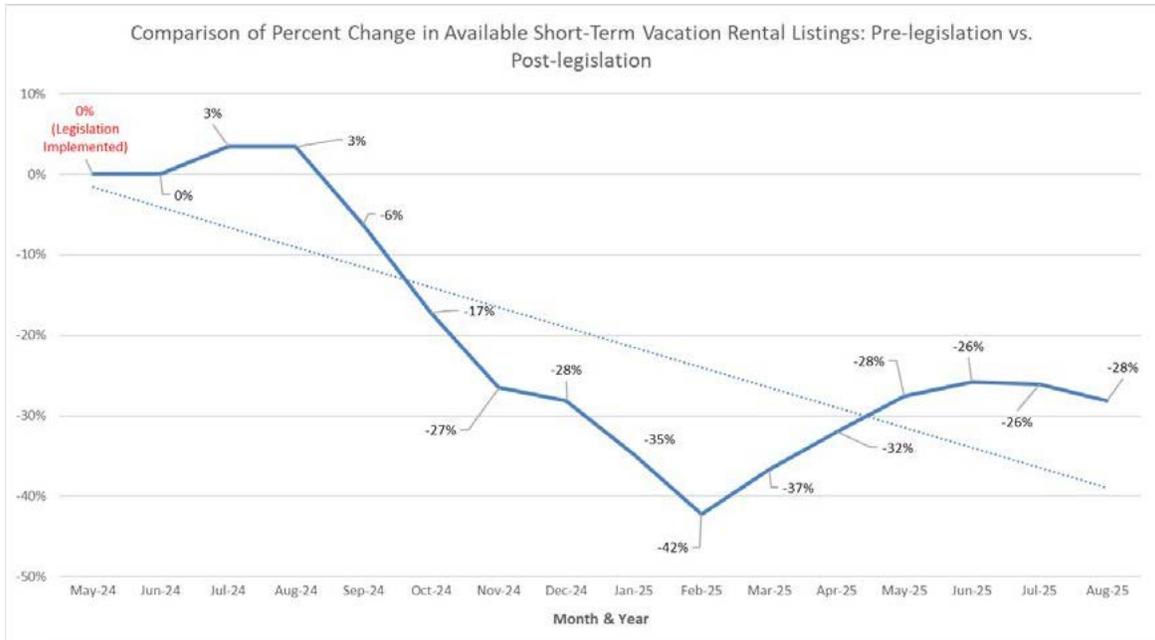
Destination Greater Victoria operates with an efficient and primarily flat human resources structure, supported by robust management and administrative systems. The Board has approved a labour ratio cap of 35 per cent, though actual figures have consistently ranged between 29 and 31 per cent.

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

# 10. Affordable Housing

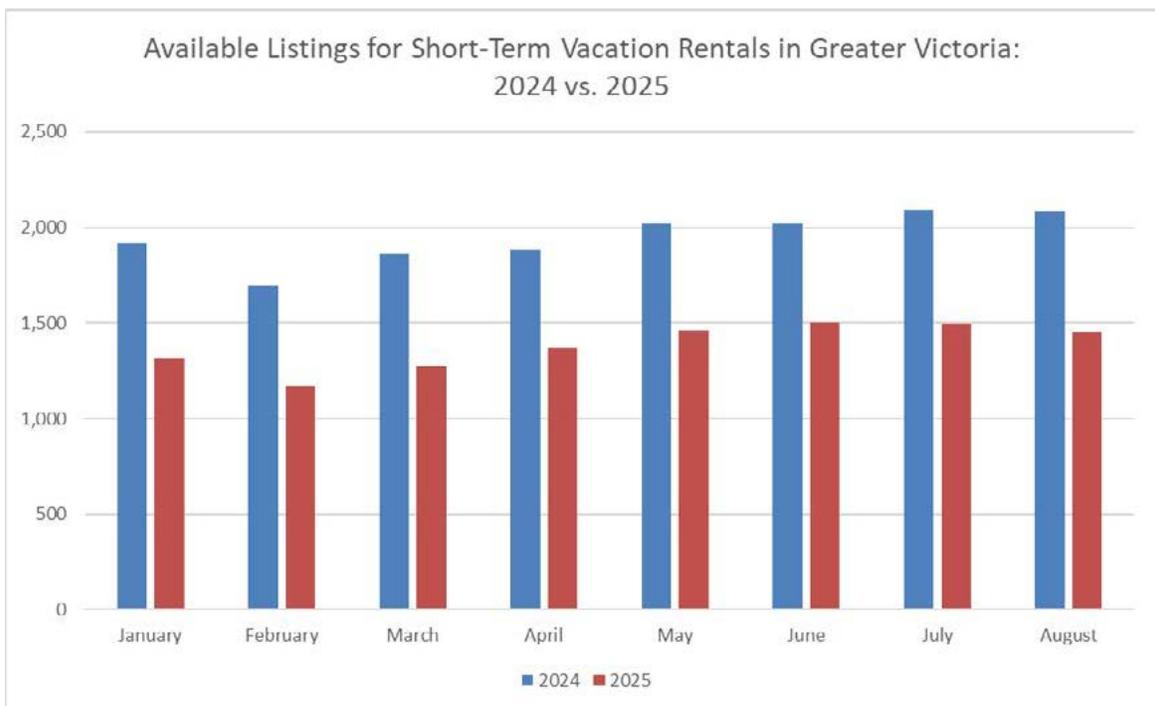
As part of Destination Greater Victoria's priority to align tourism with community values and generate local benefits, DGV plans to continue directing online accommodation platform (OAP) MRDT revenue to the City of Victoria for its Housing Reserve Fund over the next five years.

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



7

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



8

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

<sup>7,8</sup> Source: AirDNA

## 10.1 Innovative Housing Project Benefits Hospitality Workers

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

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

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

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

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

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



# 11. Tourism Project

## 11.1 Arrival Experience, Sense of Welcome and Safety

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

For 20 years, The Victoria Foundation has produced Victoria's Vital Signs report, an annual community check-up measuring the vitality of our region, identifying concerns, and supporting action on issues that are critical to our quality of life.

The 2025 Victoria's Vital Signs report, published in September, provided an overview of key issue areas and tracked their performance over time using letter grades. Notably, resident perceptions of safety have experienced a consistent decline since 2020, highlighting a growing community concern about safety throughout recent years.

Vital Signs Issue Area Grades Throughout the Years<sup>9</sup>

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Safety</b>	B	B	B	B	B	B	B	B	B-	B-	C+	C+	C+

While a tourism board cannot invest directly in interventions such as policing or other similar measures, it can – through the auspices of the MRDT “programs and projects” line – support areas of broad agreement to improve the visitor experience, which can concurrently also improve the sense of safety and wellbeing in Victoria's iconic downtown. Through the program period of 2027-2031, DGV, as the eligible entity, intends to partner with the City of Victoria and Downtown Victoria Business Association to invest \$1 million (TBC) to improve the sense of arrival, downtown lighting, and illumination. This investment will support the guest experience, safety, and the leisure and conference delegate experience.

Our consultations show that enhancing the city's offerings is valuable not only for leisure travellers, but also for conference delegates, who often visit during the off-peak season when evenings are darker. By enhancing late afternoon and evening experiences, we can encourage these visitors to explore more of the city, promoting greater dispersal beyond the usual areas. Once improvements are complete, cruise passengers will also enjoy a stronger sense of arrival and excitement, further boosting Victoria's competitiveness as a cruise destination.

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

- Support downtown businesses in responding to the financial impacts of street disorder while encouraging economic activity.
- Ensure downtown is safe and welcoming for residents and visitors.
- Encourage people to visit, and spend time in, downtown.

<sup>9</sup>Source: Victoria's Vital Signs [victoriafoundation.bc.ca/wp-content/uploads/2025/09/27427-Victoria-Foundation-2025-Vital-Signs.pdf](https://victoriafoundation.bc.ca/wp-content/uploads/2025/09/27427-Victoria-Foundation-2025-Vital-Signs.pdf)

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

From this list, the private sector is most interested in supporting lighting, lighting projections, and sense of welcome and arrival for its guests with a focus on safe experiences. The City of Victoria is working with Good Night Out Victoria along with DGV to identify priority areas for investment through a collaborative process. In addition, DGV looks forward to working collaboratively with the Hotel Association of Greater Victoria and Downtown Victoria Business Association to integrate private sector needs. By working together, government and industry through Destination Greater Victoria can be part of the solution and craft a win-win scenario.

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

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



# Appendix

## EDI Commitment

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

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

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

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

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

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

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

## Employee Values



**Human Connection**



**Push Boundaries for Results**



**Effective Communication**



**Diversity, Equity & Inclusion**



**Teamwork & Cooperation**

## **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 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.

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 five pages.

Destination Greater Victoria obtained signatures of support starting October 15, 2025, and is ongoing. The level of support received was very significant and overwhelmingly in favour of Destination Greater Victoria continuing its MRDT mandate.

Endorsement was received by 68% of the 47 accommodation sector properties collecting MRDT in the City of Victoria, representing 91% of the total 3,973 rooms available. We are in contact with 3-4 other properties and should secure their signatures shortly, pushing these numbers higher before submitting to Destination BC for review.

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)?

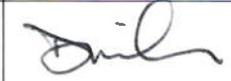
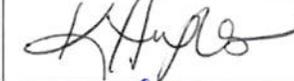
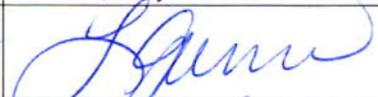
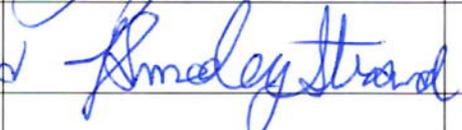
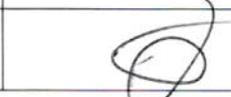
YES  NO

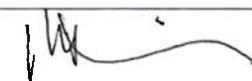
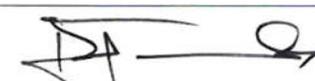
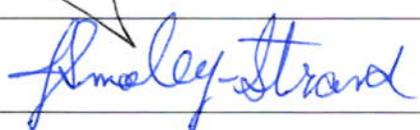
The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant's Five-Year 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.

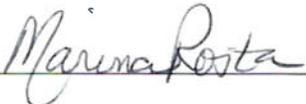
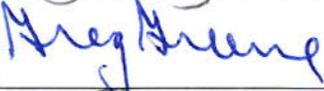
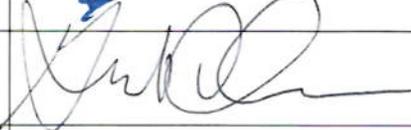
As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number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

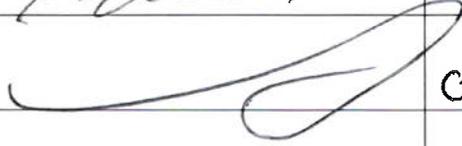
**BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]**

Property Name	Address	# of Units	Owner/Manager (Print Name)	Signature	Date
Abigail's Hotel	906 McClure Street, Victoria V8V 3E7	30 <del>23</del>	ALLISON FAIRHURST		Oct 30, 2025
Amethyst Inn	1501 Fort Street, Victoria V8S 1Z6	9			
Arbutus Inn	2898 Douglas Street, Victoria V8T 4M9	41			

Property Name	Address	# of Units	Owner/Manager (Print Name)	Signature	Date
Beaconsfield Inn	998 Humboldt Street, Victoria V8V 2Z8	11			
Best Western Plus Carlton Plaza Hotel	634 Johnson Street, Victoria V8W 1M6	108	Chris Watson		31/10/2025
Best Western Plus Inner Harbour	412 Quebec Street, Victoria V8V 1W5	74	RACHEL DICKINSON		6/11/2025
Chateau Victoria Hotel & Suites	740 Burdett Avenue, Victoria V8W 2H1	177	BRENDA OLLIS.		NOV 5/25.
Coast Victoria Hotel & Marina by APA	146 Kingston Street, Victoria V8V 1V4	132	STEPHEN ROUGHLEY		Nov 28/2025
Dashwood Manor Seaside Bed & Breakfast	1 Cook Street, Victoria V8V 3W6	10			
Days Inn Victoria on The Harbour	427 Belleville Street, Victoria V8V 1X3	71	DARRYL WILSON		10/15/25
Days Inn Victoria Uptown	229 Gorge Road East, Victoria V9A 1L1	73	Tiffany Cranmer		11/06/25
Delta Hotels by Marriott Victoria Ocean Pointe Resort	100 Harbour Road, Victoria V9A 0G1	240	Kimberley Hughes		10/15/2025
Doubletree by Hilton Hotel & Suites Victoria	777 Douglas Street, Victoria V8W 2B5	181	Lisa Griesbrecht		11/6/2025
Embassy Inn Hotel	520 Menzies Street, Victoria V8V 2H4	70	Jayne Smoley-Strand		11/7/2025
Fairholme Manor	638 Rockland Place, Victoria V8S 1W3	6			
Fairmont Empress	721 Government St, Victoria V8W 1W5	464	Don McGowan		10/15/25

Property Name	Address	# of Units	Owner/Manager (Print Name)	Signature	Date
Fisher House Victoria Bed and Breakfast	333 Simcoe Street, Victoria V8V 1K9	4			
Helm's Inn	600 Douglas Street, Victoria V8V 2P8	<del>49</del> 43	Wally z Meng		Nov 18/24
Hotel Grand Pacific	463 Belleville Street, Victoria V8V 1X3	304	Raid James		Oct. 28/25
Hotel Rialto	1450 Douglas Street, Victoria V8W 1N8	50	Jayne Smolek-Strand		11/7/2025
Hotel Zed Victoria	3110 Douglas Street, Victoria V8Z 3K4	63			
Huntingdon Hotel & Suites	309 Belleville Street, Victoria V8V 1W3	124	Erin Cassels		Oct 29/25
Inn at Laurel Point	680 Montreal Street, Victoria V8V 1Z8	196	Navid Sariolshalam		Oct 23/25
Inn at the Union Club	805 Gordon Street, Victoria V8W 1Z6	22	Melanie Wendeler		Nov 19/25
Island Travel Inn	1850 Douglas Street, Victoria V8T 4K6	78			
James Bay Inn Hotel	270 Government St, Victoria V8V 2L2	48			
Magnolia Hotel & Spa	623 Courtney Street, Victoria V8W 1B8	64	Bill Lewis		10/20/25
Marketa's Bed & Breakfast	239 Superior Street, Victoria V8V 1T4	7	MARKETA PETERIK		10/21/25
Mayfair Motel	650 Speed Avenue, Victoria V8Z 1A4	22			

Property Name	Address	# of Units	Owner/Manager (Print Name)	Signature	Date
Ocean Island Inn Backpackers Suites	791 Pandora Avenue, Victoria V8W 1N9	65	Lana Perelman		Nov. 3, 25
<del>Prior Castle Inn</del>	<del>620 Street Charles St, Victoria V8S 3N7</del>	<del>7</del>			
Quality Inn Downtown Inner Harbour	850 Blanshard Street, Victoria V8W 2H2	63	Marina Rosta		Nov. 18, 2025
Robert Porter Inn	649 Superior Street, Victoria V8W 2H2	6			
Robin Hood Inn and Suites	136 Gorge Road East, Victoria V9A 1L4	55	Tiffany Cranmer		11/06/25
Royal Scot Hotel & Suites	425 Quebec Street, Victoria V8V 1W7	176	Meg Greene		10/16/25
Sandman Hotel Victoria	2852 Douglas Street, Victoria V8T 4M5	100	Amy Leonard		11/24/25
The Vic, Ascend Hotel Collection	123 Gorge Rd. E, Victoria	94	Korim Mohammadi	 Korim	10/30/25
Strathcona Hotel	919 Douglas Street, Victoria V8W 2C2	82	Grant Olson		Oct 28/25
Surf Motel	290 Dallas Road, Victoria V8V 1A6	15			
Swans Hotel	506 Pandora Avenue, Victoria V8W 1N6	29	MIKE BOYLE		Nov 5, 25 SET
The Bedford Hotel	1140 Government St, Victoria V8W 1Y2	40	Tiffany Cranmer		11/06/25
The Craigmyle	1037 Craigdarroch Rd, Victoria V8S 2A5	17			

Property Name	Address	# of Units	Owner/Manager (Print Name)	Signature	Date
The Oswego Hotel	500 Oswego Street, Victoria V8V 5C1	80	Sarah Webb		Nov 6/25
The Parkside Hotel & Spa	810 Humboldt Street, Victoria V8V 5B1	126	TRINA White		Oct 23/2025
<del>Travelodge by Wyndham Victoria</del>	<del>123 Gorge Road East, Victoria V9A 1L1</del>	<del>89</del>	(Became The Vic)		
Turtle Hostel	1608 Quadra Street, Victoria V8W 2L4	11			
Victoria Marriott Inner Harbour	728 Humboldt Street, Victoria V8W 3Z5	236	MICHELLE LESAGE		10/15/25
Victoria Regent Waterfront Hotel & Suites	1234 Wharf Street, Victoria V8W 3H9	45	ELAINE AZEVEDO		11/06/25
Villa Marco Polo Inn	1524 Shasta Place, Victoria V8S 1X9	5			

## **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:

- 1 Hotel Association of Greater Victoria
- 2 10 Acres
- 3 94Forward
- 4 Abigail's Hotel
- 5 Agendum Inc.
- 6 Ali Kay Holistic
- 7 Alset Tours
- 8 Attractions Victoria
- 9 Bastion Books
- 10 Bay Centre Shopping Centre
- 11 BC Aviation Museum
- 12 BC Ferries
- 13 BC Hospitality Foundation
- 14 Best Western Plus Carlton Plaza
- 15 Better Acres Ice Cream
- 16 Black Ball Ferry Line
- 17 Blue Mountain Solutions
- 18 Camosun College
- 19 Canada Artistic Swimming
- 20 Circular Economy Leadership Canada
- 21 Chateau Victoria Hotel & Suites
- 22 Connect Seven Group
- 23 Country Bee Honey Farm
- 24 Craigdarroch Castle
- 25 CRFAIR
- 26 Canadian Sport Institute Pacific
- 27 Cycling Canada
- 28 Days Inn on the Harbour
- 29 Delta Hotels by Marriott Victoria Ocean Pointe Resort
- 30 Downtown Victoria Business Association
- 31 Eagle Wing Tours
- 32 Emerald Day Spa
- 33 Evergreen Hospitality Group
- 34 Experience Victoria
- 35 Fairmont Empress

- 36 FED Urban Agriculture Society
- 37 Gray Line Sightseeing Victoria
- 38 Greater Victoria Chamber of Commerce
- 39 Greater Victoria Sports Hall of Fame
- 40 Greek N Go
- 41 HAVN Saunas
- 42 Hotel Grand Pacific
- 43 Huntingdon Hotel & Suites, Pendray Inn and Tea House
- 44 Inn at Laurel Point
- 45 Intrepid Theatre
- 46 Island Business Print Group
- 47 JW Event Services
- 48 Kenmore Air
- 49 Magnolia Hotel & Spa
- 50 Market Collective and ArtisTREE Festival
- 51 Maximum Express
- 52 Meetings Mean Business Canada
- 53 Ocean Island Inn
- 54 OEB Breakfast Co.
- 55 Orca Spirit Adventures
- 56 The Parkside Hotel & Spa
- 57 The Pedaler
- 58 Peninsula Streams Society
- 59 Pacific Institute for Sport Education
- 60 Prince of Whales
- 61 Rifflandia
- 62 Royal Scot Hotel and Suites
- 63 Royal Victoria Marathon
- 64 Spinnakers Brewpub & Guesthouses
- 65 Swiftsure International Yacht Race
- 66 Swimming Canada
- 67 Tally-Ho Carriage Tours
- 68 That Girl in Victoria
- 69 The Butchart Gardens
- 70 Tractor Foods
- 71 Triathlon Canada
- 72 Uber
- 73 University of Victoria Sports
- 74 Victoria Butterfly Gardens, The Truffles Group
- 75 Victoria Chinatown Museum
- 76 Victoria Highland Games Association
- 77 Victoria Jazz Society
- 78 Victoria Marriott Inner Harbour

- 79 Victoria Open Golf Society
- 80 Victoria Royals Hockey Club
- 81 Victoria Symphony
- 82 Wanderlust Weddings



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

Dear Mayor and Council,

On behalf of the Hotel Association of Greater Victoria (HAGV), I am writing to express our strong support for the renewal of the Municipal and Regional District Tax (MRDT) funding relationship and associated arrangements between the City of Victoria and Destination Greater Victoria (DGV).

As Council reviews the upcoming MRDT cycle, we believe it is important to reaffirm the core elements of the 2017 Foundational Agreement, which continues to guide a successful and collaborative partnership between the City, DGV, and the hotel sector.

First, the agreement confirmed that Destination Greater Victoria is the Designated Recipient and Eligible Entity for MRDT funds generated within the City of Victoria. This designation has been *critically important* to ensuring transparent, strategically focused investment in tourism promotion and development.

Second, the agreement established that Destination Greater Victoria leads the sales and marketing efforts for the Victoria Conference Centre, in accordance with a contractual agreement with the City. This arrangement has ensured a professional, coordinated, and competitive approach to attracting major meetings and conferences to our city.

With these key commitments in place, Victoria hotels agreed in 2017 to support the increase in the MRDT rate from 2% to 3%. This decision was made because the industry recognized the value and effectiveness of this collaborative structure, and its impact on Victoria's tourism economy.

Additionally, the hotel sector, through DGV, reaffirmed its commitment to making an industry contribution to a mutually agreeable Tourism Project—a term defined as a proper noun within the MRDT regulations. This contribution supports shared tourism infrastructure that benefits both visitors and residents.



For the 2027–2031 MRDT cycle, following collaboration among hotels, DGV, and City staff, we are pleased to confirm support for a downtown lighting and illumination project as the designated Tourism Project. This initiative will enhance the sense of safety, vibrancy, and overall well-being in the downtown core—an outcome that directly supports both visitor experiences and community quality of life.

The Hotel Association of Greater Victoria strongly supports the renewal of this MRDT funding relationship, including the roles, designations, and agreements that have proven effective and beneficial for our tourism sector and for the City as a whole.

We appreciate Council’s ongoing partnership and commitment to strengthening Victoria’s tourism future. The hotel community remains dedicated to working collaboratively to ensure continued success.

Thank you for your consideration.

Sincerely,

Bill Lewis, Chair Person  
Hotel Association of Greater Victoria

# 10 BISTRO / PIER ACRES COMMONS / FARM

October 17, 2025

Destination Greater Victoria  
Suite 600 – 765 Broughton Street  
Victoria, BC V8W 1E2

To Whom It May Concern:

On behalf of 10 Acres Restaurants, I am writing to express our full support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

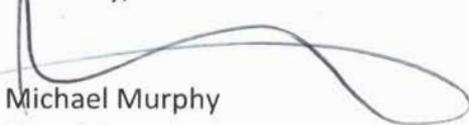
Destination Greater Victoria plays a vital role in promoting and sustaining the region's visitor economy. Through strategic marketing, destination management, and industry collaboration, DGV has strengthened Greater Victoria's position as a premier travel destination while maintaining a strong focus on community values and sustainable growth.

Since the last renewal in 2021, DGV has been instrumental in driving the post-pandemic recovery of the local tourism sector. Their work has not only supported year-round visitation but has also contributed to the success and stability of local businesses, including ours. Their commitment to responsible tourism, business events, sport tourism, and support for arts and culture has brought vibrancy to our community and enriched the overall quality of life in the region.

We are proud to be part of a community that benefits from DGV's leadership and dedication. Their collaborative approach, measurable outcomes, and continued accountability make them an essential partner in ensuring the long-term success and sustainability of tourism in Greater Victoria.

For these reasons, 10 Acres Restaurants fully supports Destination Greater Victoria's renewal as the MRDT eligible entity for the 2027–2031 term.

Sincerely,



Michael Murphy  
Proprietor  
10 Acres Restaurants

10 Acres Restaurants  
614 Humboldt Street Victoria, BC V8W 1A4  
Phone (250) 893-6243



1994 Victoria Commonwealth Games  
Legacy Fund

October 9, 2025

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

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of 94Forward, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

*J. MacMillan*

John MacMillan  
President  
94Forward

94 FORWARD

100 - 4636 Elk Lake Drive, Victoria, BC V8Z 5M1 / Tel 250.744.5533 / Fax 250.744.3542 / 94forward.ca



ABIGAIL'S  
HOTEL

August 28, 2025

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

Dear Mayor Alto and Council

On behalf of Abigail's Hotel, I am writing to express our support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As a key participant in Greater Victoria's economic and cultural landscape, we have witnessed firsthand the transformative impact of Destination Greater Victoria's leadership. Since the last MRDT renewal in 2021, DGV has not only guided the region's visitor economy through a full recovery from the pandemic but has also catalyzed sustainable growth that benefits both residents and businesses alike.

DGV's commitment to year-round visitation, support for arts and culture, and promotion of environmentally responsible travel aligns closely with our values and mission. Their strategic initiatives—ranging from sport tourism and business events to community engagement and branding platforms—have directly contributed to the vibrancy of our downtown core and the overall quality of life in Greater Victoria.

The visitor economy is a cornerstone of Greater Victoria's resilience. DGV's stewardship ensures that MRDT funds are invested wisely to safeguard employment, foster innovation, and maintain our region's competitiveness.

For Abigail's Hotel, continued collaboration with DGV is essential. Their work enhances our ability to reach new audiences, strengthens our market presence, and supports initiatives that align with our strategic goals. We believe that renewing MRDT funding is not only justified—it is vital to the continued prosperity of our community.

We wholeheartedly support Destination Greater Victoria's MRDT renewal and urge Victoria City Council to approve this application.

Sincerely

Allison Fairhurst  
General Manager  
Abigail's Hotel





**Date:** October 14, 2025

**To Whom It May Concern,**

I am writing to express my strong support for Destination Greater Victoria in their continuing role as the official destination marketing and management organization (DMMO) for the City of Victoria.

As a member of Destination Greater Victoria's Advisory Board for five years — before, during, and after the COVID-19 pandemic — I had the opportunity to witness firsthand the organization's resilience, strategic leadership, and unwavering commitment to the region. I also had the pleasure of working with their team as a conference planner, bringing a major conference to Victoria with their expert support and guidance.

Throughout my tenure, Destination Greater Victoria consistently demonstrated a deep understanding of the tourism landscape, an ability to adapt in times of crisis, and a collaborative spirit that brought together stakeholders across sectors. Their work not only elevated Victoria's profile as a premier destination but also helped sustain and rebuild the local visitor economy during one of the most challenging periods in recent history.

Their collaborative approach with local stakeholders, commitment to sustainability, and data-driven strategies have positioned Victoria as a model for responsible and effective destination management. From hosting major events to supporting small businesses and cultural institutions, Destination Greater Victoria has consistently shown an ability to balance economic growth with community values.

Their continued leadership is essential to the city's economic vitality, cultural vibrancy, and global reputation. I wholeheartedly endorse Destination Greater Victoria's ongoing role as the City of Victoria's official DMMO.

Sincerely,

Rita Plaskett, CMP, CMM  
President  
Agendum Inc.



October 28 2025

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

Dear Mayor and Council,

On behalf of Ali Kay Holistic, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Ali Kay Holistic

Because of the connections it brings to the community at large. Every event is at a new venue so we get to see companies - that I might not have gone to on my own - and meet their amazing people. I feel a sense of belonging; being a sole proprietor this means so much to be part of a team and connect with others in my community at this caliber. Also, DGV has been a huge support in helping grow my business locally and globally as they send me clients who visit our beautiful city. The team at DGV our an absolute pleasure to know and work with, a true joy in our city for business big and small.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Ali Kay

Founder

Ali Kay Holistic



**Alset Tours**  
**Victoria, British Columbia**  
**Kevin@AlsetTours.com**

October 20, 2025

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

Dear Mayor and Council,

On behalf of Alset Tours, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Alset Tours because:

1. DGV drives year-round visitation that sustains our guided tour operations, helping us connect visitors with local farms, vineyards, and artisans throughout Greater Victoria.
2. Their marketing and research initiatives elevate the region's global profile and provide invaluable insights that help small tourism operators like us tailor offerings to changing traveler interests.
3. DGV's partnerships and community programs ensure that tourism growth aligns with sustainability and local values — goals that Alset Tours shares through our solar-offset and eco-conscious operations.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Kevin Bélanger  
Founding Owner-Operator  
Alset Tours

Victoria Attractions Association

PO Box 39047

James Bay Postal Outlet

Victoria, BC V8V 4X4

info@victoriaattractions.ca |

October 3, 2025

To Whom It May Concern,

On behalf of the Victoria Attractions Association, I am writing to express our full support for Destination Greater Victoria (DGV) in its continued role as the designated recipient of the Municipal and Regional District Tax (MRDT) for our region.

As a collective of tourism-based businesses and experiences, the Victoria Attractions Association works closely with Destination Greater Victoria to promote our city's vibrant cultural, historical, and recreational offerings. DGV has been a steadfast partner in elevating Victoria's profile on the global stage, and their stewardship of MRDT funds has been instrumental in driving sustainable tourism growth.

Through strategic marketing initiatives, destination development, and advocacy, DGV has helped ensure that our member attractions remain visible, competitive, and well-integrated into the broader visitor economy. Their data-driven approach and collaborative spirit have led to measurable increases in visitation, enhanced infrastructure, and a stronger sense of community among tourism stakeholders.

We believe that Destination Greater Victoria is uniquely positioned to continue administering the MRDT with transparency, accountability, and vision. Their leadership has been critical to the success of our sector, and their ongoing efforts will be essential as we navigate future opportunities and challenges in the tourism landscape.

Thank you for considering this letter of support. The Victoria Attractions Association looks forward to continuing our partnership with Destination Greater Victoria and contributing to the long-term vitality of our region.

Sincerely,



Greg Greene

Chair

Victoria Attractions Association



October 15th, 2025

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

Dear Mayor and Council,

On behalf of Bastion Books, I'm pleased to express our support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Bastion Books, and many other local independent businesses, for many reasons including:

- Ensuring Victoria is on the radar as a destination for visitors from around the world
- Working with cruise ship companies to ensure their stops work for Victoria businesses, cruise ship travellers and the cruise ships alike
- Communicating to the many conference visitors who come to Victoria each year about the many places they can stay, eat and shop.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Cruikshank". The signature is fluid and cursive, with the first name "Alex" and last name "Cruikshank" clearly distinguishable.

Alex Cruikshank, Proprietor  
Bastion Books

September 5, 2025

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

**Re: Support for Destination Greater Victoria's MRDT Funding Renewal (2027-2031)**

Dear Mayor and Council,

Bay Centre is pleased to provide our strong support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As a member of Greater Victoria's business community, we have witnessed firsthand the exceptional leadership and measurable impact that DGV has delivered under its current MRDT mandate. The organization's strategic stewardship has been instrumental in driving our region's tourism recovery and sustainable growth, directly benefiting our operations and the broader economic ecosystem.

The statistics speak for themselves: Greater Victoria's visitor economy generates \$3.5 billion in economic output, supports 25,000 jobs, and contributes \$510 million in tax revenues annually. DGV's proven track record of attracting high-value visitors and extending seasonal business directly translates to increased revenue stability for local businesses like ours.

We particularly value DGV's commitment to sustainable tourism practices that align with our community values. Their achievement of Biosphere Certification for Greater Victoria and recognition as North America's most sustainable destination demonstrates responsible growth that preserves our region's natural assets while driving economic prosperity.

Victoria's recognition as the #1 small city in the world by Conde Nast Traveler for two consecutive years (2023-2024) underscores the effectiveness of DGV's destination marketing efforts. This international acclaim directly enhances our region's competitive position and attracts the quality visitors that support sustainable business growth.

The renewal of DGV's MRDT funding represents a critical investment in Greater Victoria's economic resilience and competitiveness. We urge Council to approve this renewal to ensure continued support for an organization that has consistently delivered measurable returns on public investment.

Thank you for your consideration of this important initiative.

Sincerely,



Darlene J. Hollstein, General Manager  
Bay Centre

Steve Hale  
President British Columbia Aviation Museum (2023-2025)  
1910 Norseman Drive  
North Saanich, BC, V8L 5V5

Astrid Chang  
Executive Director, Corporate communications and Community Relations  
Destination Greater Victoria  
Suite 600-765 Broughton St, Victoria BC, V8W 1E2

20 Oct 2025

Dear Astrid,

Our past president, Steve Nichol, originally met Paul Nursey, the CEO of Destination Greater Victoria, while attending a meeting of the Saanich Peninsula Tourism Group in 2023. The meeting was about how different tourist sites on the Saanich Peninsula could cooperate to their mutual benefit.

At a later meeting, Mr. Nichol informed Paul Nursey and his colleague Jeremy Loveday of the BC Aviation Museum's desire to obtain the Hawaii Mars water bomber for the museum.

This is an historically significant aircraft for BC as not only was it the largest water bomber ever built to be used operationally but it had also fought forest fires for over 45 years. Hence, it has a tremendous emotional connection to the population of the province.

After demonstrating that the BC Aviation Museum had a Bonafide acquisition plan for the Hawaii Mars, the DGV team drafted a letter to Lana Popham, the then Minister of Tourism, Arts, Culture and Sport. This letter was in support for our application for a provincial grant of \$250K.

The DGV letter helped us immensely in gaining this grant which allowed BCAM to finalize our negotiations with the Coulson Group in Port Alberni who were the owners of the Hawaii Mars.

The acquisition of the Hawaii Mars was a huge success. Its arrival was witnessed by a hundred VIPs at the Patricia Bay Coast Guard Base, thousands of spectators around the Victoria Airport and hundreds of thousands of well-wishers on Vancouver Island and around Victoria. A measure of the aircraft's deep popularity can be seen by the fact that over 350 people assisted in the acquisition and arrival of the Hawaii Mars, most of them being volunteers.

Since the Hawaii Mars was moved onto the grounds of the BC Aviation Museum, we have seen a sustained surge in our visitor numbers and revenue, doubling our best previous year. We will now be welcoming nearly 50,000 visitors in 2025 and have hired more staff to meet this demand. It has also put Victoria and the Victoria Airport on the map for international aviation visitors.

The DGV team has really proven how with their assistance they can boost a tourist destination to new heights. All our outreach programs have expanded, and we are making more connections with the community both locally, provincially and nationally.

I fully endorse DGV as the official destination marketing and management organization for the region, and the organization's ongoing efforts to promote tourism in Greater Victoria. They have helped the BC Aviation Museum to become an internationally recognised museum which has direct benefits to the local community and economy.

Best regards,

Steve Hale

President BC Aviation Museum (2023-2025)

October 3, 2025

Destination Greater Victoria  
Attn: Astrid Chang, Executive Director  
Corporate Communications and Member Services

**Re: Support for Destination Greater Victoria's MRDT Renewal Application**

Dear Ms. Chang,

BC Ferries is pleased to provide this letter of support for Destination Greater Victoria's application to renew its designation as the official marketing and management organization for Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

BC Ferries plays a central role in connecting people to Vancouver Island, and we see firsthand how vital a healthy visitor economy is to the region. Destination Greater Victoria is an important partner in building tourism that benefits both the community and local businesses. Their efforts align closely with our priorities of providing reliable, safe and affordable service, all while supporting the long-term prosperity of coastal communities.

DGV's work contributes directly to our shared objectives by:

- Driving tourism and increased ridership by promoting Greater Victoria as a must-see destination
- Providing destination and trip planning information that complements our own travel resources, helping visitors plan seamless journeys
- Supporting international tourism, which is critical to sustaining travel demand and highlighting the unique appeal of Greater Victoria
- Strengthening travel in off-peak times through marketing efforts and events that address seasonality, supporting sustained ridership throughout the year
- Creating reasons to travel by championing sport tourism, cultural programming, and major events that inspire visitors to make the journey

Together, these efforts strengthen the region's competitiveness as a destination and contribute to the long-term prosperity of the coastal communities we serve.

For these reasons, BC Ferries strongly supports Destination Greater Victoria's MRDT renewal application and values its continued role as a trusted partner in advancing a vibrant visitor economy.

Sincerely,



Lindsay Matthews  
Vice President, Public Affairs and Marketing  
BC Ferries



October 2, 2025

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

Re: Support for Destination Greater Victoria's MRDT Application (2027–2031 Term)

Dear Mayor and Council,

On behalf of the BC Hospitality Foundation (BCHF), I am pleased to provide this letter of support for Destination Greater Victoria's application to continue as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The BC Hospitality Foundation is proud to be a member of Destination Greater Victoria (DGV). Over the years, DGV has demonstrated an unwavering commitment to strengthening the visitor economy in ways that directly benefit both the hospitality industry and the broader community. Beyond its critical role in sustaining and growing Victoria's \$3.5 billion visitor economy and supporting approximately 25,000 jobs, DGV has also shown leadership in fostering meaningful community partnerships.

Importantly, Destination Greater Victoria has chosen the BC Hospitality Foundation as one of their charities of choice. Their support has had a tangible impact on our ability to assist hospitality workers facing financial crisis due to health challenges. DGV has consistently championed our cause by fundraising at their annual Christmas Luncheon and the Dine Around and Stay in Town Victoria Gala. In addition, they have been a long-standing sponsor of our Victoria Golf Tournament for the past 11 years. This sustained partnership has raised awareness and vital funds that allow us to provide assistance to those in need within our industry.

The BC Hospitality Foundation's experience with Destination Greater Victoria reflects what the wider community knows well: DGV is a highly accountable, results-driven, and values-based organization. They consistently achieve strong resident and member satisfaction, support sustainable practices, and deliver measurable returns on MRDT investments. Their leadership has made Greater Victoria a recognized global destination, while ensuring that the benefits of tourism extend to local residents, businesses, and community organizations.



For these reasons, the BC Hospitality Foundation strongly supports Destination Greater Victoria's continued designation as the eligible entity for MRDT for the 2027–2031 term. Their work is not only vital to the prosperity and resilience of our visitor economy, but it also demonstrates how tourism can make a meaningful contribution to the community.

Thank you for considering our support.

Sincerely,

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

Alana Dickson

Executive Director

BC Hospitality Foundation



September 9, 2025

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

Dear Mayor and Council,

On behalf of the Best Western Plus Carlton Plaza Hotel, I am writing to express our full support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Destination Greater Victoria (DGV) plays a vital role in driving sustainable economic development through tourism in our region. Its strategic leadership has not only helped the visitor economy recover from the pandemic but has positioned Greater Victoria as a premier, year-round destination. DGV's work directly supports local businesses, job creation, and downtown vibrancy—while aligning with community values through responsible and inclusive tourism.

As a valued partner, we have seen firsthand the impact of DGV's initiatives in raising the profile of our destination, enhancing visitor experiences, and supporting long-term economic resilience. Their consistent accountability, innovation, and high member satisfaction underscore the importance of continuing their leadership as the communities Destination Management and Marketing Organization.

We strongly encourage the City of Victoria to reaffirm Destination Greater Victoria's role in shaping the future of our tourism industry.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Watson', written over a white background.

Chris Watson  
General Manager  
Best Western Plus Carlton Plaza Hotel  
250-413-2190  
chris@bestwesterncarlton.com

### Carlton Plaza Hotel

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

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**BETTER ACRES ICE CREAM**

1019 Government Street  
Victoria, BC. V8W 1X6

October 21, 2025

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

Dear Mayor and Council,

On behalf of my company, Better Acres Ice Cream, I am writing to express my strong support for Destination Greater Victoria's submission to continue serving as the official destination marketing and management organization for the City of Victoria, and to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027-2031 term.

The work of Destination Greater Victoria (DGV) has been vital to the growth of my business. Beyond the invaluable sense of local community it fosters, DGV's media and partnership initiatives, including collaborations with *Taste Radio*, *The Independent Newspaper*, *CBC*, and *THE UPSIDE!* have significantly increased awareness of my brand, particularly as a first-year, self-funded business. These opportunities simply would not have been possible without DGV's support and leadership.

For these reasons, I wholeheartedly support the renewal of Destination Greater Victoria's MRDT designation. Continued stewardship by DGV will ensure ongoing momentum, measurable results, and lasting benefits for our small business community, our local residents, and the broader tourism economy.

Sincerely,

Lori Joyce  
Founder, Better Acres Ice Cream



September 9, 2025

**RE: Letter of Support for DGVs continued role as the official destination marketing and management organization for the City of Victoria and MRDT Funding Renewal**

Dear City of Victoria,

I am writing to support Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Since the last renewal in 2021, DGV has helped our business recover from the effects of the pandemic and they have been a catalyst for economic growth in Greater Victoria. From business events to sport tourism to increasing support for arts and culture, Destination Greater Victoria builds foundational business that addresses seasonality, brings vibrancy to our downtown and contributes to residents' quality of life in Greater Victoria.

Destination Greater Victoria works directly with our Sales and Marketing Department to develop marketing initiatives and strategies. Through our work with DGV we have firsthand knowledge of how driven, lean and effective they are as an organization.

The value of the visitor economy extends beyond economic metrics. It enhances the quality of life for locals by supporting a vibrant cultural scene, funding community projects, and helping to preserve the natural beauty of the region. Every visitor counts, and the collective impact of millions of visitors contributes to the wellbeing and prosperity of Greater Victoria.

In an era of economic challenges, a vibrant visitor economy remains one of Greater Victoria's greatest strengths. DGV delivers measurable returns on MRDT investments, helping to safeguard employment, encourage new business openings, and support a dynamic environment where commerce, culture, and community thrive. Business support for DGV's MRDT application is more than an investment in tourism; it's an investment in the region's broader economic resilience, competitiveness, and shared prosperity.

Sincerely,

A handwritten signature in black ink, appearing to read "Ryan Burles", written over a white background.

Ryan Burles  
President and Chief Operating Officer  
Black Ball Ferry Line

[www.cohoferry.com](http://www.cohoferry.com)

Port Angeles Terminal  
101 E. Railroad Avenue  
Port Angeles, WA 98362  
Tel: (360) 457-4491  
Fax: (360) 457-4493

Administration Office  
820 NE 45th Street, Suite 3  
Seattle, WA 98105  
Tel: 206-283-4400  
Fax: 206-283-4405

Victoria Terminal  
430 Belleville Street  
Victoria, B.C. V8V 1W9  
Tel: (250) 386-2202  
Fax: (250) 386-2207

September 4, 2025

**Re: Letter of Support for Destination Greater Victoria's MRDT Renewal**

Dear Committee Members,

On behalf of Blue Mountain Solutions, I am pleased to provide this letter in support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As a leadership development and hospitality training organization, Blue Mountain Solutions partners with hotels, resorts, and tourism operators throughout British Columbia and beyond.

Our mission is to cultivate leaders who empower their teams, elevate guest experiences, and strengthen the overall tourism industry. To achieve this, we rely on strong destination marketing organizations like Destination Greater Victoria (DGV) that attract visitors, extend stays, and ensure that our partners have vibrant tourism activity to sustain growth.

DGV's work directly supports our organization and our clients in several critical ways:

- **Tourism Growth Fuels Talent Development:** The marketing and promotion efforts led by DGV bring more visitors to the region. This increased demand creates opportunities for our hospitality clients to expand services, which in turn raises the need for trained leaders and team members—a direct alignment with the work we do.
- **Partnership and Collaboration:** DGV provides a platform where stakeholders in hospitality, recreation, and community development can connect. This collaborative environment amplifies our ability to serve the industry more effectively.
- **Economic Stability and Industry Confidence:** The MRDT-funded initiatives delivered by DGV build confidence in the sector, encouraging investment in leadership and organizational development for long-term sustainability.

Renewing the MRDT ensures that Destination Greater Victoria can continue the essential work of promoting the region, driving tourism revenue, and supporting the businesses—and people—that make our industry thrive. Without this collaborative foundation, organizations like Blue Mountain Solutions would be limited in their capacity to develop the leaders the industry urgently needs.

For these reasons, we wholeheartedly support Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term

Warm regards

A handwritten signature in blue ink, appearing to read "T. BMS", is positioned above the typed name.

Principal - Blue Mountain Solutions



December 3, 2025

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

Dear Mayor and Council,

On behalf of Camosun College, I am pleased to share our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Destination Greater Victoria (DGV) plays a vital role in our community and in doing so enhances the vibrancy, visibility, collaboration and innovation across a sector that welcomes the global community to our region and critically supports economic development for residents and the business community.

The results are clear – from global accolades supporting visibility for the region, to extended stays and increased year-round visitation, to economic impact and sector contributions to GDP and regional employment – and DGV's leadership, innovation, member engagement, and results-orientation continues to be at the forefront serving members and the community towards a thriving tourism and hospitality sector in the region.

DGV has been a long-standing and valued partner to Camosun College. We maintain a collaborative commitment to developing and supporting a highly trained workforce for the tourism and hospitality industry and Greater Victoria region, and a shared commitment to sustainable and responsible tourism.

DGV proactively engages with Camosun programming and students in this ongoing partnership through a vibrant tourism and hospitality sector supporting members that hire our graduates; providing expert feedback supporting the ongoing quality and relevance of our curriculum; supporting applied and work-integrated learning opportunities for students; engaging industry leaders in knowledge sharing towards sustainable tourism; and sharing an applied, real-world lens with our students through guest lecture opportunities. In recognition of their outstanding contributions to student learning and success, DGV was recognized in 2024 with a Co-op Employer of the Year award by Camosun College.

For these reasons, and many more, we are pleased to strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

*Steven Rumpel*

Steven Rumpel  
Acting Dean, School of Business  
Camosun College



Montreal, September 30, 2025

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

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of Canada Artistic Swimming, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

In March 2025, Canada Artistic Swimming hosted a major national competition in Victoria that brought together over 900 athletes, coaches, and officials from across the country for a week-long event. The financial support and leadership of Destination Greater Victoria (DGV) were key factors in our decision to bring this competition to Greater Victoria.

Beyond their financial support, DGV provided critical assistance in securing important local suppliers and guided us through the process of obtaining additional financing. Their support with our hotel RFP process was also invaluable, ensuring suitable accommodations for all participants and helping to elevate the overall event experience.

DGV's professionalism, accountability, and commitment to sustainable tourism align perfectly with the values of Canada Artistic Swimming. Their efforts not only strengthened the athlete and visitor experience during our event but also enhanced Victoria's reputation as a premier Canadian sport destination.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. Renewing this designation will allow DGV to build on its proven success and continue delivering measurable benefits to both the local community and to national organizations like ours who choose Victoria as a host city.

Sincerely,

Stéphane Côté  
Chief Operating Officer  
Canada Artistic Swimming

November 7, 2025

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

Dear Mayor and Council,

On behalf of Circular Economy Leadership Canada, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Circular Economy Leadership Canada has proudly partnered with Destination Greater Victoria (DGV) and seen firsthand its profound commitment to building a resilient, sustainable future for the Capital Region. DGV is not merely a marketing organization; it is a vital community leader. DGV's comprehensive Sustainability Strategy serves as a groundbreaking blueprint for responsible tourism management, demonstrating a clear focus on enhancing both environmental and community well-being. Through its dedicated efforts, DGV is effectively engaging with local tourism businesses and visitors, embedding principles of sustainability directly into the visitor experience and local operational practices.

Crucially, DGV is playing an unparalleled leadership role in advancing the circular economy within the Capital Region. DGV has demonstrated true foresight by developing and adopting a dedicated Circular Economy Strategy, a significant and pioneering step for a destination marketing organization in Canada. This strategy outlines a clear pathway for the local tourism sector to move away from the traditional linear 'take-make-dispose' model towards one that is regenerative and restorative. This proactive, long-term focus on circularity is well designed to support the City of Victoria's policy priorities in this area, including Zero Waste Victoria, including by minimizing waste and carbon emissions while also creating new economic opportunities and ensuring the region's competitive advantage as a truly sustainable destination.

DGV's innovative approach to destination management, especially its commitment to realizing both their Sustainability Plan and Circular Economy Strategy, is an investment in the long-term ecological and economic health of the City of Victoria. Sustaining DGV's capacity to continue this vital, groundbreaking work is essential for securing a resilient and thriving future for the entire community.

It is for these reasons that we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,



**Paul Shorthouse**

Managing Director,

Circular Economy Leadership Canada

[pshorthouse@circulareconomyleaders.ca](mailto:pshorthouse@circulareconomyleaders.ca)





# Chateau Victoria

HOTEL & SUITES

Sept 3, 2025

Destination Greater Victoria  
Victoria, BC

**Re: Support for the Renewal of Municipal and Regional District Tax Funding, 2027–2031**

To Whom It May Concern,

On behalf of the Chateau Victoria Hotel & Suites, I am pleased to offer our strong support for Destination Greater Victoria (DGV) continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027 to 2031 term.

As a locally owned and operated hotel in the heart of downtown Victoria, our success is directly tied to the health and vibrancy of our tourism industry. DGV's work has been vital in ensuring that Greater Victoria continues to thrive as a premier destination for leisure, business, sport, and cultural travel. Their efforts have contributed significantly to the \$3.5 billion that tourism adds to the regional economy, supporting approximately 25,000 local jobs directly and indirectly.

Destination Greater Victoria is a highly accountable organization—driven, lean, and effective in its delivery. The results are evident: increased visitation, stronger economic growth, and a more competitive destination overall. Their efforts have had direct positive impact on the Chateau Victoria, as well as enhancing the vibrancy of our downtown and creating benefits for the hospitality sector and the community at large.

Equally important, DGV has demonstrated leadership in guiding Victoria's tourism industry toward sustainable growth, ensuring that our destination can prosper while preserving the natural and cultural assets that make it unique. This commitment to sustainability is deeply aligned with the values of Chateau Victoria.

In short, the renewal of MRDT funding is essential to sustaining the positive momentum built by DGV and to securing the long-term prosperity of our industry. We urge you to continue to support DGV so that Greater Victoria can remain a vibrant, sustainable, and competitive destination for years to come.

Sincerely,

**Brenda Ollis**

General Manager - Chateau Victoria Hotel & Suites

## SUPPORT FOR RENEWAL OF DESTINATION GREATER VICTORIA'S MRDT FUNDING (2027-2031)

September 9, 2025

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

Dear Mayor and Council,

On behalf of ConnectSeven Group, I am writing to express our strong support for the renewal of Destination Greater Victoria's (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As a company specializing in event management and sustainability consulting, we regularly produce conferences, meetings, and large-scale gatherings in Victoria. The success of these events, and the broader visitor experience they create, is directly tied to the strength of DGV's leadership and investments supported by MRDT. DGV's efforts in marketing, strategic development, and sustainability programming are essential in ensuring that Victoria remains competitive as a destination for both leisure travellers and business events.

Our team has witnessed first-hand how DGV's work drives year-round visitation and enhances the city's reputation. Initiatives such as the IMPACT Sustainability Travel & Tourism Conference and the region's achievement of Biosphere Certification showcase Victoria's leadership in responsible tourism, aligning with our own values and those of our clients. This emphasis on sustainability and destination stewardship is not only critical for attracting visitors but also for ensuring that tourism continues to benefit residents and businesses alike.

The MRDT funding and DGV's role as the official destination marketing and management organization for the City of Victoria, underpins DGV's ability to deliver measurable returns: supporting local jobs, sustaining businesses through off-peak seasons, and contributing to the vibrancy of downtown. Without this investment, the capacity to maintain and grow Victoria's visitor economy, and the quality of life improvements it brings, would be at risk.

We urge Council to approve the continuation of DGV in its role as the official destination marketing and management organization for the City of Victoria, as well as the renewal of MRDT funding for Destination Greater Victoria. This investment is essential for maintaining economic resilience, fostering sustainable growth, and ensuring that Greater Victoria remains a leading destination for both residents and visitors.

Sincerely,



Emma C Parston, Partner  
ConnectSeven Group

COUNTRY  BEE  
*Honey Farm*

Oct 21, 2025

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

Dear Mayor and Council,

On behalf of Country Bee Honey Farm I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Country Bee Honey Farm and our growth. They have helped our businesses name become known to not only Greater Victoria Residents but also to tourist. They have promoted tourism in our area and helped not only us but other local businesses build their brand.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Lindsay Horne

Owner & Beekeeper at Country Bee Honey Farm



**CRAIGDARROCH CASTLE®**  
CANADA'S CASTLE

August 28, 2025

RE: Destination Greater Victoria's Municipal and Regional District Funding Renewal

To Whom It May Concern,

I'm writing in support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term. The Craigdarroch Castle Historical Museum Society is a long-time member of DGV, an organization that enables innovative product development and partnerships that help elevate community success.

The Castle Society has come to rely on Destination Greater Victoria's award-winning destination marketing and strategic initiatives. These efforts help us, and businesses like us, maintain strong revenue streams beyond peak seasons which provides greater stability in a challenging business climate. Craigdarroch Castle benefits from DGV's experts who develop opportunities that help us to diversify revenue streams through meetings, conferences and business events. Their efforts championing increased support for arts and culture is also very beneficial to us.

Destination Greater Victoria builds foundational business that addresses seasonality, brings vibrancy to our downtown and contributes immensely to the quality of life in Greater Victoria. The organization works with its members and partners to enhance the quality of life for locals by supporting a vibrant cultural scene, funding community projects, and helping to preserve the natural beauty of the region. Every visitor counts, and the collective impact of millions of visitors contributes to the wellbeing and prosperity of Greater Victoria as evidenced when Victoria was named #1 small city in the world in Conde Nast Traveler's Readers' Choice Award, two years in a row (2023 and 2024).

Ongoing initiatives include the work of their Sustainability Advisory Committee and the development of a regional circular economy strategy. Tangible impacts include reducing single-use disposables through a sustainable drinking water program and hosting the IMPACT Sustainability Travel & Tourism Conference to bring leaders together on these topics. Additionally, under DGV's stewardship, Greater Victoria has been recognized by the Responsible Tourism Institute as a Biosphere Certified urban destination since 2023.

Support for Destination Greater Victoria continuing in its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax for the 2027–2031 term will ensure they continue to deliver positive local, national and international opportunities to the region.

John Hughes

Executive Director

[jhughes@thecastle.ca](mailto:jhughes@thecastle.ca)

Direct Line -778-401-5976



Date      October 31, 2025

**To Whom It May Concern,**

The Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR) is pleased to express our strong support for Destination Greater Victoria (DGV) and its application to remain the eligible Municipal and Regional District Tax (MRDT) entity for the 2027–2031 term.

CRFAIR is a backbone organization dedicated to building a healthy, sustainable, and just food system in the Capital Region. We work with community partners, local food producers, and governments to strengthen food security, support resilient local economies, and nurture strong community connections to food and agriculture.

DGV has been a valued and proactive partner in this work. Together, we are demonstrating how tourism, food, and agriculture are deeply interconnected – and how this relationship contributes to the wellbeing and prosperity of people and places across Greater Victoria.

Through initiatives like **Flavour Trails**, a collaborative farm- and food-tourism program led by CRFAIR, DGV has helped elevate the stories of local farmers and food makers, driving new economic opportunities while deepening visitors' understanding of our region's agricultural heritage and its role in climate and community resilience. This partnership showcases how tourism can strengthen the food system – supporting farmers, preserving agricultural land, and promoting cultural and culinary experiences rooted in place.

As DGV advances destination stewardship priorities aligned with sustainability and community values, it is helping ensure that tourism growth continues to benefit residents, rural and urban communities, and the environment we collectively rely on. Continued MRDT leadership will allow DGV to deepen this collaborative approach – integrating local food experiences into the visitor economy and reinforcing the Capital Region's identity as a place where land, culture, and community wellbeing are celebrated.

CRFAIR is committed to continuing this partnership. We see DGV as an essential ally in championing a resilient and inclusive food system while showcasing the unique flavours and farm landscapes that define our region.

For these reasons, we strongly support Destination Greater Victoria's MRDT renewal.

Sincerely,

*Linda Geggie*  
Executive Director, CRFAIR



Canada



Dear Mayor and Council,

On behalf of Canadian Sport Institute Pacific, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,



Wendy Pattenden  
CEO, Canadian Sport Institute Pacific



October 1, 2025

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

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of Cycling Canada, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Mathieu Boucher  
Acting Chief Executive Officer  
Cycling Canada  
[mathieu.boucher@cyclingcanada.ca](mailto:mathieu.boucher@cyclingcanada.ca)  
(613) 297-8546



September 1, 2025

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

Dear Mayor Alto and Members of Council,

**Re: Support for the Renewal of the Municipal and Regional District Tax (MRDT) for Destination Greater Victoria**

I am writing on behalf of the Days Inn – Victoria on the Harbour to express our strong support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term. As a long-standing member of the hotel community in downtown Victoria, we have seen first-hand the positive impact that DGV's efforts have had on tourism, visitor engagement, and our local economy.

Destination Greater Victoria has been instrumental in promoting our region as a premier destination, attracting visitors from across Canada and around the world. Their strategic marketing campaigns, event sponsorships, and industry partnerships have not only raised the profile of Victoria as a whole but have directly benefitted individual businesses like ours. The sustained increase in visitation resulting from these efforts translates into higher occupancy rates, longer stays, and a healthier tourism economy for all stakeholders.

Specifically, I would like to highlight the revival and support of **Northwest Deuce Days** as a shining example of DGV's role in enhancing tourism. This beloved event brings thousands of vintage car enthusiasts to our city, many of whom book their accommodations well in advance. During the most recent Northwest Deuce Days, our hotel experienced near-full occupancy, with guests extending their stays to enjoy both the event and the attractions Victoria has to offer. It is clear that the revival of this iconic gathering would not have been possible without the leadership and coordination provided by Destination Greater Victoria.

The MRDT provides the necessary funding for DGV to continue their valuable work. Without it, we risk losing the momentum and recognition that have been carefully built over the years. The return on investment from the MRDT is evident in our hotel's performance metrics and in the broader vitality of the tourism sector across Greater Victoria.

We strongly urge Victoria City Council to renew the MRDT and continue supporting Destination Greater Victoria in its mission to grow and sustain tourism in our region. The hotel community depends on the strength of our destination marketing organization to remain competitive, especially as the travel industry continues to evolve post-pandemic.

Thank you for your time and consideration.

Sincerely,

**Darryl Wilson** - General Manager  
gm@daysinnvictoria.com



September 8, 2025

To Whom It May Concern,

I am writing to express my enthusiastic support for **Destination Greater Victoria (DGV)** in continuing its role as the official destination marketing and management organization for the City of Victoria, and as the designated eligible entity for the **Municipal and Regional District Tax (MRDT)** for the 2027–2031 term.

DGV has played a vital role in strengthening our region's dynamic visitor economy. Through innovative marketing strategies, targeted sales efforts, and a collaborative approach, DGV consistently enhances Greater Victoria's reputation as a premier destination for leisure travel, conferences, sporting events, and cultural experiences. Their work directly benefits businesses like ours.

DGV's commitment to a balanced and sustainable tourism model, reflected in its environmental initiatives and community-focused programs, aligns closely with our values and those of our guests.

Thanks to the economic activity generated by DGV's leadership, our hotel is proud to employ 230 team members, including many long-standing staff and newcomers to Canada. Welcoming new Canadians has enriched our workplace with fresh perspectives, resilience, and a strong sense of community, qualities that contribute meaningfully to the inclusive and welcoming environment we strive to offer both visitors and residents.

The continued success of DGV in destination marketing and management is essential to maintaining this momentum. Their efforts to build year-round business, promote sustainable tourism, and support economic resilience not only strengthen our local economy but also enhance the overall quality of life in Greater Victoria.

I wholeheartedly endorse DGV's continued role and MRDT designation, and I urge Council to recognize the critical work they do on behalf of local businesses, employees, and the broader community.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Hughes", with a long horizontal flourish extending to the right.

Kimberley Hughes

General Manager

Delta Hotels by Marriott Victoria Ocean Pointe Resort



Downtown Victoria Business Association  
200-764 Yates Street  
Victoria, BC  
V8W 1L4  
(250)386-2238  
info@downtownvictoria.ca

October 23, 2025

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

Dear Mayor and Council,

On behalf of the Downtown Victoria Business Association (DVBA), I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to the Downtown Victoria Business Association. Tourism is one of Victoria's largest industries and contributes significantly to the local economy; it supports roughly 25,000 jobs. DGV has made considerable effort to promote the region in the build-back from COVID and has supported a broad range of new events – from sports tourism to business events. They have also worked to expand the 'tourist season' beyond the summer months, which helps support the business community through the more difficult periods of spring and fall.

The many downtown small businesses benefit from the flow of tourists who explore Victoria's unique offerings. Our restaurants and cafes enjoy the patronage of far-flung visitors. Beyond these direct economic benefits, the ongoing tourism helps support a vibrant cultural scene and helps to preserve Victoria's natural beauty. This has led to Victoria repeatedly being named a #1 destination in Conde Nast and other travellers' magazines. Destination Greater Victoria shares the spirit of Victoria throughout the world, and we rely on the tourists they encourage to visit.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.



Downtown Victoria Business Association  
200-764 Yates Street  
Victoria, BC  
V8W 1L4  
(250)386-2238  
info@downtownvictoria.ca

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Bray". The signature is fluid and cursive, with the first name "Jeff" and the last name "Bray" clearly distinguishable.

Jeff Bray

CEO, Downtown Victoria Business Association



September 8, 2025

To Whom It May Concern,

On behalf of Eagle Wing Tours, we are writing in support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As a locally owned, family-operated marine eco-tour company, Eagle Wing Tours has seen the vital role Destination Greater Victoria (DGV) plays in shaping a resilient and sustainable visitor economy. Their leadership in marketing, sustainability initiatives, and destination stewardship drives year-round visitation, supports thousands of jobs, and ensures local businesses like ours can thrive.

We share DGV's commitment to sustainability, conservation, and enhancing community well-being. Their initiatives—ranging from business events and sport tourism to cultural programming and sustainability leadership—strengthen not only our industry's competitiveness but also the quality of life for residents of Greater Victoria.

For nearly two decades, Eagle Wing Tours has positioned itself as a conservation organization that happens to run whale-watching tours. We see DGV as a valued partner in advancing shared goals: responsible growth, protection of natural assets, and creating meaningful visitor experiences that reflect community values.

We fully support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term and believe it is an essential investment in the long-term prosperity, resilience, and sustainability of our region.

Sincerely,

*Brett Soberg*

Brett Soberg  
Co-Owner, Captain  
Eagle Wing Tours



October 28, 2025

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

Dear Mayor and Council,

On behalf of Emerald Day Spa, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Here are a few reasons the work of Destination Greater Victoria (DGV) is essential to Emerald:

- **Opened new doors in tourism:**  
Since joining Destination Greater Victoria (DGV) last November, my business has expanded into a whole new area of tourism. Before DGV, I had been part of other organizations, spa management groups, chambers of commerce, but those experiences often felt one-sided. DGV is completely different. They actively promote their members through monthly socials, marketing campaigns, and tourism partnerships that have directly increased my bookings and visibility.
- **Unmatched support and connection:**  
The personal support from Heather and Kathleen has been incredible. As a small business owner, having people who genuinely care, make introductions, and connect me with others in the industry has made a huge difference. Their encouragement and community-building approach have helped me gain recognition in Victoria and form lasting professional relationships.
- **Sustainability and long-term vision:**  
DGV's promotional opportunities and the Biosphere Sustainable program have helped my business grow responsibly while focusing on long-term sustainability. I love that they're not just thinking about today's members, they're investing in the future of our community and local economy. It gives me hope that one day my own children will see the lasting impact of what organizations like DGV are building.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Warm regards,

Tanya Higgin (She/Her)  
Owner  
Emerald Day Spa  
+1 250 383 2441  
[www.emeralddayspa.ca](http://www.emeralddayspa.ca)  
IG: [@emeralddayspayj](https://www.instagram.com/emeralddayspayj)

Voted #1 Best of the City - Best Day Spa, 2025, 2019 & 2018

Voted #1 Best of the City - Best Non-Surgical Cosmetic Treatment

Voted #1 Best of the City - Best Skin Care Clinic, 2022, 2021 & 2020

Voted #2 Best of the City - Best Day Spa, 2024 & 2023

Victoria City Council  
1 Centennial Square  
Victoria, B.C. V8W IP6

October 27<sup>th</sup>, 2025

Dear Mayor and Council,

On behalf of Evergreen Hospitality Group, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Evergreen Hospitality Group and our key property in the region: The Vic, Ascend Hotel Collection.

- DGV's presence gives us continued confidence as we invest in the region, notably during our renovation & rebranding of 123 Gorge Rd. E.
- DGV has shown forethought & fair representation through their participation in strategic tourism planning for the Gorge District, among other examples.
- We feel that the Board & Executive of DGV have exceeded expectations in fulfilling their mandate, and are the right choice as Victoria's official destination marketing and management organization.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,



Storm Jespersen,  
Regional Manager, Business Development  
Evergreen Hospitality Group



Oct 30, 2025

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

Dear Mayor and Council,

On behalf of Experience Victoria, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Experience Victoria, as their marketing efforts are critical to promoting Victoria as a world class destination, and linking our strong visitor economy. This helps companies like ours support local businesses and individuals through our tours, transportation, and locally focused gift store.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Kind regards,



Steve Earnshaw | CEO  
Experience Victoria  
250.598.TOUR (8687)  
[steve@experiencevictoria.com](mailto:steve@experiencevictoria.com)



FAIRMONT EMPRESS

721 Government Street  
Victoria, BC, Canada V8W 1W5  
T +1 250 384 8111 F +1 250 381 5959

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Office of Mayor and Council  
City of Victoria  
1 Centennial Square  
Victoria, BC, V8W 1P6  
[mayorandcouncil@victoria.ca](mailto:mayorandcouncil@victoria.ca)

Friday, September 19, 2025

**Re: Letter of Support for Destination Greater Victoria's MRDT Designation (2027-2031)**

To: Victoria Mayor and Council,

I am writing to express my support for Destination Greater Victoria (DGV) as the official marketing and management organization for the City of Victoria, and for its continued designation as the eligible entity for the Municipal and Regional District Tax (MRDT) designation for the next five-year term.

As the General Manager of Fairmont Empress, I have witnessed the vital role DGV plays in sustaining and growing Victoria's visitor economy. I have seen firsthand how DGV's strategic approach and partnerships consistently increase visitation. I commend their marketing efforts, travel media outreach program, and collaboration with operating partners to address seasonality and promote our city as a year-round destination.

Furthermore, DGV's commitment to sustainability aligns with our community values. Thanks to their leadership, our region is recognized as a Biosphere Certified urban destination, with more than 70 members receiving their own Biosphere Certification. Their stewardship of the MRDT ensures that members work collectively to preserve Victoria's natural beauty and maintain its reputation as a premier destination for years to come.

I strongly endorse DGV's ongoing leadership and MRDT eligibility, confident that their expertise will keep Victoria competitive and prosperous.

Sincerely,

Dan McGowan  
General Manager



FED Urban Agriculture Society  
500-765 Broughton Street  
Victoria, BC V8W 1E2

October 15, 2025

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

Re: Support for Destination Greater Victoria as the MRDT Eligible Entity (2027–2031)

Dear Mayor and Council,

On behalf of FED Urban Agriculture Society, I am writing to express our strong support for Destination Greater Victoria (DGV) to continue as the City of Victoria’s official destination marketing and management organization and as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

FED is proud to be a community partner in DGV’s Impact & Legacy Program, which connects visiting organizations with hands-on opportunities to create meaningful community benefit. Through initiatives such as our Feeding Families Campaign and FED Farm Community Harvest, DGV has helped bring new audiences to urban agriculture while supporting local food security and sustainability goals. These collaborations demonstrate how tourism can directly contribute to the wellbeing of Greater Victoria residents.

DGV’s leadership has been instrumental in aligning tourism with community values; promoting responsible travel, advancing the UN Sustainable Development Goals, and amplifying the work of local nonprofits. Their commitment to transparent measurement, environmental stewardship, and social impact ensures that the benefits of the visitor economy extend far beyond economic metrics.

FED fully supports DGV’s continued role as the MRDT eligible entity and looks forward to ongoing collaboration that strengthens Victoria’s reputation as a sustainable and inclusive destination.

Sincerely,

Brianna Stewart  
Managing Director  
FED Urban Agriculture Society  
[brianna@get-fed.ca](mailto:brianna@get-fed.ca) | (250) 213-1997



**October 21, 2025**

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

Dear Mayor and Council,

On behalf of Gray Line Sightseeing Victoria, I am pleased to express our strong support for Destination **Greater Victoria's** submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Destination Greater Victoria has been a long-standing and valued partner to our company and the broader tourism community, playing a vital role in supporting the success of local tourism operators like Gray Line Sightseeing Victoria. Their marketing efforts, destination development work, and visitor servicing initiatives have been instrumental in showcasing the very best of our city to guests from around **the world. Their leadership and collaboration continue to strengthen Victoria's** reputation as a welcoming, vibrant, and world-class destination.

**As a locally operated sightseeing company, we see firsthand the positive impact DGV's work has on our** business and the local economy — from supporting year-round visitation to fostering sustainable growth and partnerships that benefit residents, workers, and visitors alike.

For these reasons, we are proud to support **Destination Greater Victoria's** continued stewardship of MRDT funding. Their renewal will ensure Victoria continues to thrive as a destination that we are all proud to share.

Sincerely,  
Jaclyn Fogelklou  
Gray Line Sightseeing Victoria



Jaclyn Fogelklou  
General Manager  
**M:** 250-514-9103  
jaclyn@sightseeingvictoria.com  
[www.sightseeingvictoria.com](http://www.sightseeingvictoria.com)

October 1, 2025

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

**Re: Support for Destination Greater Victoria as eligible entity for MRDT**

Dear Mayor Alto and Council,

On behalf of the Greater Victoria Chamber of Commerce, I am writing to express our strong support for Destination Greater Victoria's continued designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Tourism is not just a sector of our economy — it is one of its cornerstones. Today, the visitor economy contributes approximately \$3.5 billion annually and supports roughly 25,000 jobs — one in four working families in our region. These jobs and revenues sustain a wide spectrum of local businesses, from hospitality and transportation to retail, arts and professional services.

Destination Greater Victoria (DGV) has a proven track record as our destination marketing and management organization. Since the last MRDT renewal in 2021, DGV has played a pivotal role in driving recovery from the pandemic, ensuring sustainable growth, and strengthening our region's reputation as a year-round destination. Its initiatives — from business events and sport tourism to support for arts and culture — bring vibrancy to our downtown and stability to businesses across Greater Victoria.

DGV is a valuable community partner of The Chamber. We know their work on behalf of the tourism industry enjoys the support of residents and businesses alike, and its continued success is critical for long-term prosperity. We urge you to renew DGV's status as the MRDT eligible entity.

Sincerely,



John Wilson  
CEO, Greater Victoria Chamber of Commerce



October 02, 2025

Victoria City Council

1 Centennial Square

Victoria, B.C. V8W 1P6

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of Greater Victoria Sports Hall of Fame (GVSHoF), I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

*Doug Jennings*

Douglas Jennings

President, Greater Victoria Sports Hall of Fame

**About the Greater Victoria Sports Hall of Fame (GVSHoF)**

The Greater Victoria Sports Hall of Fame recognizes and celebrates the outstanding performances and contributions of athletes, builders, officials and teams from Greater Victoria, who have brought distinction to themselves, their sport, community and country. Established in 1991, artifacts and displays of over 250+ athletes, teams and builders can be seen at the Save-On-Foods Memorial Centre.

Annual activities of the GVSHoF include the Family Sport & Recreation Festival at PISE, the Community Award Scholarships at UVic, and the annual Induction Ceremony and Dinner event in October.



September 19, 2025

To whom it may concern,

I am writing on behalf of **Greek n' Go Foods Inc. & Berry Sweet**, proud family-owned food businesses in Victoria. We strongly support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

DGV's work brings more visitors to our city, supports events, and creates opportunities for local businesses like ours to thrive. As food truck operators, we see the direct impact tourism has — when more people visit Victoria, our sales increase, and we can continue employing staff and growing our family business.

Renewing MRDT funding will ensure DGV can keep attracting visitors, promoting sustainable tourism, and strengthening the local economy. This is very important not just for us, but for many small businesses in the region.

Thank you for including our support in your submission to City Council.

Warm regards,

Eirini Sypsa

Greek n' Go Foods Inc. & Berry Sweet

 250-514-0304

 [contact@greekngo.ca](mailto:contact@greekngo.ca) | [info@berrysweetbc.ca](mailto:info@berrysweetbc.ca)

 Instagram: @greek\_n\_go | @berrysweetbc

# HAVN

HAVN Saunas  
920 Wharf st, Victoria, B.C.  
V8W 1T3  
[info@havnsaunas.com](mailto:info@havnsaunas.com)

October 29<sup>th</sup>, 2025

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

Dear Mayor and Council,

On behalf of HAVN Saunas, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to HAVN Saunas Inc.

DGV promotes Victoria as a tourism destination on our behalf. They engage us with media to promote our business specifically, and the interest of the city as a whole. We are grateful for all that they do within our community, and are thankful each time they book in a guest through word of mouth. We have received numerous corporate bookings thanks to the DGV and have met many wonderful connections because of them.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Jayne Beaudry - General Manager, HAVN Saunas





September 25, 2025

City of Victoria

1 Centennial Square  
Victoria, BC  
V8W 1P5

Regarding: Request for letter of support

Dear Mayor and Council,

I am writing to request your support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Since the last renewal in 2021, DGV has been a catalyst for economic growth in Greater Victoria, driving increased year-round visitation and supporting the prosperity of local businesses. During this time, tourism has grown in a sustainable way, promoting environmentally responsible travel practices in line with community values. From business events to sport tourism to increasing support for arts and culture, Destination Greater Victoria builds foundational business that addresses seasonality, brings vibrancy to our downtown and contributes to residents' quality of life in Greater Victoria.

Destination Greater Victoria works with its members to market and brand our destination, while providing leading sustainability initiatives. DGV is an accountable and measurable organization using the Balanced Scorecard to measure all its initiatives. And has consistently achieved a 90 per cent or more member satisfaction.

Today, the industry contributes approximately \$3.5 billion to the region's economy directly or indirectly supporting roughly 25,000 jobs – or one in four working families.

The value of the visitor economy enhances the quality of life for locals by supporting a vibrant cultural scene, funding community projects, and helping to preserve the natural beauty of the region.

In an era of economic challenges, a vibrant visitor economy remains one of Greater Victoria's greatest strengths. Support for DGV's MRDT application is an investment in tourism both locally and in the region.

Kind regards,

  
Reid James  
General Manager



330 Quebec Street, Victoria, B.C., V8V 1W3

September 17, 2025

**To: City of Victoria - Mayor and Council**

**Re: Letter of Support for Destination Greater Victoria's MRDT Renewal Application**

Dear Mayor and Council,

On behalf of Huntingdon Hotel and Suites, I am writing to express our strong support for Destination Greater Victoria's (DGV) renewal of the Municipal and Regional District Tax (MRDT) designation for the 2027–2031 term.

As a long-standing Victoria business employing over 100 team members, we directly experience the positive impacts of DGV's leadership in strengthening the visitor economy. Their stewardship has been essential not only for recovery from the pandemic but also for ensuring sustainable, year-round growth that benefits local businesses and enhances our community's vibrancy.

We are particularly appreciative of DGV's commitment to environmental sustainability and alignment with community values. These efforts mirror our own practices as a hotel that strives to minimize environmental impact while supporting cultural and community initiatives.

The visitor economy is a cornerstone of Greater Victoria's prosperity, contributing billions of dollars to our economy and supporting tens of thousands of jobs. Continued investment through the MRDT is essential to maintaining our region's competitiveness, resilience, and ability to thrive well into the future.

For these reasons, Huntingdon Hotel and Suites is proud to endorse Destination Greater Victoria's MRDT renewal application and we urge Council to support its approval.

Yours Truly,

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

Erin Cassels

*General Manager – Huntingdon Hotel and Suites*

*Executive Director – British Columbia Hotel Association*

*Board Director – Tourism Industry Association of British Columbia*

Email Address: [ecassels@huntingdonhotelsuites.com](mailto:ecassels@huntingdonhotelsuites.com)

Tel: (250)-381-3456 Ext 610



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

To Mayor and Council,

On behalf of the Inn at Laurel Point, I am pleased to provide our letter of support for Destination Greater Victoria (DGV) in its role as the official destination marketing organization for our region, as well as the eligible entity for the Municipal and Regional District Tax (MRDT) for the term 2027–2031.

As one of Victoria’s leading hotels, Inn at Laurel Point benefits directly from the breadth and quality of the marketing initiatives led by DGV. Their efforts consistently elevate our destination’s profile on the global stage, showcasing Victoria as a premier choice for leisure travelers, business events, and tour & travel partners. Through these initiatives, our property has enjoyed increased visibility, stronger demand, and the opportunity to host guests globally.

Over the past many years, Destination Greater Victoria and its members have delivered incredible economic impact to our region. Their leadership has driven increased revenues for the destination and supported strong, sustainable local employment for the residents in our region. The work of DGV strengthens not only our hotel industry, but also the many businesses, suppliers, and service providers who benefit from a thriving visitor economy.

In addition, DGV’s leadership in attracting and supporting Business Events (Large Meetings & Events) and Tour & Travel markets has been essential to our success. Their work to bring major conferences, meetings, and group travel to Victoria generates significant economic impact, not only for our hotel but also for our community as a whole. These efforts are critical in maintaining Victoria’s competitiveness against other destinations and ensuring long-term growth for the hospitality sector.

We are proud to partner with DGV and deeply value the collaboration, expertise, and innovation they bring to their role. For these reasons, the Inn at Laurel Point fully supports Destination Greater Victoria as the MRDT eligible entity for 2027–2031.

Sincerely,

A handwritten signature in black ink, appearing to read "Navid Sariolghalam", written in a cursive style.

Navid Sariolghalam  
General Manager  
Inn at Laurel Point



November 6, 2025

Dear Victoria City Council

I am writing to offer my support for Destination Greater Victoria (DGV) to continue as the official destination marketing and management organization for the City of Victoria. I also endorse its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

My recent experience working with DGV has firmly demonstrated its value to Victoria. Over the last year, our collaboration has created projects that have yielded direct benefits for Intrepid Theatre and the local Arts and Culture community. For instance, the successful launch of Arts and Culture Month in November 2025—a DGV initiative—provides a dedicated marketing campaign and online showcase, effectively promoting local arts groups and their events.

Furthermore, the upcoming inclusion of participating Arts and Culture organizations in the popular Dine Around/Stay in Town program in January 2026 demonstrates DGV's commitment to strategic cross-sector promotion and vital off-season activation. Both of these programs are crucial for attracting new audiences to our events and assisting in the revitalization of the downtown area.

DGV's work is essential because it extends beyond tourism. It involves crucial collaboration with local organizations and businesses to enhance the quality of life for both visitors and residents. DGV is an indispensable partner in building the prosperous, vibrant City that Victoria residents take pride in.

Thank you,

A handwritten signature in blue ink, appearing to be "Julie Haddow".

Julie Haddow  
Managing Director  
Intrepid Theatre



A PRINTING  
AND PROMOTIONAL  
PRODUCTS COMPANY  
SINCE 1958

September 23, 2025

To Whom it may concern,

I am writing on behalf of Island Business Print Group, a locally owned company in Victoria. We strongly support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

MRDT funding allows DGV to attract more visitors and events to our region, increasing demand for printed materials, signage, and branded apparel—services we proudly provide to local organizations and event planners. Conferences, festivals, and sporting events supported through MRDT funding require everything from brochures to uniforms, directly benefitting businesses like ours.

A thriving tourism sector creates more opportunities for local suppliers, fosters valuable business partnerships, and generates new jobs in our community. Consistent tourism activity also means ongoing demand for printing and corporate wear throughout the year, which supports the continued growth and long-term sustainability of our business.

Renewing MRDT funding to ensure the continued strength and prosperity of our local economy and the success of small businesses like ours.

Warm Regards,

A handwritten signature in black ink, appearing to read "CDobell", is written in a cursive style.

Chris Dobell  
Island Business Print Group Ltd.



**WATCH TOWER**

TELEPHONE  
905-873-4100

BIBLE AND TRACT SOCIETY OF CANADA

FAX  
905-873-4554

13893 Highway 7, Georgetown, Ontario L7G 4S4, Canada

SDY:SDZ October 14, 2025

ASTRID CHANG

**Re: Destinations Victoria - Letter of Support**

Dear Ms. Chang:

We sincerely appreciate the ongoing support provided by Destinations Greater Victoria for Jehovah's Witnesses events held in the City of Victoria. Their coordination with local stakeholders has played a key role in securing successful city bids to host our events in 2023, 2024, and 2025.

As part of our national planning efforts, we regularly collaborate with tourism and destination agencies, which are instrumental in managing logistics and stakeholder engagement to help facilitate our events.

We look forward to continuing our partnership with Destinations Greater Victoria as we plan for future events.

Sincerely,



Nicolas Dugas  
Director of Events | JW Event Services

C: DANIEL MACKAY  
TYLER GRAHAM

# **KENMORE AIR**

September 17, 2025

City of Victoria  
1 Centennial Square  
Victoria, BC V8W 1P6

**Re: Support for Destination Greater Victoria's MRDT Renewal Application (2027–2031)**

Dear Mayor and Council,

On behalf of Kenmore Air, I am writing to express our strong support for Destination Greater Victoria's (DGV) application to continue as the official destination marketing and management organization for the City of Victoria, and to remain the designated eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Kenmore Air has proudly served as a vital connection between Seattle and Victoria for decades, carrying thousands of visitors, residents, and business travelers between our regions each year. Our success is directly tied to the strength of Greater Victoria's visitor economy, and DGV has played an essential role in ensuring that economy continues to thrive.

Since the last MRDT renewal in 2021, DGV has demonstrated exceptional leadership in helping the region recover from the impacts of the pandemic while positioning Greater Victoria for long-term sustainable growth. Its commitment to balancing economic prosperity with community values and environmental stewardship is evident in the way it promotes responsible travel practices and creates year-round opportunities for local businesses.

We have seen first-hand how DGV's efforts to build awareness, attract visitors, and extend stays in Greater Victoria support not only our business, but also the broader hospitality and tourism ecosystem. The organization's strategic initiatives—ranging from business events and sport tourism to arts and cultural support—bring vibrancy to the community, strengthen local businesses, and enhance the quality of life for residents.

Destination Greater Victoria has proven itself to be an accountable, effective, and collaborative partner for its nearly 1,000 members. Its use of measurable tools such as the Balanced Scorecard and its consistently high member satisfaction are evidence of its strong stewardship and impact. Continued MRDT funding is essential to sustain this momentum, drive innovation,

and maintain Greater Victoria's position as one of North America's most sustainable and desirable destinations.

For these reasons, Kenmore Air wholeheartedly supports Destination Greater Victoria's MRDT renewal application. We look forward to continuing our partnership with DGV and to strengthening the economic, cultural, and community benefits that a vibrant visitor economy brings to the region.

Thank you for your consideration.

Sincerely,  


David Gudgel  
President  
Kenmore Air



MAGNOLIA  
HOTEL & SPA

October 29, 2025

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

Dear Mayor and Council,

On behalf of The Magnolia Hotel & Spa, I am pleased to express our strong support for Destination Greater Victoria's submission to continue serving as the official destination marketing and management organization for the City of Victoria, and to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is vital to the success of The Magnolia Hotel & Spa and the broader tourism industry in our city. DGV's leadership in addressing seasonality and developing a balanced, year-round visitor economy has created more full-time employment opportunities and strengthened the overall economic impact of tourism in our region.

Their outstanding efforts in promoting Victoria on the international stage have positioned our city as a world-class destination, demonstrated by being named the #1 Small City in the World by *Condé Nast Traveler*. These accomplishments not only enhance Victoria's reputation but also generate significant business and attention that benefit the entire hospitality community.

DGV's collaboration with Victoria International Airport on air route development has expanded flight access for visitors and residents alike, further supporting tourism growth. Equally important is their leadership in sustainability, which has inspired many local businesses to achieve Biosphere Certification and to integrate environmentally responsible practices. Their proactive approach ensures that tourism growth aligns with the City's long-term sustainability goals.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build upon its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Yours truly,

Bill Lewis, MBA  
General Manager  
The Magnolia Hotel & Spa

*The Magnolia Hotel & Spa*  
623 Courtney Street  
Victoria, BC, V8W 1B8  
(250) 381-0999

# MARKET

## COLLECTIVE

October 29, 2025

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

Dear Mayor and Council,

On behalf of Market Collective and ArtisTREE Festival, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Market Collective and ArtisTREE Festival in several ways. First, DGV plays a critical role in guiding visitors toward authentic, locally rooted experiences and small businesses, ensuring that independent makers, artisans, and local cultural events remain visible and accessible to travellers. Second, as a frontline tourism resource, DGV helps educate visitors about how to meaningfully support the handmade and locally produced economy — something that is core to both Market Collective and ArtisTREE's missions. And third, DGV strengthens our broader business ecosystem by creating opportunities for collaboration through mixers, industry connections, and destination-aligned partnerships that help small organizations like ours remain competitive and resilient.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Cory Judge, Katrina Dwulit and Vanessa Gaudet

Market Collective Shops and ArtisTREE Festival Society



**Sept 22, 2025**

To Whom It May Concern,

On behalf of Maximum Express, I am writing to express our full support for Destination Greater Victoria (DGV) to continue as the official destination marketing and management organization for the City of Victoria. We also strongly support DGV's designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

DGV's efforts are critical to the growth of our local economy. Through marketing initiatives, they support small and medium-sized businesses, enhancing their visibility in both local and international markets. This, in turn, drives business activity that benefits our community year-round.

DGV's leadership has been key to promoting sustainable tourism, with a focus on eco-friendly practices and responsible travel that preserves our region's natural beauty. Their support of business events, sports tourism, and arts and culture has also helped address seasonality, creating year-round opportunities for our downtown and enriching the cultural landscape of Greater Victoria.

For these reasons, we strongly believe that DGV should continue in its role. Their commitment to fostering a sustainable and thriving tourism ecosystem has had a lasting, positive impact on our community.

Thank you for considering our support.

Sincerely,

**Rahim Khudabux**

General Manager, Maximum Express Courier, Freight and Logistics  
maxcourier.com / 250.721.5170 / [rahim@maxcourier.com](mailto:rahim@maxcourier.com)



October 2, 2025

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

Dear Mayor Alto and Council,

I write in support of Destination Greater Victoria continuing in its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for 2027-2031.

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 2024, business events accounted for 40% of all tourism spending in Canada with \$47 billion direct spending, \$27.4 direct GDP generated and 242,000 direct jobs. Meetings and Business Events have the ability to bring people together and drive business results in the destination and Destination Greater Victoria is well positioned to continue in attracting this business.

Destination Greater Victoria's work in bringing conferences, business and sport events as well as their support for arts and culture builds foundational business that addresses seasonality and improves the quality of life for residents.

Not only is Destination Greater Victoria a valuable marketing organization and community partner, but a recent resident survey showed that 99% of residents agree that tourism is important for your city and the surrounding region. They are key supporters of Meetings Mean Business Canada and we are very proud to have them as partners in our advocacy efforts.

We look forward to Destination Greater Victoria continuing to build 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 [minto@interoceaninc.ca](mailto:minto@interoceaninc.ca).

Sincerely,

Minto Schneider  
Chair, Meetings Mean Business Canada



October 30th, 2025

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

Dear Mayor and Council,

On behalf of Ocean Island Inn Backpackers Suites, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Ocean Island Inn in many ways. The main reason being is that it helps to put Victoria on the map globally and attract longer stay visitors to the region. DGV has consistently delivered excellent, measurable results and has led Victoria to have a strong tourism sector despite challenges. Having a vibrant tourism economy helps not only those in tourism, but also residents and other businesses in our region.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,  
Lana Perelman  
Proprietor



October 23, 2025

Victoria City Council

1 Centennial Square

Victoria, B.C. V8W 1P6

Dear Mayor and Council,

On behalf of OEB Breakfast Co. - Victoria, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to OEB Breakfast Co - Victoria goals as the organization provides:

1. Informative insight into market and global trends that affect the business,
2. Opportunities to network with international and local organizations to improve the visibility of our brand, and
3. Connection with social influencers to increase our ROI in the business.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Arnold Martillana

General Manager

OEB Breakfast Co - Victoria

856 Yates Street, Victoria



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

Dear Mayor and Council,

On behalf of Orca Spirit Adventures, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Orca Spirit Adventures:

- DGV plays a key role in attracting visitors from around the world to Victoria, which directly supports the local tourism economy and helps sustain our seasonal and full-time workforce.
- Their marketing and partnership efforts ensure that Victoria is positioned as a world-class destination for wildlife and marine experiences, benefiting companies like ours that depend on healthy visitor traffic.
- DGV's leadership in sustainability and destination stewardship aligns closely with our own values as a carbon-neutral whale watching operator and supports the long-term protection of the Salish Sea ecosystem we share.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

**Eric Fenato (he/him)**

*General Manager*

**E:** [eric@orcaspirit.com](mailto:eric@orcaspirit.com)

**Cel:** 250 702-6363

**Ofc:** 250 383 8411

**ORCA SPIRIT ADVENTURES**

146 Kingston Street,

Marina Level,

Victoria, BC V8V 1V4

[www.orcaspirit.com](http://www.orcaspirit.com)



p. 250.940.1200 tf. 855.616.3557  
reservations@parksidevictoria.com  
parksidevictoria.com

810 Humboldt Street, Victoria BC V8V 5B1



September 24, 2025

Suite 600-765 Broughton Street

Victoria BC

RE: Support for Destination Greater Victoria MRDT Renewal

As the General Manager of The Parkside Hotel & Spa, I am writing in support of DGV's MRDT renewal for another five years from 2027 to 2031.

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) Helping to manage and maintain our spot two years in a row as the #1 small city in the world.
- 2) In order to ensure long term health of our community and tourism industry, DGV implemented strategic strategies for sustainability. This includes becoming a member of Biosphere and providing training and guidance to there 800 members on becoming Biosphere certificated. In 2025 DGV secured grants to help reduce single use-plastics in our tourism region.
- 3) On-going focus on Sport tourism has increase 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.
- 4) Oversight of the Victoria Conference Centre has been extremely positive for our hotel and the hotels in Victoria. We have seen delegation days grow, attendees grow and city-wide's grow, benefiting the tourism system.
- 5) Finally, DGV has created new key positions to help support our community as we move forward into the future with Vice President, External Relations, Sustainable Development and First Nations Partnerships and an Executive Director, Corporate Communications and Member Services. These are key roles that ensure that DGV preserves community values while supporting local small to medium size business in the tourism economy.

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 with proper allocation to these funds building a stronger future.

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

Sincerely,

Trina White  
General Manager  
The Parkside Hotel & Spa





VICTORIA'S PREMIER TOUR & BIKE RENTAL COMPANY  
5 Star Rated Tours  
Pedal Bikes - E-Bikes & E-Scooter Rentals

## **Letter of Support**

### **Destination Greater Victoria MRDT Submission**

I won't go into detail about the many initiatives and successes of Destination Greater Victoria (DGV), as I am confident these will be outlined in their submission. I'll simply state my unequivocal support for DGV and the absolutely necessary role it plays in our community.

Destination Greater Victoria is essential to the success of tourism in Victoria as a whole. Over the years, I have seen first-hand their ability to anticipate and respond to rapidly changing market conditions, doing so with what I believe to be a very prudent budget.

Over the past five years, their leadership and initiatives have been instrumental in sustaining our tourism sector. I believe that without their efforts, some tourism-based businesses in our region would not exist today.

For these reasons, I fully support Destination Greater Victoria's request for funding and strongly encourage your approval of their application.

Yours truly,

John Varga



Peninsula Streams Society  
9860 West Saanich Road  
North Saanich BC, V8L 4B2  
250-363-6480  
[peninsulastreams@gmail.com](mailto:peninsulastreams@gmail.com)

29 August 2025

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

**Re: Letter of Support for Destination Greater Victoria's MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of Peninsula Streams & Shorelines Society (PSS), I am writing in strong support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Peninsula Streams & Shorelines is dedicated to creating a **legacy of healthy streams and shorelines across Greater Victoria** through ecological restoration, stewardship, and community engagement. Our work relies on collaborative partnerships across the region, and Destination Greater Victoria has been a valued ally in aligning **regenerative tourism with environmental stewardship**. Their commitment to advancing sustainable tourism is an important complement to our mission, ensuring that visitors to our region also contribute to the restoration and protection of the ecosystems that make Greater Victoria so unique.

Through this alignment, Destination Greater Victoria helps amplify the value of ecological restoration and nature-based solutions as part of the visitor experience, while also recognizing the long-term economic, cultural, and ecological benefits of healthy watersheds. Renewing the MRDT funding, and DGV's role as Victoria's official destination marketing & management organization, will ensure that this collaborative approach—where tourism contributes directly to local restoration and stewardship—

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*From Headwaters to Deep Waters*

[www.peninsulastreamsociety.ca](http://www.peninsulastreamsociety.ca)

can continue to grow, providing benefits not only to visitors but also to residents, ecosystems, and future generations.

We strongly encourage Council to approve this renewal. Destination Greater Victoria's leadership in regenerative tourism is strengthening the foundations of a resilient regional economy while supporting grassroots environmental initiatives like ours. Together, we are advancing a shared vision for thriving communities and thriving ecosystems across the Capital Region.

Thank you for considering this letter of support.

Sincerely,

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

Kyle Armstrong  
Executive Director  
Peninsula Streams Society  
250.508.8456  
kyle.armstrong@peninsulastreams.ca



October 6, 2025

**To:** Victoria City Mayor and Council

**Re:** Support Letter for Destination Greater Victoria Renewal of MRDT for 2027-2031

**Dear Mayor Alto and Members of Victoria City Council,**

I am writing on behalf of PISE (Pacific Institute for Sport Education), in my capacity as CEO, to express our strong support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

I am also the Chair of the Greater Victoria Sport Tourism Commission (GVSTC), and can attest that, through the continued support and leadership of DGV, we have experienced tremendous growth in our ability to bid for and secure major sport events for our community. Notable examples from recent years include bringing *Scotiabank Hockey Day in Canada* to Victoria, hosting the first BC Lions regular season game outside Vancouver at Royal Athletic Park, and staging the BC 55+ Games. We also provide financial and organizational support to many smaller community sport events that enhance local quality of life.

Sport and recreation recently received the highest score in the Victoria Foundation’s *Vital Signs* report, underscoring the importance of providing meaningful opportunities for participation in our communities.

Sport offers citizens the opportunity to engage in healthy physical activity that is strongly linked to improved mental and emotional well-being. Hosting sport events attracts participants and visitors of all ages and competition levels to Greater Victoria, acting as a catalyst not only for positive community engagement but also for significant economic activity throughout the year. Sport also plays a vital role in community building and serves as a powerful vehicle for promoting inclusion and equity.

I am confident that renewing the MRDT tax will enable Destination Greater Victoria to continue its excellent work in supporting and attracting important sport events that benefit our citizens, enhance community pride, and strengthen our local economy.

**Sincerely,**

A handwritten signature in black ink, appearing to read "Robert Bettauer", with a horizontal line extending to the right.

Robert Bettauer, MSc, ChPC

PISE CEO

2025/10/15

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

Dear Mayor and Council,

On behalf of Prince of Whales Whale Watching, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Destination Greater Victoria plays a vital role in the success of our tourism business. They connect us with key travel markets through large-scale marketing campaigns that drive visitors to the region, helping us reach audiences we couldn't access alone. Their advocacy and industry partnerships ensure the tourism sector's needs are represented at all levels of government, supporting sustainable growth that benefits operators like us. Additionally, DGV's strong sustainability-related policies and resources, such as their Biosphere Certification accelerator, are allowing us to further our commitment to environmental protection and sustainability.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Elsbeth McGillivray

General Manager

Prince of Whales Whale Watching



2514 ROCK BAY AVENUE  
VICTORIA, BC, V8T 4R6

September 18, 2025

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

Re: Letter of Support for Destination Greater Victoria's MRDT Renewal (2027–2031 Term)

Dear Mayor and Council,

On behalf of Rifflandia Entertainment Company, I am pleased to offer our strong support for Destination Greater Victoria (DGV) as the official destination marketing and management organization for the City of Victoria, and as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Rifflandia Entertainment produces some of Greater Victoria's largest cultural celebrations, including Rifflandia Festival and Victoria's Canada Day. DGV's stewardship of MRDT directly impacts our ability to execute these events; their partnership helps us deliver high-quality festivals that attract visitors, enrich the local cultural fabric, and contribute meaningfully to the regional economy.

DGV's support is vital to Rifflandia's success. Through marketing initiatives that amplify our reach, their work in driving tourism to our events, and the financial support from DGV helps us sustain and grow our operations. This partnership ensures our events continue to attract visitors, generate economic activity, and contribute to the cultural vibrancy of Victoria. For these reasons, we strongly support Destination Greater Victoria's renewal as the MRDT-eligible entity, recognizing their essential role in sustaining both our organization and the broader community.

Sincerely,

A handwritten signature in black ink, appearing to read "Morgan Sutherland". The signature is fluid and cursive, with a long horizontal stroke at the end.

Morgan Sutherland  
Director of Partnerships  
Rifflandia Entertainment Company Inc.

# ROYAL SCOT HOTEL & SUITES

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October 3, 2025

To Whom It May Concern,

I am writing to express my strong support for Destination Greater Victoria (DGV) in its continued role as the designated recipient of the Municipal and Regional District Tax (MRDT) for the Greater Victoria region.

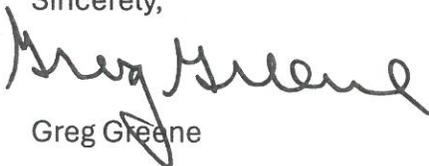
As a stakeholder in our local tourism economy, I have witnessed firsthand the positive impact that Destination Greater Victoria has had on our community. Through strategic marketing, destination development, and advocacy, DGV has consistently elevated Victoria's profile as a world-class travel destination. Their stewardship of MRDT funds has been transparent, accountable, and aligned with the long-term interests of our region.

The MRDT is a vital tool that enables sustainable tourism growth, supports local jobs, and enhances visitor experiences. Destination Greater Victoria has demonstrated exceptional leadership in leveraging these funds to drive measurable results, - whether through innovative campaigns, or partnerships that benefit both residents and visitors.

I believe that continued administration of the MRDT by Destination Greater Victoria is essential to maintaining our competitive edge in the global tourism market. Their expertise, collaborative approach, and deep understanding of our region's unique assets make them the ideal organization to steward this important resource.

Thank you for considering this letter of support. I am confident that Destination Greater Victoria will continue to serve our community with integrity and vision.

Sincerely,



Greg Greene

General Manager

Royal Scot Hotel and Suites



425 Quebec Street Victoria, BC Canada V8V 1W7

Tel: (250) 388-5463 Fax: (250) 388-5452

Email: royalscot@royalscot.com Reservations: 1-800-663-7515

[www.royalscot.com](http://www.royalscot.com)



Victoria Marathon Society  
Box 675, 185-911 Yates Street  
Victoria, BC V8V 4Y9  
[www.runvictoriamarathon.com](http://www.runvictoriamarathon.com)



Sept 9, 2025

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

**Re: Letter of Support for Destination Greater Victoria's MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of the Victoria Marathon Society, the organizing body of the annual Royal Victoria Marathon, held each Thanksgiving weekend, I am pleased to express our strong support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The contribution that DGV provides to the Victoria Marathon Society is not just in the form of financial support but also through the creation of the annual economic impact report, introductions to potential sponsors, and connections with companies and suppliers across the Pacific Northwest that extend our promotional reach. These efforts have been instrumental in strengthening our event and enhancing its visibility far beyond our immediate community.

As one of the region's signature sporting events, the Royal Victoria Marathon directly benefits from the work of Destination Greater Victoria. DGV's efforts to enhance sport tourism, attract visitors, and strengthen Greater Victoria's brand as a premier destination ensure that events like ours continue to thrive. By building foundational business across sectors—including arts, culture, conferences, and sport—DGV addresses seasonality, brings vibrancy to our downtown core, and contributes meaningfully to the quality of life for residents.

The Victoria Marathon Society strongly values our partnership with Destination Greater Victoria and firmly believes that the continuation of DGV's role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) is essential to sustaining and expanding this positive momentum. We encourage Council's support for DGV's application, confident that its stewardship will continue to deliver significant economic, cultural, and social benefits for the City of Victoria and the entire region.

Thank you for considering this letter of support.

Sincerely,

A handwritten signature in black ink, appearing to read 'Patti Hunter'.

Patti Hunter  
President  
Victoria Marathon Society

A handwritten signature in black ink, appearing to read 'Cathy Noel'.

Cathy Noel  
Race Director  
Royal Victoria Marathon



September 24, 2025

Mayor and Council,  
City of Victoria,  
1 Centennial Square,  
Victoria BC.

Re: MRDT

As Canada's oldest brewpub and as one of the oldest North American craft breweries we are very aware of the importance of Victoria's tourism economy and how it impacts so many aspects of the Greater Victoria economy.

As a former Tourism Victoria board member, we actively supported the MRDT as a funding device whereby accommodation members were granted authority to surcharge paying guests in the form of a hotel tax with monies collected being directed to Tourism Victoria to fund targeted marketing plans. I sat as chair of the Destination Marketing Committee for several years as we advanced plans designed to enhance Victoria's tourism economy to the benefit of members and the community at large.

Over time, members of the accommodation community saw a need and agreed to increase the rates of these taxes applied to their guests to enable broader reach of these marketing initiatives. Today it vitally important that the actions of Destination Greater Victoria continue to be supported by the City of Victoria agreeing to continue to play its role in facilitating the collection and transfer of these funds back to the marketing entity and the initiatives which the MRDT program was designed to enable.

There is no other agency equipped to accomplish these activities and as a community we call upon the City of Victoria to continue its support of Destination Greater Victoria and the MRDT program which provides the vast majority of the funds for its marketing activities.

Respectfully submitted,

Paul Hadfield,  
Publican and Innkeeper,  
Spinnakers Brewpub and GuestHouse.

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

[spinnakers@spinnakers.com](mailto:spinnakers@spinnakers.com) tel: (250) 386-2739 fax: (250) 384-3246 [www.spinnakers.com](http://www.spinnakers.com)

**“Let no body thirst for the taste of a real ale.”**



## SWIFTSURE INTERNATIONAL YACHT RACE

Hosted by the Royal Victoria Yacht Club  
May 24-25, 2025 Victoria, British Columbia



SWIFTSURE

October 7, 2025

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

### **Re: Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of *Swiftsure International Yacht Race*, I support Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Greater Victoria Sport Tourism has been a valuable supporter of *Swiftsure International Yacht Race* for the past many years. As Chairman for Swiftsure for 2024 and 2025, I can attest that the support provided improved our offering to the many visiting sailors and tourists. *Swiftsure International Yacht Race* celebrated its' 80<sup>th</sup> Sailing in 2025, generating economic activity, supporting local businesses, and creating opportunities for community engagement.

We strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Kirk V. Palmer, Chairman, 2024-2026  
Swiftsure International Yacht Race



October 3, 2025

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

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of Swimming Canada, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to the local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Alan Raphael  
Director, Marketing  
Swimming Canada

September 18, 2025

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

Dear Mayor and Council,

Re: Letter of Support for Destination Greater Victoria's Access to MRDT Funding

I am writing to express my strong and unequivocal support for Destination Greater Victoria (DGV) to receive an appropriate and equitable share of the Municipal and Regional District Tax (MRDT). As the owner of a small business that has proudly operated in Victoria for 122 years — and as the city's very first tourism attraction — I can confidently say that the work of DGV has been instrumental not only in my business's survival during difficult times but also in its continued growth and relevance today.

The visitor economy is a cornerstone of Victoria's financial and cultural wellbeing, generating approximately \$3.5 billion in economic outputs. This sector supports thousands of jobs, local suppliers, hospitality providers, artisans, and cultural institutions — creating a ripple effect that sustains our community's vibrancy year-round.

DGV operates with efficiency, integrity, and a clear vision for the future. It is a lean organization that punches well above its weight, consistently positioning Victoria as a world-class tourism destination. Recognition such as being named the #1 Small City in the World by Condé Nast Traveler's Readers' Choice Awards in both 2023 and 2024 is not only a badge of honour, but a testament to the professionalism and strategic excellence of DGV's team.

From a small business perspective, the value DGV provides is tangible and immediate. In the wake of the COVID-19 pandemic, their support helped my business regain its footing, reconnect with a global audience, and rediscover its relevance in a competitive travel landscape. Their marketing, media engagement, and strategic partnerships have delivered measurable results for our bottom line — something I know is echoed across the region.

Beyond their technical performance, the team at DGV are some of the most approachable, insightful, and dedicated professionals I've had the pleasure of working with. They are genuinely committed to fostering two-way communication, soliciting member input, and adapting their strategies to reflect both current challenges and emerging opportunities. Their stewardship of public funds is responsible, transparent, and outcomes-driven — a model of how a destination marketing organization should operate.

DGV's work not only benefits its members — it elevates the entire city. The tourism brand they have built and nurtured contributes directly to Victoria's global reputation, investment climate,

and cultural capital. From media exposure and conference attraction to cruise tourism and international travel campaigns, DGV delivers return on investment at a scale few other entities can.

Ensuring DGV has fair access to the MRDT — the very tax designed to support tourism marketing and programs — is not just appropriate, it is imperative. Our city's economic vitality, small business success stories, and global reputation depend on the continuity and strength of this essential organization.

Thank you for your time and thoughtful consideration of this important matter. I urge you to support Destination Greater Victoria's access to the MRDT in recognition of the significant and lasting value they deliver to our city.

Yours truly,

Donna Friedlander

President, Tally-Ho Carriage Tours



October 16, 2025

That Girl in Victoria  
4000 Hollydene Place  
Victoria, BC V8N 3Z7

Dear Mayor and Council;

On behalf of That Girl in Victoria, I am happy to express support for Destination Great Victoria's application to continue as the official destination marketing organization for Victoria and to renew it's designation as the eligible entity for the Municipality and Regional district (MRDT) for 2027 to 2031.

Destination Greater Victoria is essential to the success of my company.

1. Provides opportunities to network with other Tourist companies
2. Provides support in marketing opportunities through the Visitor center and other publications and social media platforms
3. Provides referrals from companies planning events in Victoria

I strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on it's proven success and continue delivering benefits to our city.

Sincerely,  
Michele Davis  
Owner/Operator  
That Girl in Victoria Private Tours.



September 10, 2025

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

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

Dear Mayor Alto and Council,

As a long-standing Member of Destination Greater Victoria (DGV), Past Chair of the Greater Victoria Harbour Authority and current Chair of the Victoria Airport Authority, I am writing in support of Destination Greater Victoria continuing its role as the official destination marketing and management organization (DMMO) for the City of Victoria. After many years of excellent performance and being recognized as an award-winning DMMO, it is important to our tourism industry that DGV be designated as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027-2031 term. As we continue to recover from the Pandemic, continuity of professional marketing and management staff is critical, especially with respect to executing DGV's widely supported 2025-2035 Destination Master Plan. Furthermore, the professional relationships involved in executing the marketing and branding initiatives DGV has in play in Victoria's key markets must continue uninterrupted or important business momentum will be lost.

For more than 50 years, the funding DGV received has been professionally managed and governed in a marketing process that leverages MRDT funds received with dues from the 950 current business members to promote tourism in Greater Victoria. This collaborative model truly unites our destination, and DGV's long established committee structure is based on accountability, accurate Balanced Scorecard measurement and constructive dialogue among diverse industry and community members to ensure clear oversight in the governance of how these funds are allocated.

Notably, beyond marketing and promotion, DGV has been recognized for striving to make tourism sustainable in our region, and Paul Nursey and his team must be congratulated for taking the industry-leading initiative to found the IMPACT Sustainability Travel & Tourism Conference. Their work to optimize the performance of the Conference Centre is also notable and is providing excellent results. In

fact, DGV has delivered strong results across all tourism subsectors, such as business events, meetings, arts & culture, attraction visitation and sports tourism. All of this addresses seasonality, brings vibrancy to our downtown and contributes amenities to increase our quality of life in Victoria.

Under DGV stewardship, the latest DGV Resident Survey indicates that by working together, we've achieved 99% support for tourism in Greater Victoria. This has been achieved by a balanced approach to tourism growth, and the tourism industry has recognized this success. In 2023 and 2024, Victoria was named the #1 small city in the world in the Conde Nast Traveler's Reader's Choice Award. Balanced against this is Victoria's achievement as North America's most sustainable destination, ranked #22 globally on the Global Destination Movement's GDS-Index. Under DGV's stewardship, Victoria was also recognized by the Responsible Tourism Institute as a Biosphere Certified urban destination, with many DGV members linked to the Biosphere Certification program.

Given tourism in greater Victoria supports approximately 25,000 jobs, providing \$1.1 billion in wages, our sector needs consistent leadership to ensure continued prosperity. Relative to this, it must be noted that Destination Greater Victoria has proven it can innovate, survive disruption, and foster responsible and sustainable growth. According to latest data, it is amazing that Tourism contributes \$2 billion to the region's GDP, generates \$30 million in municipal taxes, \$248 million in provincial taxes, and \$232 million in federal taxes. These funds support public services and infrastructure, and thereby help reduce the tax burden on local residents.

With the aforementioned facts in mind, a renewed mandate for Destination Greater Victoria will be a vital driver for prosperity throughout the Capital Region. A five-year mandate will provide much needed certainty as DGV's 950 members continue to recover from the effects of the devastating pandemic. In its established role as a wholistic Destination Management and Marketing Organization, I am confident DGV will ensure Victoria continues to have a sustainable and inclusive tourism sector that reflects resident priorities and is able to equitably develop economic opportunity.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Dave Cowen", with a circular flourish around the name.

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Dave Cowen  
CEO, The Butchart Gardens



September 25, 2025

Dear City Council,

I am writing on behalf of Tractor Foods to express our strong support for Destination Greater Victoria (DGV) as the official destination marketing and management organization for the City of Victoria, as well as its continued designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

DGV's activities and initiatives provide significant value to our business and to the wider restaurant community. Their marketing initiatives consistently bring more visitors to Victoria, directly benefiting local restaurants like ours. In addition, DGV's events and campaigns foster a stronger sense of community and keep Victoria top-of-mind as a premier food and travel destination. Regular mixers and informative meetings hosted by DGV allow members to network with professionals in similar fields, share knowledge, and strengthen our businesses. The resources, exposure, and connections we gain through DGV membership are vital to our growth and help us reach new customers.

Thank you for your consideration.

Sincerely,

*Olivia Alkan*

Olivia Alkan  
General Manager  
Tractor Foods

# TRIATHLON CANADA

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

Date: October 6<sup>th</sup> 2025  
From: Phil Dunne, Chief Executive Officer  
Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)

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Dear Mayor and Council,

On behalf of Triathlon Canada, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community and our organization specifically. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Kind regards,



Phil Dunne  
Triathlon Canada  
Chief Executive Officer | Directeur général  
C : 437-984-9352  
E: [phil.dunne@triathloncanada.com](mailto:phil.dunne@triathloncanada.com)





Monday, October 20, 2025

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

Dear Mayor and Council,

On behalf of Uber Canada, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Uber Canada for several reasons:

1. Driving a thriving visitor economy: DGV's efforts to attract visitors to Greater Victoria directly support local mobility and economic activity. When tourism thrives, so do the independent drivers who use the Uber platform to help people get where they need to go, from airports and hotels to restaurants and attractions.
2. Supporting sustainable, connected transportation: DGV's leadership in promoting accessible and environmentally responsible travel aligns with Uber's commitment to reducing emissions and expanding mobility choices. Together, we help ensure visitors and residents have safe, reliable, and sustainable ways to move around the region.
3. Expanding economic opportunity for locals: Growth in tourism means more trips, more deliveries, and more opportunities for people who use Uber to earn on their own terms. DGV's work directly contributes to a stronger local economy that benefits workers, small businesses, and service providers across the community.

For these reasons, Uber Canada strongly supports Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

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

Laura Miller  
Head of Public Policy & Communications  
Uber Canada



Dear Mayor and Council,

On behalf of the University of Victoria's Wellness, Recreation, and Athletics Department, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the *Municipal and Regional District Tax (MRDT)* for the 2027–2031 term.

Destination Greater Victoria (DGV) plays a vital role in strengthening our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring numerous athletes, coaches, officials, and fans to our region. These events generate significant economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement, innovation, and intercultural connection.

As a department committed to fostering inclusive recreation and building community through sport and active healthy living, we deeply value DGV's collaborative approach and its alignment with sustainability and community values. Their stewardship has helped position Greater Victoria as a premier sport destination—one that is competitive, culturally vibrant, and welcoming to diverse participants from across Canada and beyond.

DGV's consistent accountability, innovation, and responsiveness to resident priorities make them an ideal steward of MRDT funding. Their work not only benefits the visitor economy but also enhances the quality of life for residents, including the students, staff, and community members we serve.

For these reasons, we strongly support Destination Greater Victoria's continued leadership and MRDT designation. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, our communities, and our shared future.

A handwritten signature in black ink, appearing to read 'Melissa Keil'.

**Sincerely,**

Melissa Keil

Director, Recreation, Marketing, and Engagement

University of Victoria | Wellness, Recreation, and Athletics Department

# THE truffles GROUP

CREATING GENUINE, ELEVATED GUEST AND TEAM EXPERIENCES

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October 14, 2025

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

Dear Mayor and Council,

On behalf of The Truffles Group and specifically Victoria Butterfly Gardens, I am pleased to express our strong support for Destination Greater Victoria's submission to continue its role as the official destination marketing and management organization for the City of Victoria and renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to Victoria Butterfly Gardens for the following reasons:

1. DGV has played a pivotal role in positioning Victoria as one of the world's top travel destinations. Their strategic marketing, media outreach and partnerships have earned the city numerous accolades, which benefits Victoria Butterfly Gardens by putting our attraction on the global map and thereby increasing visitation and awareness.
2. As active members, we've seen firsthand how DGVs initiatives translate into tangible benefits for attractions. Our listing on their website, and inclusion in their itineraries provide exposure we benefit from not to mention the exposure through fam tours, trade shows, and industry partnerships that would be difficult to access independently. These all help make Victoria Butterfly Gardens the successful attraction it is today.
3. Beyond marketing, DGV fosters an invaluable sense of community within Greater Victoria's tourism and hospitality sector. As a newer resident of Victoria, I have felt this firsthand. Their networking events, like the member mixer being held at Victoria Butterfly Gardens next week, creates the space for collaboration and idea-sharing. This

Quality • Integrity • Community • Growth • Fun



# THE truffles GROUP

CREATING GENUINE, ELEVATED GUEST AND TEAM EXPERIENCES

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strengthens the overall tourism ecosystem and makes us stronger and better able to pivot when things like Covid or tariffs threaten our industry.

For more than 30 years, Victoria Butterfly Gardens has proudly welcomed visitors from around the world. We strongly support Destination Greater Victoria's continued stewardship of MRDT funding and feel they are essential to sustaining and growing the success of our region's tourism economy. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

*Suzy Kirkland*

Senior Marketing Manager

The Truffles Group

Quality • Integrity • Community • Growth • Fun





November 5, 2025

I am writing in support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) for the 2027-2031 term.

During my 20 years on Victoria City Council, I had the opportunity to be the Council liaison for Tourism and had many opportunities to see the important and excellent work and advocacy that Destination Greater Victoria provided.

Today, in my role as the Visitor Experience Manager for the Victoria Chinatown Museum, I have seen firsthand how their work benefits tourism and cultural and historic places like the Museum. We interact with all our visitors and have found that many of them are tourists to Victoria, either as a destination, or a planned stop as part of a larger trip. We have also discovered through our conversations that we owe much of our success to the work of Destination Greater Victoria.

If you have any questions, don't hesitate to contact me at [gallery@victoriachinatownmuseum.com](mailto:gallery@victoriachinatownmuseum.com).

Sincerely,

Charlayne Thornton-Joe

Visitor Experience Manager

Victoria Chinatown Museum

# VICTORIA HIGHLAND GAMES ASSOCIATION

September 28, 2025

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

## **Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of the Victoria Highland Games Association, I wish to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community and my association. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events, of which the Victoria Highland Games is one, generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, my association strongly supports Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

Jim Maxwell, President  
Victoria Highland Games Association



2952 Henderson Road  
Victoria, B.C.  
V8R 5M3

PHONE 778 679-3332

EMAIL [jmaxwell@shaw.ca](mailto:jmaxwell@shaw.ca)

WEB SITE [www.victoriahighlandgames.com](http://www.victoriahighlandgames.com)



975A Alston Street  
Victoria, BC V9A 3S5  
www.jazzvictoria.ca

(250) 388-4423  
Fax (250) 388-4407

September 9, 2025

To whom it may concern,

**Re: Letter of Support – Destination Greater Victoria MRDT Renewal**

I am writing on behalf of the Victoria Jazz Society to express our whole-hearted support for Destination Greater Victoria (DGV) in continuing its role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity of the Municipal and Regional District Tax (MRDT) funding for the 2027-2031 term.

The Victoria Jazz Society is the producer of the TD Victoria International JazzFest (TD JazzFest) and the Harbour Blues 'n Roots Festival. These festivals have been held in Greater Victoria for over 40 and 30 years respectively, and a significant number (over 20%) of our attendees every year are out-of-town visitors. We have worked closely with DGV for many years to effectively market our events, ensuring that our promotional messaging reaches the visitor audiences that are critical to our events' success.

DGV is also a supporter of TD JazzFest through their Major Events Investment Partnership Program, providing vital financial investment that supports our marketing and promotional initiatives in national and international markets. Our objective of attracting high-value visitors for extended stays within the region is closely aligned with the DGV's mission and this partnership is vital to the success of that objective.

The work the DGV does in the tourism sector to bring visitors to Greater Victoria is of irreplaceable benefit to the Victoria Jazz Society and our festivals, to our fellow festival presenters in our region, and to our entire sector and community. They do this work in an effective, responsive and highly accountable manner and we strongly endorse their renewal application to allow them to continue their efforts.

If you require more information about the Victoria Jazz Society and our support of DGV please contact us via phone at (250) 388-4423 or by email at [info@jazzvictoria.ca](mailto:info@jazzvictoria.ca).

Sincerely,

Darryl Mar  
Executive Director  
Victoria Jazz Society



September 24, 2025

To Whom It May Concern,

I am writing to express my strong support for Destination Greater Victoria (DGV) in continuing its role as the official Destination Marketing and Management Organization (DMMO) for the City of Victoria, as well as its designation as the eligible entity under the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Over the years, Destination Greater Victoria has demonstrated exceptional leadership in promoting Victoria as a world-class travel destination. Their strategic marketing initiatives, collaborative approach with local businesses, and commitment to sustainable tourism have contributed significantly to the growth of the local economy and the enhancement of visitor experiences throughout the region.

DGV's role as the DMMO and MRDT eligible entity ensures that the City of Victoria can continue to attract tourism in a coordinated and impactful manner. Their expertise in market research, destination development, and stakeholder engagement positions them uniquely to manage and invest MRDT funds effectively, supporting tourism infrastructure, local events, and visitor services that benefit both residents and visitors alike.

I wholeheartedly support Destination Greater Victoria in its continued designation and have full confidence in their ability to deliver results that align with the City's tourism and economic development objectives. Their ongoing efforts are essential in maintaining Victoria's status as a vibrant, welcoming, and sustainable destination.

Sincerely,

*Michelle Le Sage*

**MICHELLE LE SAGE | GENERAL MANAGER**

Victoria Marriott Inner Harbour  
728 Humboldt Street, Victoria BC V8W 3Z5

250.480.3811

[mlesage@victoriamarriott.com](mailto:mlesage@victoriamarriott.com)

[marriott.com/YYJMC](http://marriott.com/YYJMC)

**Victoria Open Golf Society**  
800 – 1070 Douglas Street  
Victoria, BC V8W 2C4

October 2, 2025

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

Dear Mayor and Council:

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

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On behalf of the Victoria Open Golf Society, I am pleased to express our strong support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

The work of Destination Greater Victoria (DGV) is essential to our local sport community. Through its leadership in sport tourism, DGV helps attract and host events that bring thousands of athletes, coaches, officials, and fans to our region. These events generate vital economic activity, fill hotel rooms, support local businesses, and create opportunities for community engagement and inspiration.

DGV has consistently demonstrated accountability, innovation, and a commitment to sustainable tourism that aligns with the values of our community. Their efforts strengthen Greater Victoria's reputation as a premier sport destination and ensure that our region remains competitive in attracting major events.

For these reasons, we strongly support Destination Greater Victoria's continued stewardship of MRDT funding. This renewal will allow DGV to build on its proven success and continue delivering measurable benefits to our economy, residents, and visitors.

Sincerely,

A handwritten signature in blue ink, appearing to read 'B Hallsor', with a long horizontal flourish extending to the right.

Bruce Hallsor, President, Victoria Open Golf Society



November 5, 2025

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

**Re: Support for Destination Greater Victoria MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of the Victoria Royals Hockey Club, I am writing to express our organizations full support for Destination Greater Victoria's application to renew its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

Destination Greater Victoria plays a vital role in advancing sport tourism in our region. Through their leadership and expertise, they help bring high-impact sporting events to Greater Victoria that attract thousands of athletes, coaches, officials, and fans. All of which generate meaningful economic activity. These events fill hotels, drive traffic to local businesses, and provide our community with inspiring opportunities to connect through sport. Specifically speaking, the Victoria Royals 2023-24 season economic impact was quantified at \$15,473,662. This number is not attained without the partnership and support of Destination Greater Victoria.

DGV has consistently demonstrated strong governance, innovative strategy, and a commitment to sustainable tourism. Their work not only enhances Greater Victoria's reputation as a top-tier sport destination but also ensures our region remains competitive in securing premier events in a global market.

For these reasons, we strongly endorse Destination Greater Victoria's continued stewardship of MRDT funds. Renewing their designation will empower DGV to continue delivering lasting benefits to residents, businesses, and visitors alike.

Sincerely,

Joey Poljanowski  
Vice-President, Hockey Operations  
Victoria Royals Hockey Club



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

September 25, 2025

**Re: Support for Destination Greater Victoria's MRDT Renewal (2027–2031)**

Dear Mayor and Council,

On behalf of the Victoria Symphony, I am pleased to express our strong support for Destination Greater Victoria (DGV) and their renewal as the designated recipient of the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As one of British Columbia's largest performing arts organizations, the Symphony depends on a healthy visitor economy to thrive. Each season, we welcome over 120,000 people to concerts, education programs, and community events. A significant portion of these attendees are visitors who are here because of DGV's ability to showcase our region on the national and international stage. Their work not only drives hotel stays and restaurant visits, it ensures that cultural organizations like ours reach new audiences and contribute to a lively and resilient city.

We have seen this partnership in action most clearly through Symphony Splash, our free waterfront concert that brings tens of thousands to downtown Victoria each summer. DGV's support and promotion have been critical in amplifying Splash as a signature event for the city, encouraging visitors to travel here, and creating an unforgettable shared experience for residents and tourists alike.

In our view, DGV plays an essential role in making Greater Victoria a place where commerce, culture, and community reinforce one another. Their leadership has consistently strengthened our city's reputation as a top destination while also aligning with community priorities such as sustainability and year-round economic health.

For these reasons, the Victoria Symphony strongly endorses DGV's MRDT renewal application and encourages Council to approve their continued role in stewarding Victoria's tourism future.

Sincerely,



Matthew White  
Chief Executive Officer  
Victoria Symphony



[www.wanderlustweddings.ca](http://www.wanderlustweddings.ca)



October 2, 2025

To whom it may concern,

I am writing in strong support of Destination Greater Victoria's continued role as the official destination marketing and management organization for the City of Victoria, as well as its designation as the eligible entity for the Municipal and Regional District Tax (MRDT) for the 2027–2031 term.

As the owner of a specialized wedding and event photography business that serves both local residents and international visitors, I have seen firsthand the critical role Destination Greater Victoria plays in shaping our region's reputation as a world-class destination. My work depends on attracting couples, families, and organizations who choose Greater Victoria for its unmatched natural beauty, cultural vibrancy, and high-quality visitor experiences. DGV's initiatives directly support this by ensuring that our city is not only visible on the global stage, but also consistently positioned as a premier destination for milestone events, celebrations, and gatherings.

The success of my business is closely tied to the health of the visitor economy. Every wedding or corporate event held here supports an ecosystem of local professionals — from hospitality and transportation providers to florists, caterers, and creative services like mine. Destination Greater Victoria has been a catalyst for this interconnected economy, drawing visitors year-round and creating the conditions that allow small businesses like mine to thrive.

Equally important, DGV's commitment to sustainability and community values aligns with how I present Victoria to my clients. The couples and organizations I work with are increasingly seeking meaningful, environmentally responsible experiences, and the work DGV does to promote these practices strengthens the integrity and appeal of our region.

By continuing its stewardship, Destination Greater Victoria not only safeguards jobs and fosters economic growth, but also ensures that Victoria remains a place where art, culture, and entrepreneurship flourish. For creative businesses such as mine, DGV's leadership and global marketing reach are indispensable.

For these reasons, I strongly support Destination Greater Victoria's renewal as the eligible entity for MRDT for the 2027–2031 term. The visitor economy is essential to my business and to the broader prosperity of our community, and DGV's work is integral to sustaining both.

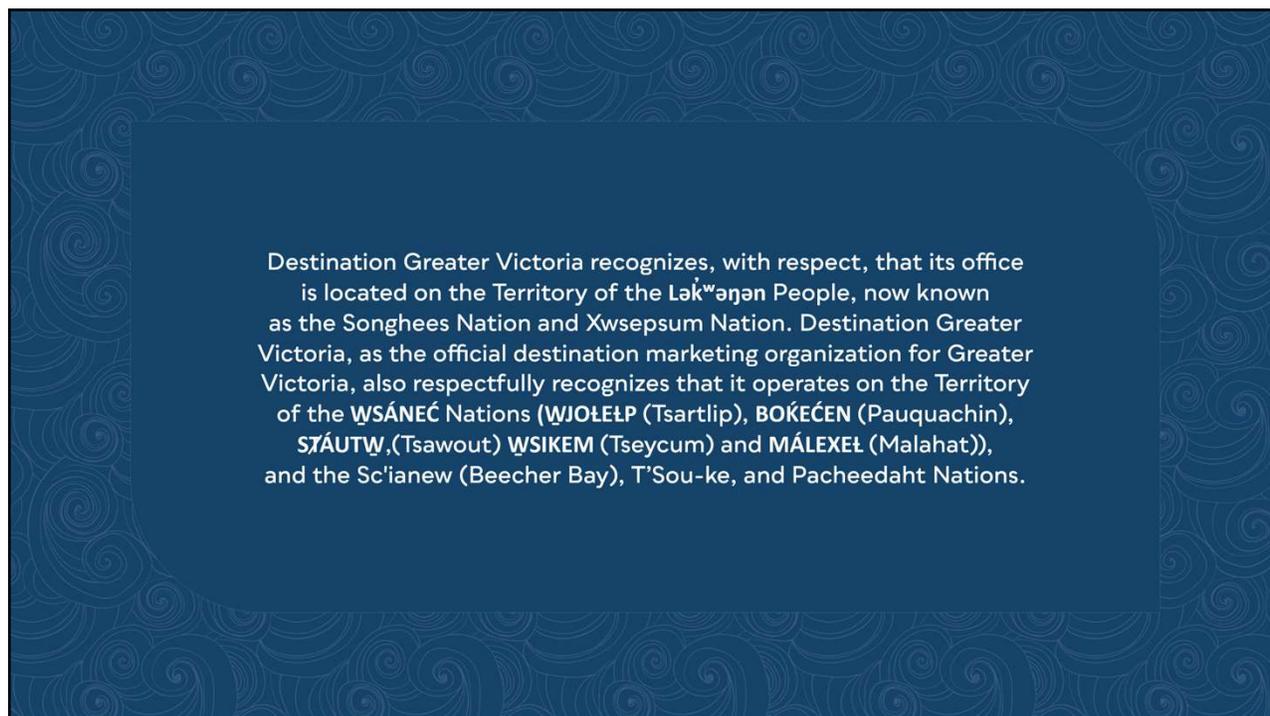
Sincerely,

Misha Masek

[misha@wanderlustweddings.ca](mailto:misha@wanderlustweddings.ca)



1



2



3

## What We Do

- Marketing & Sales
- Destination Planning
- Community Building
- Visitor Servicing

A photograph of the Victoria Visitor Centre, a modern building with a prominent tower, surrounded by people and greenery. The building has signs for 'VICTORIA VISITOR CENTRE' and 'VICTORIA'.

DESTINATION GREATER VICTORIA

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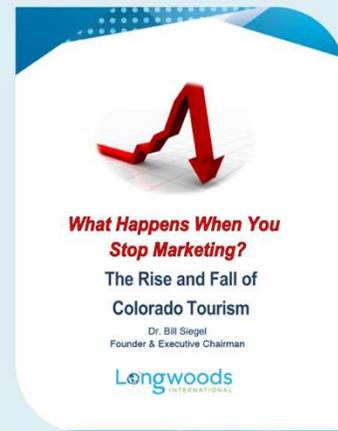
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## The Difference DMOs Make

- Common brand platform
- Organize the supply side through membership, policy work, etc.
- DMOs are foundational to industry stability, so when one is discontinued, though rare, the impacts are felt broadly across the sector.



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## A Tripartite Agreement

### Five-year mandate

Centred on a five-year Strategic Plan with a sunset provision

### BC legislated framework

Co-administered by Destination BC and Ministry of Finance



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## Framework for an MRDT Agreement

- 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 OAP funds in Budget 2018.
- The MRDT program is jointly administered by the Ministry of Finance, the Ministry Tourism, Arts, Culture and Sport, and Destination BC.
- It is intended to help grow BC revenues, visitation and jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace.
- The minimum support required from the accommodation sector to initiate or renew MRDT 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. For 3% communities, more is expected.
- The MRDT framework ensures mutual accountability (municipality, hotels, Destination Greater Victoria), enabling five-year renewal cycles, transparent strategy alignment, and clear funding.
- The process is anchored by a five-year strategic plan. This time, Destination Greater Victoria recommends the plan is drawn from DGV's 10-year evergreen Destination Plan.

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## BC Government Guiding Principles

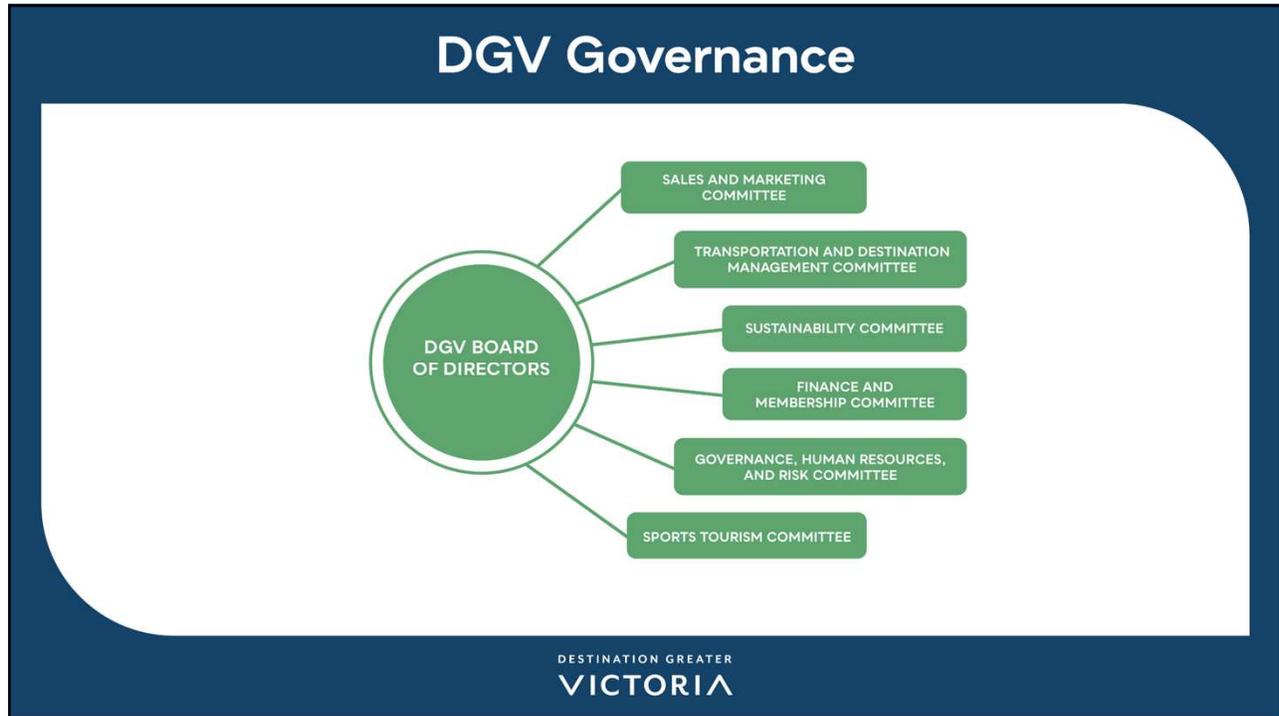
- Effective tourism marketing, programs and projects.
- Effective local-level stakeholder support and inter-community collaboration.
- Coordinated marketing that complements broader provincial marketing strategies and tactics.
- Fiscal prudence and accountability.
- MRDT is an extension of the Provincial Sales Tax Act



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VICTORIA



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## Oversight and Results

- Balanced Scorecard
- Independent advertising tracking and conversation studies
- 2025 spring/summer Western Washington advertising campaign: February 1 - July 31
  - Return on Investment (ROI): 48:1
  - In other words, for every dollar invested in the campaign, a return of \$48 was realized.

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## DGV's Style

- Professional experts in the visitor economy
- Non-partisan, non-political
- Research/evidence based
- Work through City staff day to day
- Guided by a 10 Year Destination Plan with broad support
- Effective advocates – Professionally, all levels of Government
- Intervene selectively



DESTINATION GREATER  
**VICTORIA**

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## Massive Regional Competition

Destination Vancouver + Vancouver DMF	Visit Seattle	Tourism Whistler	Destination Greater Victoria + Victoria Hotel Destination Marketing Association
=	=	=	=
Greater than <b>\$40 million CAD</b>	Greater than <b>\$50 million USD</b> (~ <b>\$72 million CAD</b> ) with new Tourism Improvement District	Greater than <b>\$20 million CAD</b> marketing (also own golf course, conference centre as lines of business)	<b>\$13 million CAD</b>

DESTINATION GREATER  
**VICTORIA**

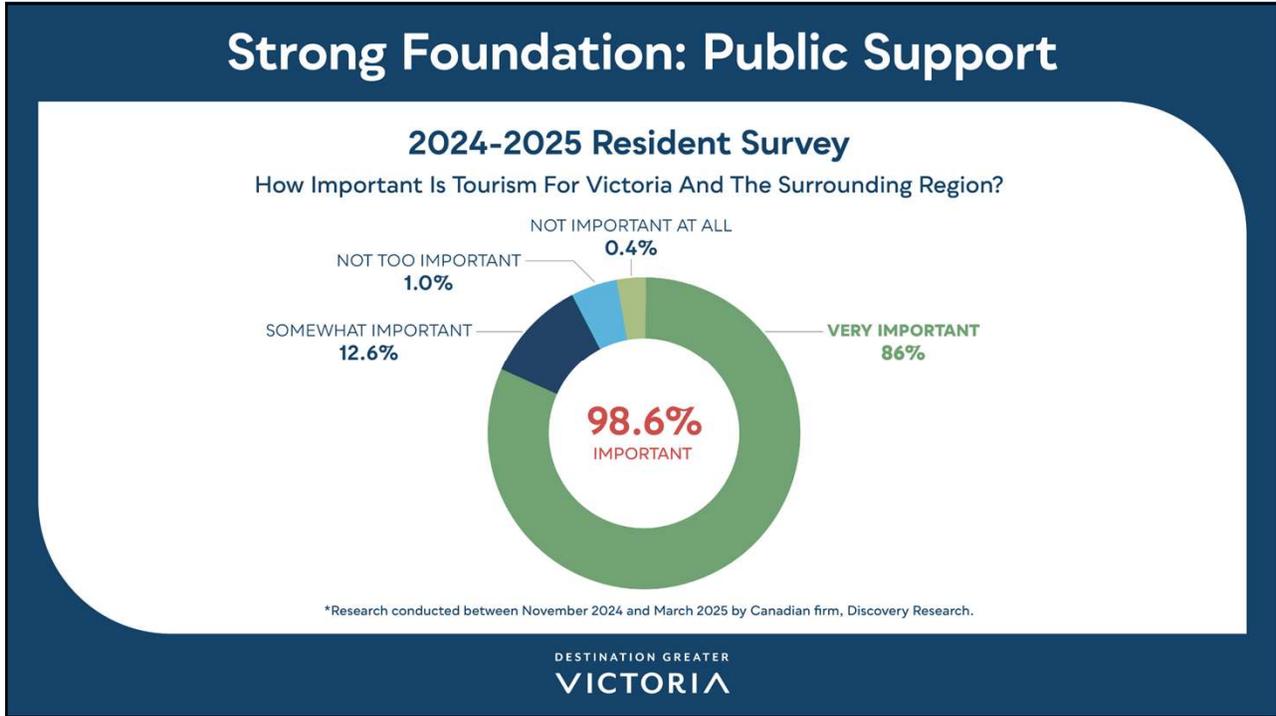
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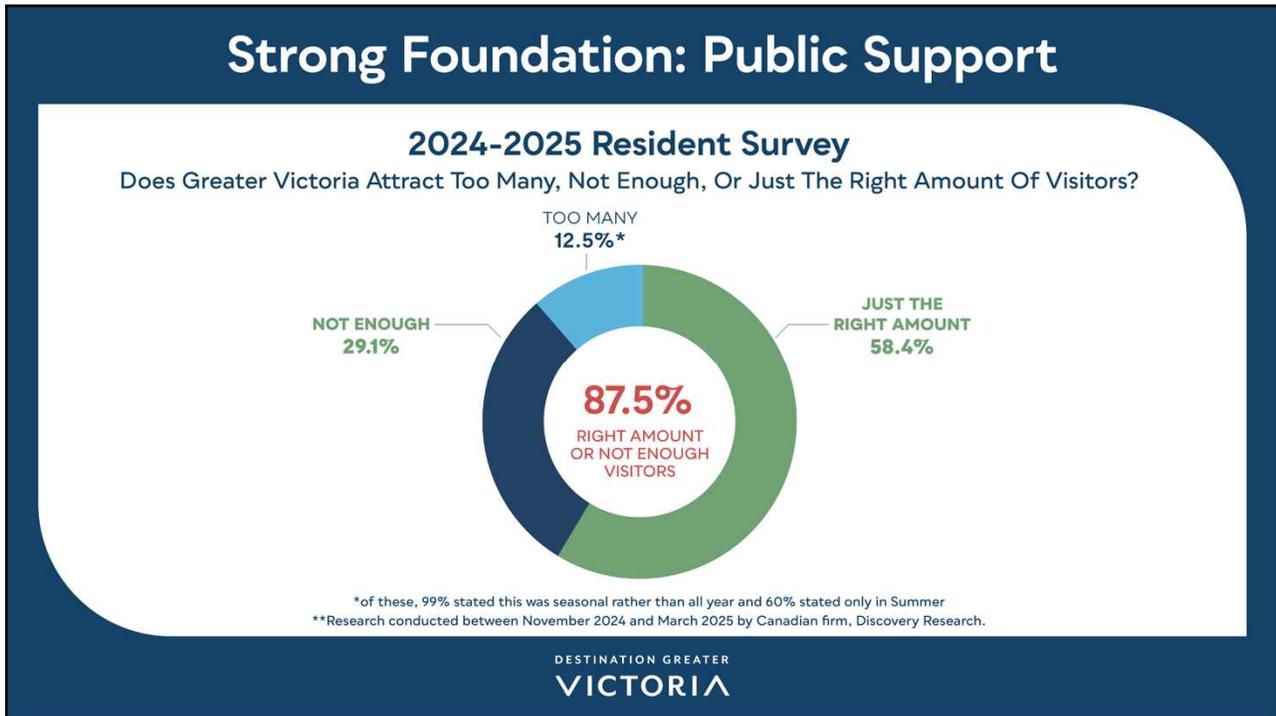
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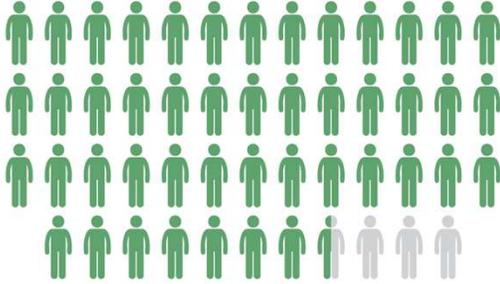


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## Strong Foundation: Public Support

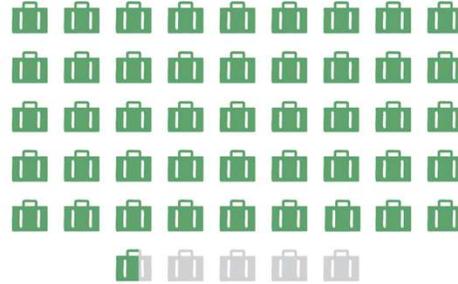
### 2024-2025 Resident Survey

93% Agree Tourism Supports Jobs



YES 93.0% | NO 7.0%

91% Agree Tourism Benefits Local Businesses



YES 91.4% | NO 8.6%

\*Research conducted between November 2024 and March 2025 by Canadian firm, Discovery Research.

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VICTORIA

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## 2016 Foundational Agreement

- Hotels agree to increase MRDT rate from 2% to 3%
- Greater Victoria Visitors and Convention Bureau (DGV) become the “eligible entity” or designated recipient for MRDT in the City of Victoria
- DGV leads the sales and marketing for the Victoria Conference Centre.
  - Revenue guarantee for City of Victoria: minimum \$600,000
  - Revenue guarantee has increased since inception
- Tourism Project: Through DGV, the tourism industry will reinvest in a community project that benefits both visitors and residents, as agreed upon by hotels, DGV, and the City under MRDT Guidelines.
  - First 10 years: Investment in the David Foster Harbour Pathway
  - Next Chapter: Investment in the Illumination & Safety project

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## Transformational Collaborative Agreement

### 2017 Foundations

- 2017 agreement created a framework for deep collaboration and mutual success
- Hotels agreed to raise the MRDT rate charged to their guests from 2% to 3%
- DGV became the lead for sales and marketing at the Victoria Conference Centre
- Destination Greater Victoria moved to the five-year (post-1996 regulations) renewal framework under the provincial MRDT regulations allowing for medium term planning
- Destination Greater Victoria become the designated recipient or eligible entity under the provincial framework
- The tourism industry, through Destination Greater Victoria made a contribution to mutually beneficial supply side investments to the City Victoria under the “Tourism Projects” language in the MRDT regulations
  - 2017-2026: David Foster Harbour Pathway
  - Proposed 2027-2031: Illumination and Safety project

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## Transformational Collaborative Agreement

### Subsequent

- Late 2018: provincial announcement of OAP (Airbnb) MRDT taxation province wide. Uses allowed for marketing/promotion or affordable housing.
- Discussion and agreement to focus revenue on City of Victoria’s affordable Housing Fund, with a focus on workforce housing.
- Elegant solution: accommodators supported this, which is required and first project is underway.

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## The Last Two Chapters

### 2017 - 2021

DGV attained eligible entity status for MRDT in Victoria from 2017

MRDT voluntarily increased from 2% to 3%.

Managed sales and marketing of the Victoria Conference Centre effectively.

Established the Greater Victoria Sport Tourism Commission in 2018.

Ongoing industry contributions to the David Foster Harbour Pathway Project.

Implemented Major Events initiatives: IMPACT Conference.

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VICTORIA

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## The Last Two Chapters

### 2022 - 2026

Recover quickly and efficiently from the pandemic.

Lean and scalable business model.

MRDT OAP for workforce housing.

Focus on sustainability - Biosphere and GDS-Index.

Established Sustainability Committee to meet the sustainability goals.

Ongoing global PR wins #1 Small City in the World - Conde Nast Traveler's readers choice.

Complete investment in David Foster Harbour Pathway Project.

New lines of business e.g. incentive market

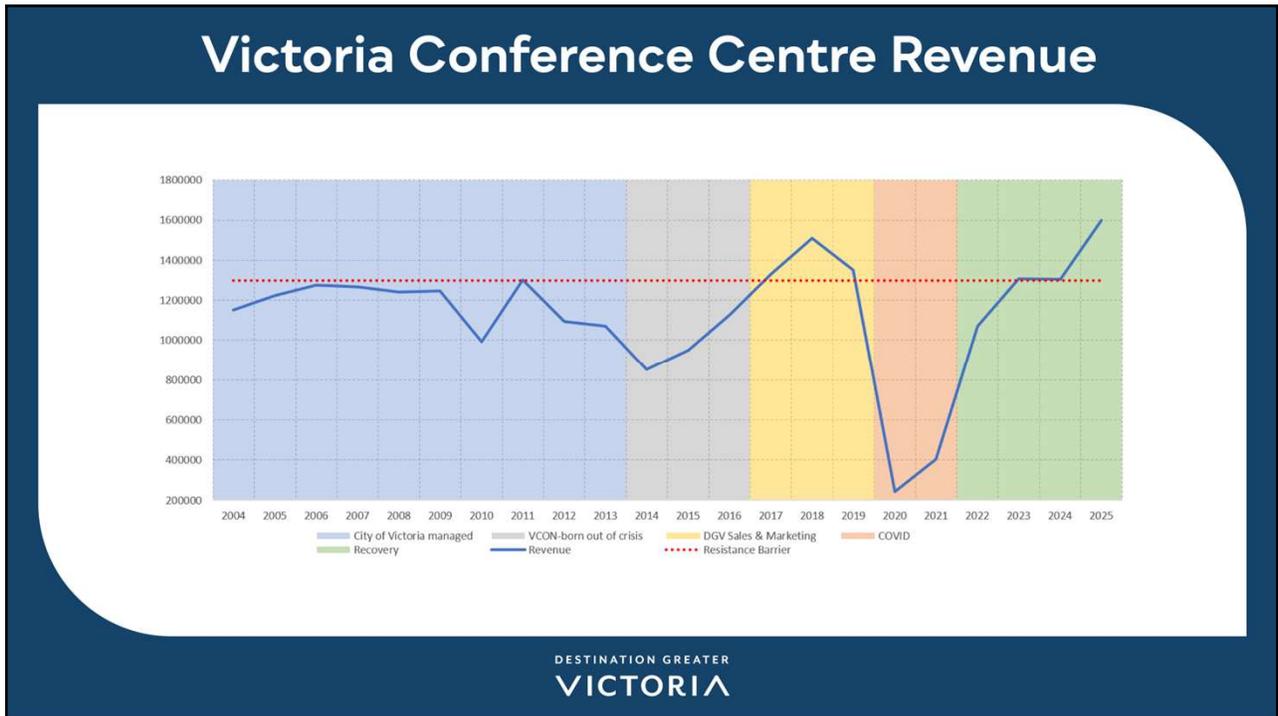
Modernized Destination Greater Victoria's digital platform; first party data driven

DESTINATION GREATER  
VICTORIA

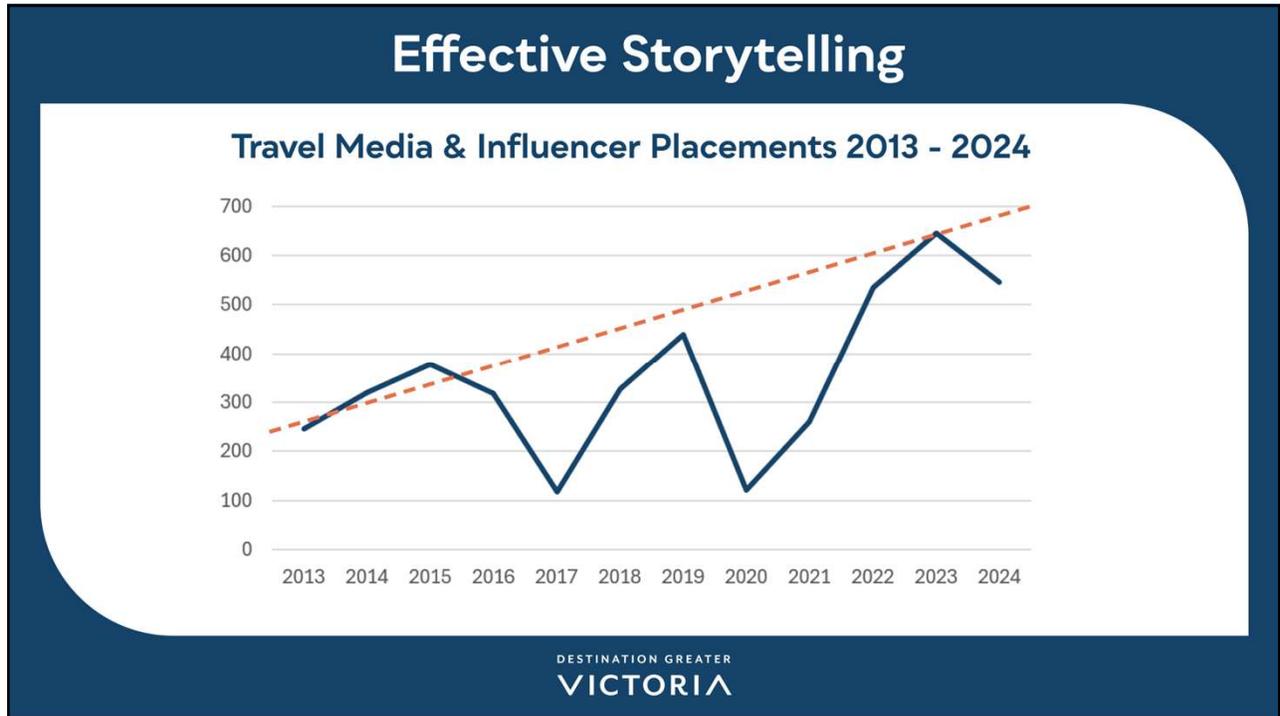
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## Competent and Effective

★ Condé Nast Traveler's Readers' Choice Awards #1 Best Small City in the World, three years in a row



★ Condé Nast Traveler's Readers' Choice Awards Most Tourist-Friendly City in the World



★ 2025 Family Travel Award - Good Housekeeping



★ #3 Most Sustainable Destination in North America - GDS Index Ranking



★ 2<sup>nd</sup> Best Cruise Destination in the World - Compare the Market Australia



★ Canada's Most Cycle-Friendly City - Compare the Market



★ The Travel Green List 2025 - Wanderlust



★ #2 Coolest City in Canada - Betway Insider



★ Top 10 Most Walkable Cities in the World - Skyscanner



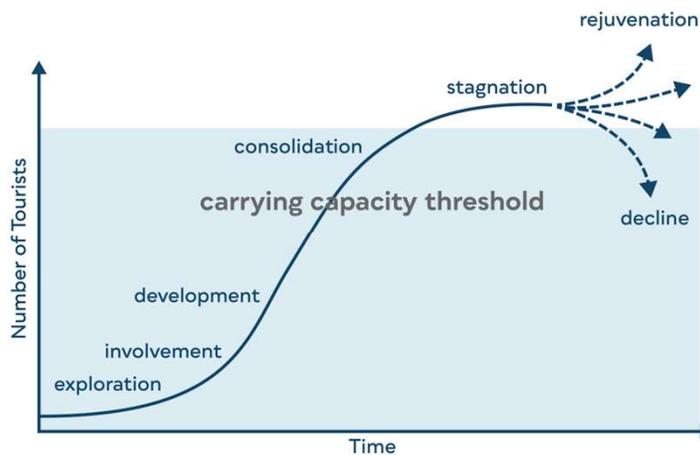
★ Biosphere Sustainability Certification - 74 members linked & 20 members certified



DESTINATION GREATER  
**VICTORIA**

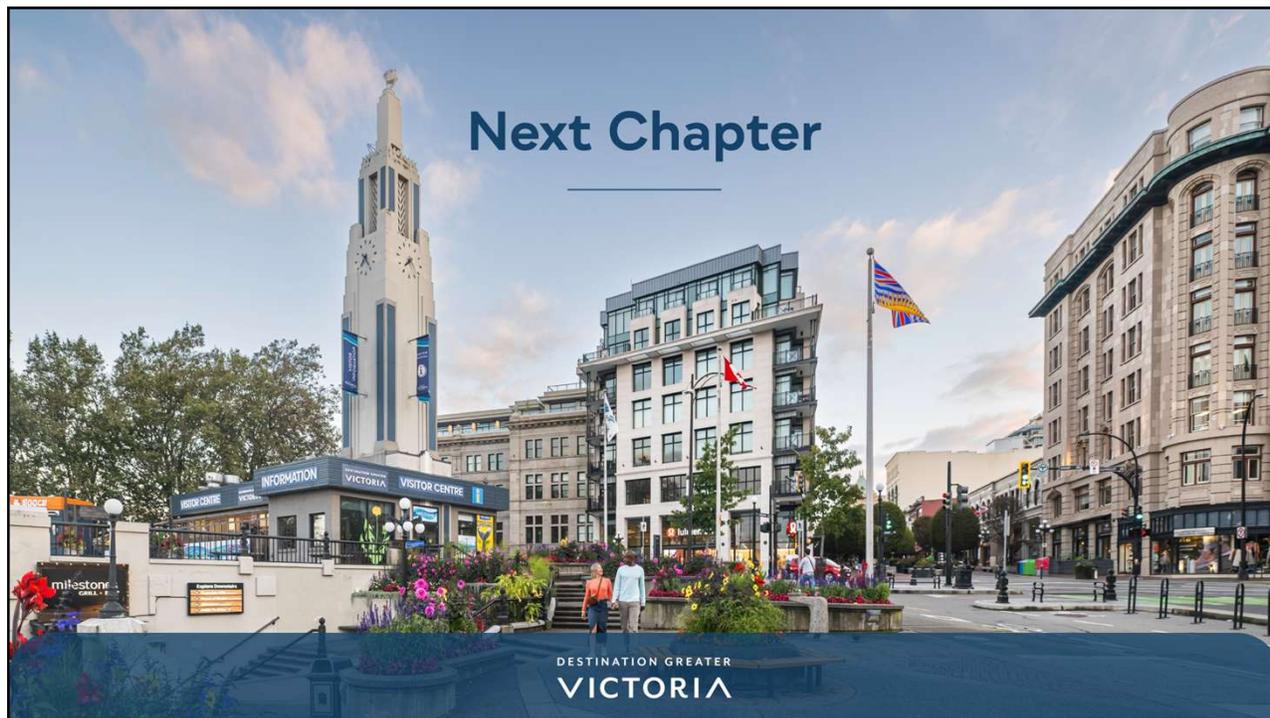
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# Where Do We Go From Here?



DESTINATION GREATER  
**VICTORIA**

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# Draft Strategic Objectives of 2027-2031 Plan

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



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**VICTORIA**

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# Targets

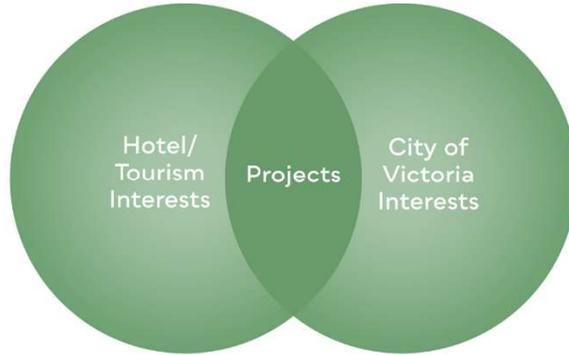
Occupancy (%)	2022	2023	2024	2025	2026	2027	2028
This Year	66.0%	68.9%	74.3%	75.1%	75.1%	75.7%	76.3%
Percent Change	34.0%	4.3%	7.8%	1.1%	0.1%	0.8%	0.7%
ADR	2022	2023	2024	2025	2026	2027	2028
This Year	\$247.29	\$255.37	\$270.67	\$278.25	\$284.64	\$290.62	\$296.43
Percent Change	30.0%	3.3%	6.0%	2.8%	2.3%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

- Years 2025-2028 are projected.
- Total number of respondents - 18
- Total number of rooms represented by the respondents - 2350 to 2400 depending upon the year
- Figures may be conservative, as actual Average Daily Rates (ADRs) are likely to trend higher.
- Targets will be refined annually as part of each year's business and tactical plans

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**VICTORIA**

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# Tourism Projects: Intersection of Interests



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**VICTORIA**

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## Tourism Project: Illumination & Safety

- Interest consolidating around activation and animation of downtown Victoria.



Umbrella Alley, Quebec City



Subong Park, South Korea



South Korea shopping district



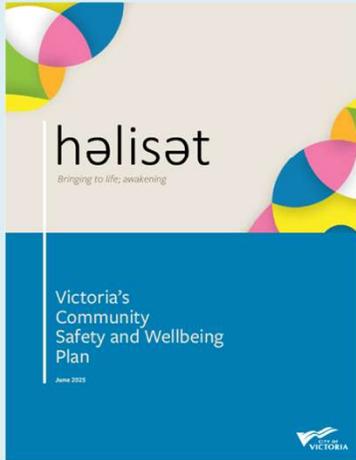
Ohio



Sparkman Wharf, Tampa Florida

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## Alignment with Victoria's Community Safety and Wellbeing Plan



### SECTOR 4: Downtown

Lighting identified as a short- and long-term action that supports safety and wellbeing.

Downtown   ACTIONS	LEAD	TIMELINE	SAFETY & WELLBEING FACTORS
4.6 Invest in downtown public realm amenities, like benches, trees, lighting, murals, micro-plazas, Indigenous storytelling plaques, historical markers, wayfinding, light projections, etc.	City of Victoria	2025 - Ongoing	safety and safety perception; belonging, social cohesion, and isolation

**33 PARTICIPANT QUOTE**

[We need] Expansion of community villages. A focus on supporting young people's economic needs (20-30yrs) to live and thrive in the city, walkable car-free, increase density, green space and safe, lighted pedestrian/accessible corridors. More affordable, shelter rate, and supportive housing to be available/spread across all neighbourhoods in Victoria, not concentrated in the downtown, creating more diverse communities and greater capacity to support residents across the city.

“There were over 1,800 mentions about improved lighting and urban design, as necessary components for improved safety.”

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## Alignment with Victoria's Community Safety and Wellbeing Plan

- \$1 million over five years
  - Steering committee – DGV and CoV



Tampa Riverwalk, Florida



Passage, Garment District, Montréal

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## Five-Year Strategic Plan

### Objective 1:

Elevate Greater Victoria as a world-leading urban destination with focus on the region's role as a gateway.

- Victoria is the designated urban gateway in the Destination BC Iconics strategy for The Infinite Coast brand.
- Through collaborative work and effective marketing, DGV intends to maintain the destination's position as a world-leading urban brand.
- Conference centre option beyond 2036

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## Five-Year Strategic Plan

### Objective 3:

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

- Leverage the region's unique attributes, exceptional hospitality, and capacity for innovation, to position Greater Victoria as a top choice for business events, even in the off-season.
- Secure 25 or more city-wide conferences per year and drive off-peak season leisure and business travel.
- Sport tourism will play a significant role. DGV actively pursues hosting regional, national, and international competitions that drive visitation, boost local engagement, and showcase the destination's facilities and community spirit.

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## Five-Year Strategic Plan

### Objective 4:

Advance destination stewardship, community engagement, and Indigenous partnerships

- Advance reconciliation and action key plans such as the Greater Victoria Destination Plan, Climate Action Plan, and Circular Economy Strategy.
- DGV commits to supporting Indigenous tourism development in respectful and meaningful ways.
- Collaborate with First Nations, local government, industry, non-profits, and the wider community, leading the way in sustainable tourism by fostering innovation, reducing waste and carbon emissions, supporting local food systems, and maintaining alignment with the values and environmental goals of the community.

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## Indigenous Tourism and First Nations Partnerships

- Build strong relationships with local First Nations, actively supporting economic reconciliation
- Continue the Visitor Centre partnership with Songhees Tours, providing prominent space within a hub of the visitor economy
- Deepen partnership with Indigenous Tourism BC to support Indigenous owned tourism businesses in Greater Victoria and the growth of authentic Indigenous tourism
- Work collaboratively with the Songhees Nation and Xwsepsum Nation to deepen partnerships and invest in shared tourism priorities
- Support and sponsor the South Island Powwow and other significant Indigenous cultural events



**SONGHEES  
TOURS**



**INDIGENOUS  
TOURISM BC  
CORPORATE**

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# Sustainability Priorities

## Core Programming

IMPACT Sustainability Travel and Tourism Conference  
 Destination-level Biosphere Certification

## Measurement

Participation in the GDS Index

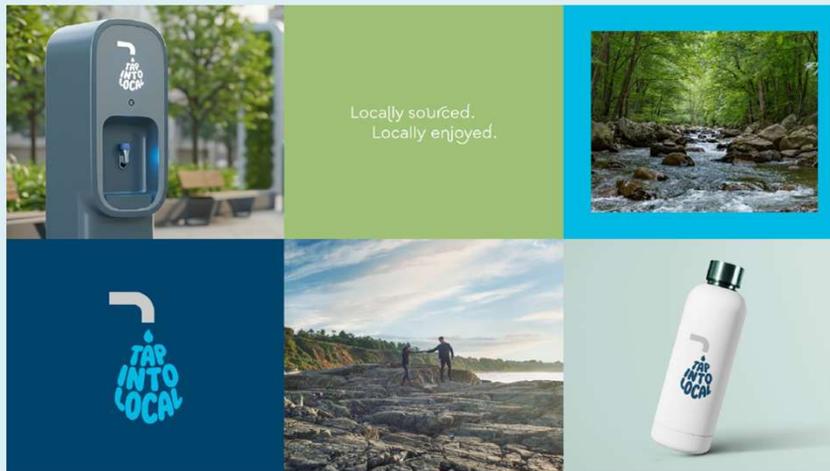
## Implementing Key Sustainability Strategies

Circular Economy Strategy  
 Climate Action Plan



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# Sustainable Drinking Water Program



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## Direct Annual MRDT Investment to City of Victoria

- Business Events sales and marketing \$2.2 million
  - Benefits VCC and hotels
    - Revenue guarantee of \$1.2 million/year in the contract for use
    - Three staff positions
- Visitor Centre lease
  - \$155,000
- Illumination & Safety Project
  - \$200,000 per annum. \$1 million over course of five-year contract
- Affordable housing funding from OAP MRDT
- Indirect: destination stewardship, festivals and events support, destination sales and marketing, sports tourism, sustainability initiatives, Indigenous partnerships, etc.

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## Affordable Housing

The OAP MRDT related to affordable housing is part of the BC Provincial Sales Tax Legislation and operates under a provincial regulatory framework comanaged by Destination BC and the Ministry of Finance.

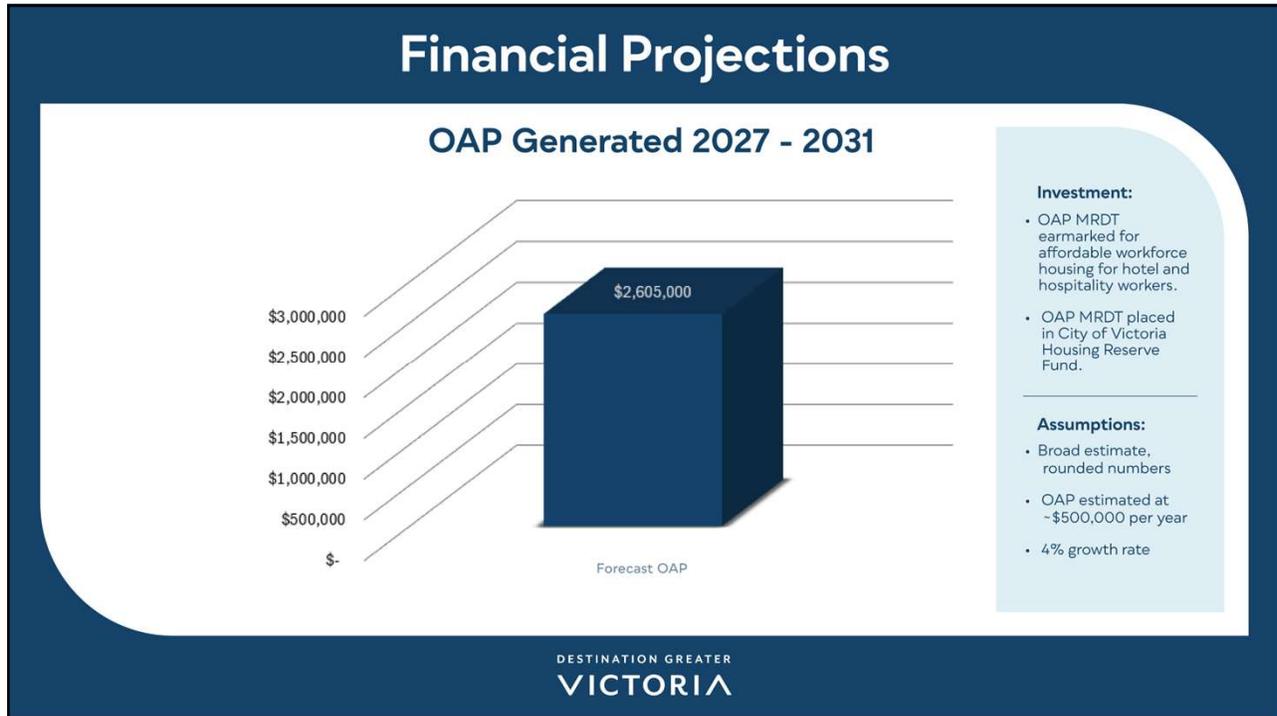
Since 2018, funds collected from OAP MRDT have been placed in the City of Victoria Housing Reserve Fund, specifically earmarked for the creation of affordable workforce housing for hotel and hospitality workers.

### Success story

- Partnership with City of Victoria, Destination Greater Victoria, and the Greater Victoria Housing Society.
- 40-unit affordable workforce housing project at 2558 Quadra Street now under construction.



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## Accountability

- Strong Governance
- Regular Reporting
- Use of Balanced Scorecard
  - *Measurable KPIs*
- Transparent and Accountable

DESTINATION GREATER  
**VICTORIA**

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