



# Destination Vancouver 2024 Business Sprint

---

*Building on the strengths of 2023*

*We gratefully acknowledge that we live, work and connect  
on the traditional, unceded territories of the x<sup>w</sup>məθk<sup>w</sup>əy' əm (Musqueam),  
Skwxwú7mesh Úxwumixw (Squamish), and səlilwətaɫ (Tsleil-Waututh).*



# Welcome



**Lucas Pavan**  
Manager, Membership





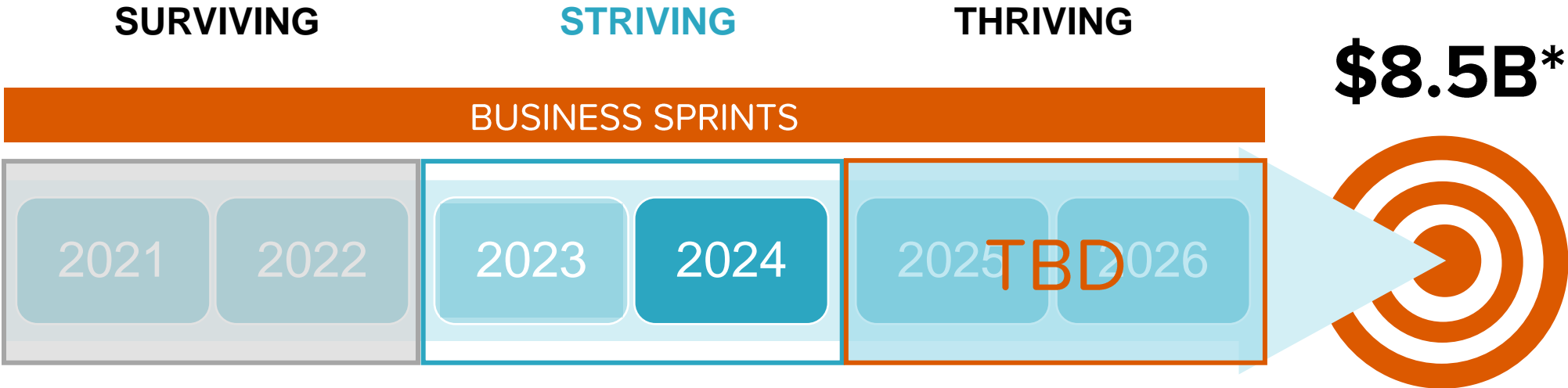
# Welcome



**Royce Chwin**  
President & CEO



# Business Sprint Foundation



Strategy Led • Insights Driven • Industry Partnered

# DESTINATION VANCOUVER

FOUNDATION

DESTINATION MANAGEMENT

DEVELOPMENT

PROMOTION

FOCUS AREAS

COMPETITIVENESS

STEWARDSHIP

ACCOUNTABILITY

PRIORITIES

STRATEGIES

TIME

BUSINESS SPRINTS

ROI

PEOPLE PLANET PROSPERITY

## 2024 FOCUS AREAS

### COMPETITIVENESS

Purposefully grow the destination's visitor economy by driving near and longer-term demand. Strategically invest to deliver on Vancouver's value proposition, with a focus on prioritizing off-peak season visitation.

### STEWARDSHIP

Build a responsible and resilient future balancing the economic, environmental, social and cultural value of tourism for communities while advocating for and strengthening Vancouver's visitor economy.

### ACCOUNTABILITY

Destination Vancouver is a purpose driven, people-first, recognized industry leader. We are accountable and transparent - delivering value as a responsible business partner.

## 2024 PRIORITIES

1. Deliver Vancouver's refreshed and differentiated brand
  2. Target marketing initiatives based on defined visitor segmentation
  3. Enable cultural event development
  4. Create opportunities for industry alignment
  5. Execute on digital strategies to enhance the visitor experience
  6. Assess existing market investments and new market potential
- 
1. Collaborate with communities to advance shared values
  2. Action select Global Destination Sustainability Index priorities
  3. Advocate for eradicating barriers to building a sustainable and resilient visitor economy
  4. Influence investment in destination development
- 
1. Continue to strengthen and empower a diverse and inclusive team with engaging career experiences that support delivering on strategy
  2. Continue to grow positive corporate reputation
  3. Champion reconciliation, diversity, equity, accessibility and inclusion
  4. Ensure disciplined business and financial practices
  5. Implement future member services model and organizational governance

## **Strategy Led • Insights Driven • Industry Partnered**

- Grow Vancouver's visitor economy responsibly and sustainably
- Intentionally build off-peak season development, business and leisure visitation
- Drive immediate and future business for the destination
- Promote Vancouver as a year-round destination

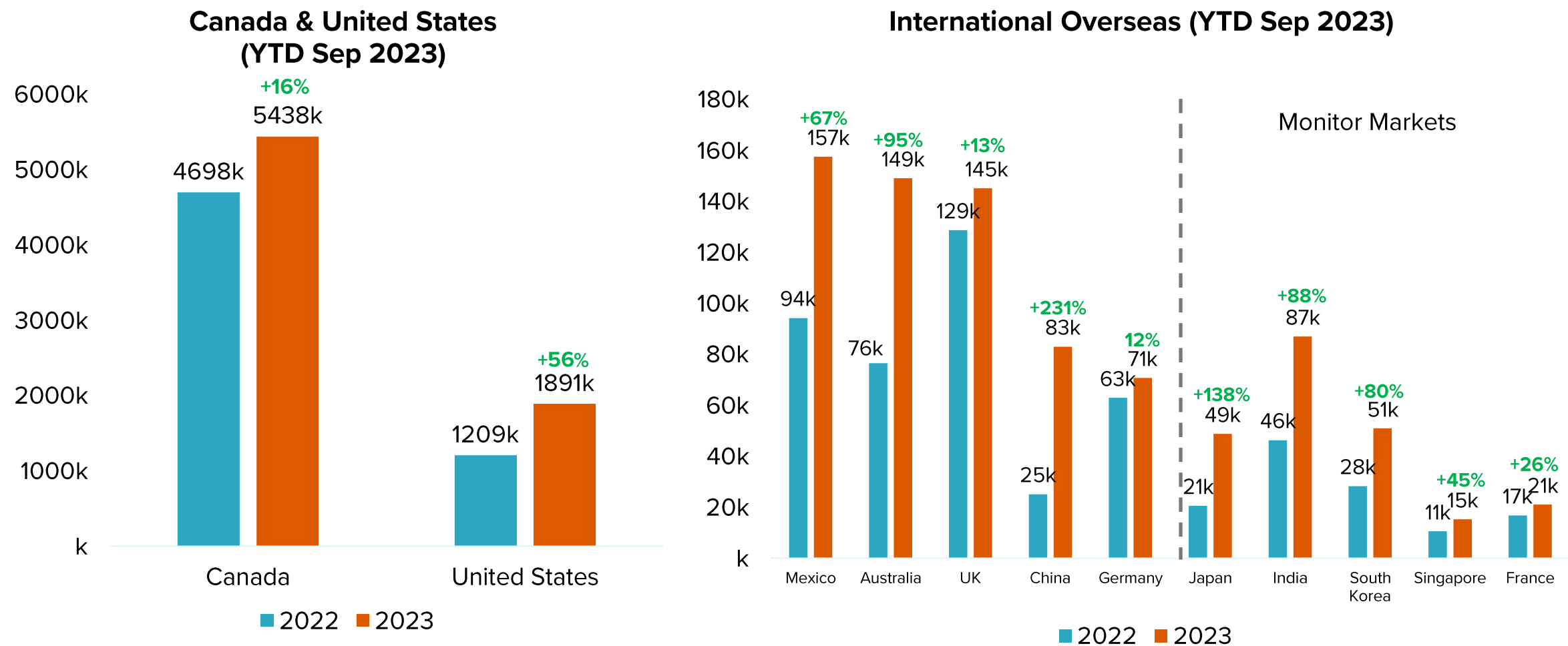




# Visitation & Projections

# Overnight Visitors to Vancouver by Market Origin

Strong demand from Canada, US, Mexico, Australia and UK (YTD Sep 2023)



Source: Destination Vancouver.

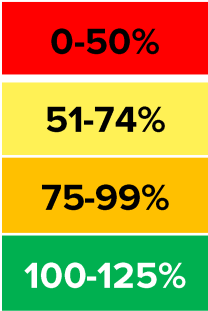
# 2024 Forecast: Overnight Visitors to Vancouver

Continue build of overnight visitation in 2024



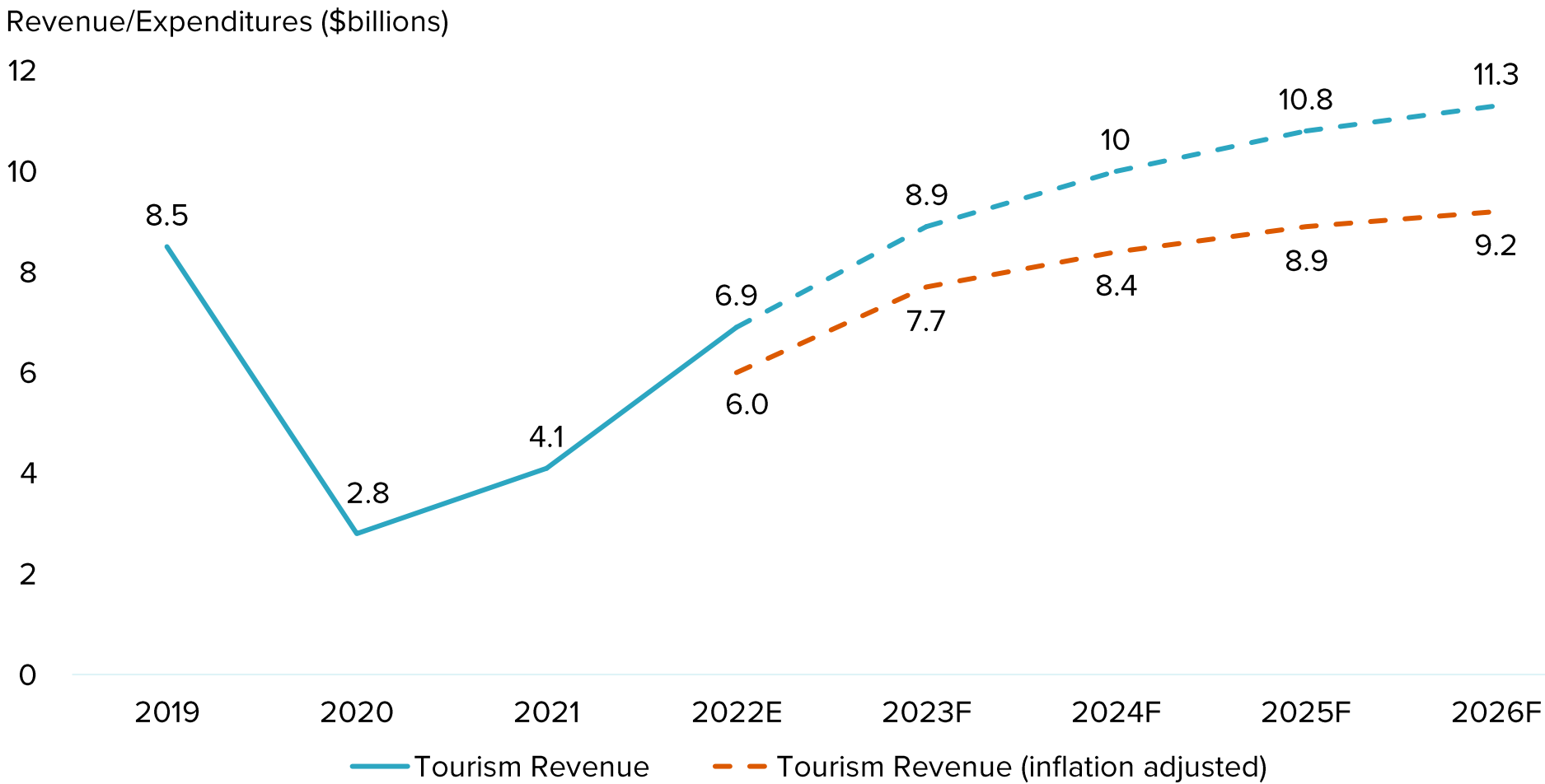
	2023 Estimate Visitation	2024 Forecast Visitation	2023/2019 (2019=100)	2024/2019 (2019=100)
Canada	6.9M	7.0M	108	111
United States	2.4M	2.6M	94	100
Mexico	193K	196K	122	124
Australia	177K	215K	80	97
United Kingdom	166K	182K	79	86
India	97K	107K	94	104
China	114K	192K	38	64
Germany	82K	86K	80	83
South Korea	62K	78K	61	77
Japan	60K	85K	46	66
Singapore/Malaysia/ Indonesia	42K	47K	105	118
France	28K	30K	81	85
Other	501K	605K	69	83
Total	10.8M	11.4M	98	104

2019 Index



# Economic Impact – Vancouver Visitor Economy

Tourism Revenue Target of \$11 Billion by 2026



- Domestic market has led the rebuild of tourism since re-opening.
- US market strong in 2023 but international markets yet to fully return.
- International markets (especially Asia Pacific) expected to take a few more years for full rebuild.
- Real tourism expenditure expected to return in 2025.
- Total tourism revenue target of \$11 billion for 2026.

Notes: Subject to revision/update as new data/information becomes available. Current as of November 2023.  
Source: Destination Vancouver.



## **FOCUS AREA 1: COMPETITIVENESS**

Purposefully grow the destination's visitor economy by driving near and longer-term demand. Strategically invest to deliver on Vancouver's value proposition, with a focus on prioritizing off-peak visitation.

### **PRIORITIES**

1. Deliver Vancouver's refreshed and differentiated brand
2. Target marketing initiatives based on defined visitor segmentation
3. Enable cultural event development
4. Create opportunities for industry alignment
5. Execute on digital strategies to enhance the visitor experience
6. Assess existing market investments and new market potential

# 2024 Global Market Assessment

As of November 2023



Ranking	2023 YTD Visitation	2023 YTD Expenditures	2023 Spend per Trip	Length of Stay	Direct Air Access (2024)	2024 Visitation Forecast	Future Air Bookings (next 12 months)	Future RN Bookings (next 12 months)	Conventions Business	Other Business Travel	Cruise Demand	Seasonality Support	Total Market Ranking
1	CA	USA	AU	IN	CA	CA	CA	CA	CA	CA	USA	CN	Canada
2	USA	CA	UK	SK	USA	USA	USA	USA	USA	USA	CA	MX	USA
3	MX	CN	CN	AU	JP	AU	UK	AU	SK	UK	UK	SIN	China
4	AU	UK	SK	MX	UK	MX	AU	UK	MX	MX	AU	USA	India
5	UK	AU	MX	UK	AU	CN	DE	DE	AU	AU	MX	CA	Australia
6	IN	DE	USA	DE	SK	UK	SK	MX	IN	IN	DE	IN	United Kingdom
7	CN	MX	IN	CN	MX	IN	JP	FR	UK	DE	FR	AU	Mexico
8	DE	JP	CA	CA	DE	DE	MX	JP	DE	SK	IN	JP	South Korea
9	SK	FR	DE	USA	CN	JP	IN	SIN	CN	CN	JP	SK	Germany
10	JP	SK			IN	SK	CN	CN			SIN	FR	Singapore
11	SIN	IN			FR	FR	FR	IN			SK	UK	Japan
12	FR				SIN	SIN	SIN	SK				DE	France

# 2024 Market Investment

---

## ACTIVELY BUILDING



Canada



Australia



USA



Mexico



United Kingdom



Germany



China

## MONITORING / ASSESSING



South Korea



Singapore



Japan



United Arab Emirates



France



India

# 2024 Market & Channel Activation

M&C		Consumer Direct		Travel Trade			Travel Media / Influencers		Partner Led
		Performance Marketing & Social Media	Paid Media Campaigns	Marketing Partnerships	Product Training	Familiarization Trips	Media Pitching	Destination Visits	Content support to DBC, DC & other partner-led activities
Canada									
British Columbia									
Alberta									
Ontario									
Quebec									
USA									
Washington									
California									
Texas									
Florida									
New York									
United Kingdom									
Germany									
Australia									
Mexico									
China									
Japan									
South Korea									
France									
India									
UAE									
Singapore				TBD	TBD		TBD	TBD	



CANADA



OVERALL RANKING - #1

2024 Visitation - #1  
Repeat Visitation - #1  
Spend Per Trip - #8  
Seasonality Support - #5

2023 VISITATION

Est 6,900,000  
+12% visitation YOY  
120% of 2019 visitation

2023 SPEND

\$1,827 per visitor

AIR SERVICE

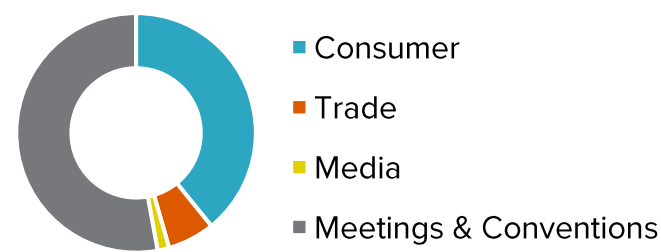
Avg 198 flights daily

Toronto 28 daily  
Calgary 27 daily  
Edmonton 16 daily  
Victoria 16 daily  
Kelowna 15 daily

KEY CONSIDERATIONS

- Canada is the greatest volume market for Vancouver but is lower yield than international.
- Opportunity to inspire getaways from short-haul markets using lower-funnel tactics in need periods.
- Toronto corporate group business still sees value in Vancouver accommodation cost.
- High lead volume and highest booking/conversion ratio make it an important M&C market.

INVESTMENT: EST \$1,000,000



SEASONAL FOCUS

PEAK | OFF-PEAK  
20% | 80%  
25% | 75%  
10% | 90%

LEAD THEMES

- New experiences
- Culinary / Michelin
- Arts, sports, cultural events and festivals
- Indigenous
- Ambassador stories aligned to themes
- Seasonality and mild climate

2024 NOTABLE INVESTMENTS

- M&C sales mission and client events in Toronto and Montreal.
- M&C MIND program, increased local host ambassador development through focused client events
- *All other investments will continue current programs and partnerships.*

PERFORMANCE METRICS & TARGETS

Visitor Volume	+2% increase YOY
Website Traffic	-10% decrease YOY
Referrals	+5% increase YOY
Room Nights	10% increase in RNs YOY
VSP Completions	50 newly certified Specialist
Tier I Media Stories	70% Tier 1 publications
M&C	4 new Citywide Wins

MEXICO



OVERALL RANKING - #7

2024 Visitation - #4  
Length of Stay - #4  
Spend per Trip - #6  
Seasonality Support - #2

2023 VISITATION

Est 193,000  
+51% visitation YOY  
122% of 2019 visitation

2023 SPEND

\$2,100 per visitor

AIR SERVICE

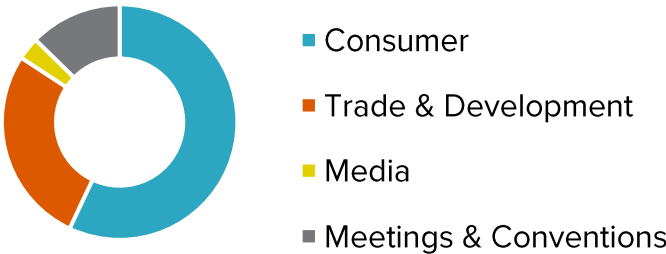
Air Canada  
MEX 8x/week

AeroMexico  
MEX 23x/week

KEY CONSIDERATIONS

- 2023 visitation from Mexico is pacing to be the highest overnight visitation on record
- Strong demand for winter travel to support off-peak season development
- Partnership opportunities with Destination BC, Destination Canada, Tourism Whistler, Airlines, YVR & VHDA
- New air service from Guadalajara to Vancouver expected to launch in 2024, increasing market potential

INVESTMENT: EST \$1,500,000



SEASONAL FOCUS

PEAK | OFF-PEAK  
0% | 100%  
15% | 85%  
0% | 100%

LEAD THEMES

- Best of City & Nature
- High-quality Culinary Experiences
- Outdoor Activities
- Unwind & Rejuvenation

2024 NOTABLE INVESTMENTS

- Mexico City client event Q1 (M&C, Media, Trade) aligning with consumer campaign in market
- M&C dedicated agency client fam Q2
- M&C in-market sales representation
- Q1 & Q4 consumer marketing campaigns
- Executing pre/post campaign research
- Trade and marketing partnerships to support new air service development from key hub cities

PERFORMANCE METRICS & TARGETS

Consideration & Intent Lift	Baseline TBD – research in-field
Search Lift	+20% YOY – TBC upon ‘23 results
Website Traffic	+2-% YOY / 40K web visits
Visitor Volume	+2%
Referrals	+50% YOY
Room Nights	TBD upon ‘23 results
VSP Completions	500
Tier I Media Stories	80% Tier 1 publications
M&C Business Booked	Increase in booking/conversion ratio



# **WEBINAR: 2024 Market Plans**

**December 6 | 9:30–11:30 AM**

---

**Contact Cristina Hernandez to register**  
**E: [chernandez@destinationvancouver.com](mailto:chernandez@destinationvancouver.com)**

## **FOCUS AREA 2: STEWARDSHIP**

Build a responsible and resilient future balancing the economic, environmental, social and cultural value of tourism for communities while advocating for and strengthening Vancouver's visitor economy.

### **PRIORITIES**

1. Collaborate with communities to advance shared values.
2. Action select Global Destination Sustainability Index priorities.
3. Advocate for eradicating barriers to building a sustainable and resilient visitor economy
4. Influence investment in destination development

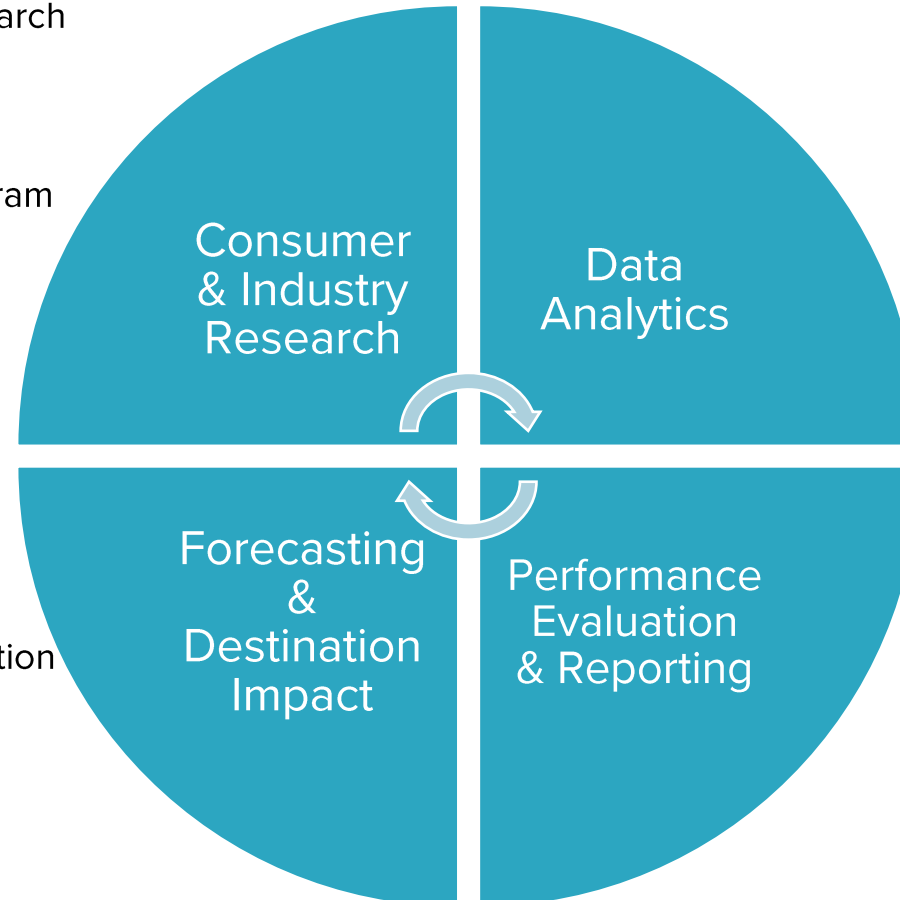


# RESEARCH & BUSINESS INSIGHTS

---

- Global Air Visitor Research Program
- Asia Markets Travel Sentiment Research & Opportunity Assessment
- Global Travel and Market Trends
- Cruise Research
- Vancouver Attractions Monitor Program
- DC Research Partnership

- Resident Perceptions of Tourism/Sentiment Research
- Economic Impact Analysis & Evaluation
- Event Impact Analysis & Reporting
- Supply-Side Research and Analysis (hotel and air capacity)
- Annual and Market Outlook



- Air Bookings Data
- Accommodations Bookings Data
- Visitor Mobility Data
- Overnight Visitor Volume Data
- Payment Processor (Spending) Data
- Traveller Segmentation/Analytics
- Digital Analytics

- Organizational Scorecard
- Functional & Market KPIs Development and Tracking
- Membership Satisfaction Evaluation
- Travel Trade and Convention Services Activity & Program Evaluation
- Marketing Campaigns Research & Evaluation
- Business Intelligence Platform

# DESTINATION STEWARDSHIP

*Pillars of stewardship and key initiatives*



## DEVELOPMENT

- Accommodation Capacity Task Force
- New product / experience support
- Destination Risk Management
- Key partner alignment
  - ITBC & Host Nations
  - City of Vancouver
  - MV Destination Management Council
  - Destination Canada
  - Vancouver Coastal Mountain
  - Travel Foundation

## ENVIRONMENTAL

- Climate Smart – Corporate Carbon Emissions Reporting
- Global Destination Sustainability Index (GDSI)
- Events Industry Council (EIC) - Sustainable Events Professional Certification (SEPC)
- GSTC Destination certification
- Destination Climate Plan for Glasgow Declaration commitment

## CULTURAL

- ITBC Partnership Action Plans
- Chinatown – UNESCO designation
- Trans Canada Trail

## SOCIAL

- Social Procurement
- Local Partnerships
  - Good Night Out
  - Nighttime Economy
  - Food Waste
  - Neighbourhood clean-up
- Community & Resident engagement

---

## ADVOCACY

- BIAs/Public Safety
- City Planning & initiatives
- Provincial actions
- Partner requests

## **FOCUS AREA 3: ACCOUNTABILITY**

Destination Vancouver is a purpose driven, people-first, recognized industry leader.  
We are accountable and transparent - delivering value as a responsible business partner.

### **PRIORITIES**

1. Continue to strengthen and empower a diverse and inclusive team with engaging career experiences that support delivering on strategy.
2. Continue to grow positive corporate reputation
3. Champion reconciliation, diversity, equity, accessibility and inclusion
4. Ensure disciplined business and financial practices
5. Implement future member services model and organizational governance

# ACCOUNTABILITIES

Key initiatives for the organization and Team Members

---

## ORGANIZATION

- Building and strengthening the Team
- Commitment to reconciliation
- DE&I initiatives and awareness training

## TEAM MEMBERS

- Health and wellness
- Learning and development
- Succession planning

## CORPORATE RESPONSIBILITY

- Risk management and mitigation
- Membership value and relevance
- Financial transparency

## LEADERSHIP

- ESG procurement commitment
- Advocacy
- Partnerships

# 2024 Corporate Scorecard



FOCUS AREAS	OUTCOME	PERFORMANCE MEASURE	TARGET
<b>Competitiveness</b> Purposefully build demand and grow the destination's visitor economy in collaboration with like-minded partners. Strategic investment emboldens our competitiveness and delivers on Vancouver's value proposition.	<ul style="list-style-type: none"><li>• Consideration of Vancouver increases in key markets</li><li>• Marketing drives business for industry</li><li>• M&amp;C business generated</li><li>• M&amp;C business generated</li><li>• Partnerships rebuild visitation</li></ul>	<ul style="list-style-type: none"><li>• Brand interest</li><li>• Search Index</li><li>• Web Index</li><li>• New citywide wins</li><li>• Booking/conversion ratio</li><li>• Visitor volume from key international markets</li></ul>	<ul style="list-style-type: none"><li>• Stat. Significant Lift YOY in Key Markets</li><li>• +5% YOY in key markets</li><li>• +5% YOY in key markets</li><li>• 22 bookings</li><li>• 40%</li><li>• +7% YOY*</li></ul>
<b>Stewardship</b> Build a responsible and resilient future balancing the economic, environmental, social and cultural impacts of tourism for communities while advocating for and strengthening Vancouver's visitor economy.	<ul style="list-style-type: none"><li>• Member businesses value of Destination Vancouver</li><li>• Strengthened GDS Index scores</li></ul>	<ul style="list-style-type: none"><li>• Member engagement survey</li><li>• <i>Under review</i></li></ul>	<ul style="list-style-type: none"><li>• 75%</li><li>• <i>TBD</i></li></ul>
<b>Accountability</b> Destination Vancouver is a purpose driven, people-first, recognized industry leader. We are accountable and transparent - delivering value as a responsible business partner.	<ul style="list-style-type: none"><li>• High degree of pride and Team Member commitment</li><li>• Managing G&amp;A</li></ul>	<ul style="list-style-type: none"><li>• Team Engagement survey</li><li>• Within ≤10%</li></ul>	<ul style="list-style-type: none"><li>• 75%</li><li>• ≤10%</li></ul>

\*Target may be adjusted in March 2024 based on 2023 actual visitation. Key international markets include US, Mexico, UK, Germany, Australia and China.



# Member Satisfaction Survey

---

**Will be in your inbox this week!**

# Takeaways & Important Dates

---

## TODAY'S PRESENTATION

The recording will be available on the Destination Vancouver Extranet.  
The 2024 Business Sprint report will be available in January.

## UPCOMING PROGRAMS AND OPPORTUNITIES

- December 6: Webinar: 2024 Market Plans
- December 6: DVan Membership Satisfaction Survey
- December 7: Workshop: A Guide to Social Procurement in Tourism, Hospitality and Events. We'll be looking at additional dates in the new year  
**SOLD OUT**
- December 13: Annual Holiday Luncheon  
**SOLD OUT**
- January 15: Member Services Review On-line Survey

## STAY CONNECTED

Watch for the latest updates, resources, events, and more, in Destination Vancouver Member Enews

# Thank you

---

DESTINATION  
VANCOUVER

TEAM  
VANCOUVER  
V