

VANCOUVER



TOURISM VANCOUVER

2021 BUSINESS SPRINT

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Links to the sources of research cited in Tourism Vancouver's 2021 Business Sprint can be found on the back page of this document listed under the heading References.



MESSAGE FROM OUR BOARD CHAIR

The significant impact from COVID-19 on the tourism industry remains a harsh reality. As Chair, I believe, we have learned so much and will emerge stronger together as we lead the way in defining this new chapter for our industry. We have a lot of work ahead as we continue to navigate through this pandemic. But thanks to you, we have great confidence in the strength of our industry. Every day, you demonstrate your incredible resiliency.

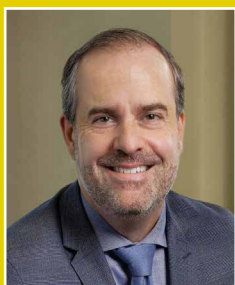
We can't thank you enough for your steady dedication through this most difficult year. Working together, committees like the Metro Vancouver Tourism and Hospitality Industry Response and Recovery Task Force quickly became a powerful and collaborative force, advocating to all levels of governments to raise our members' needs and demanding sector support.

Governments have responded to those needs, and while we have been grateful for that support, we equally know much more needs to be done. To that end, Tourism Vancouver will continue to raise the issues that we know are most important, doing everything we can to ensure future success for members.

As we look forward to 2021, the Board and I remain optimistic about the future and work we will undertake together to rebuild to pre-pandemic levels, and over time, grow beyond that. With rapid-testing, wide-spread vaccination on the horizon and research guiding us, we will be prepared for what we know will be pent-up demand in areas of both leisure and business travel.

The Board and I encourage your active participation as team members implement what we feel is a flexible and innovative business plan, designed to make the most of a more positive year ahead. Future travellers have a new set of expectations for our industry, and we want to not only meet but exceed those expectations in the years ahead.

Marion Harper Treskin *Board Chair, Tourism Vancouver*



MESSAGE FROM OUR PRESIDENT & CEO

No one scenario planned for a global shut down of the tourism industry. A major and important contributor to our economy and communities was the first and hardest hit, and will most likely take the longest to rebuild to pre pandemic levels. But, if there's one undeniable trait of our industry that stands out during these challenging times it's that tourism is incredibly resilient. That gives us optimism for the work we need to undertake collectively to rebuild and restart travel domestically and internationally in the months and years to come.

We know from speaking with many of you in our tourism community that 2020 was perhaps the most challenging year you've faced in modern times. And we're not out of it yet. However, your resilience, adaptability and sheer will to keep moving forward while supporting your staff, community and customers is simply inspiring. We are grateful at Tourism Vancouver for your partnership and support as we navigate these surmountable challenges together.

Tourism Vancouver was not immune from the economic impacts of COVID-19. As a result, the Board of Directors, with the support of senior management, had to act. Tourism Vancouver realized a 63% cut to our operating budget and 57% permanent reduction in staff. While very difficult decisions had to be made, this ensures the long-term sustainability of the organization. Finding the positive, with the support of our Board of Directors, our team has been afforded the chance to critically examine every aspect of what we do; a top to bottom review resulting in a holistic organizational reset. We believe there is a long road ahead in rebuilding Vancouver's visitor economy. We want to ensure we remain relevant and demonstrate value to our members and community for the long term.

You will see in our 2021.22 Business Sprint that we have done away with the traditional three-year rolling business planning approach. These are not conventional times and our team has adapted to meet our current realities. As a result, we are looking at the next two years as four, six-month segments. We adopted this nimbler planning structure and we've developed a series of flexible strategies that can adapt to a highly disruptive environment. Our efforts will be reflected in our Balanced Scorecard which ties our strategies to measurable outcomes.

While most would not have chosen a challenging year like 2020 to assume a new leadership role, I am grateful for the opportunity to lead and be part of the talented and dedicated team at Tourism Vancouver and appreciate the support of the Board of Directors. I want members to know the team and I will always welcome new ideas, especially where we can rebuild in ways that support people, the planet, and profitability.

On behalf of Tourism Vancouver, thank you for all that you have done and continue to do to ensure that Vancouver's visitor economy and tourism community will survive for years to come.

We will get through this. Together.

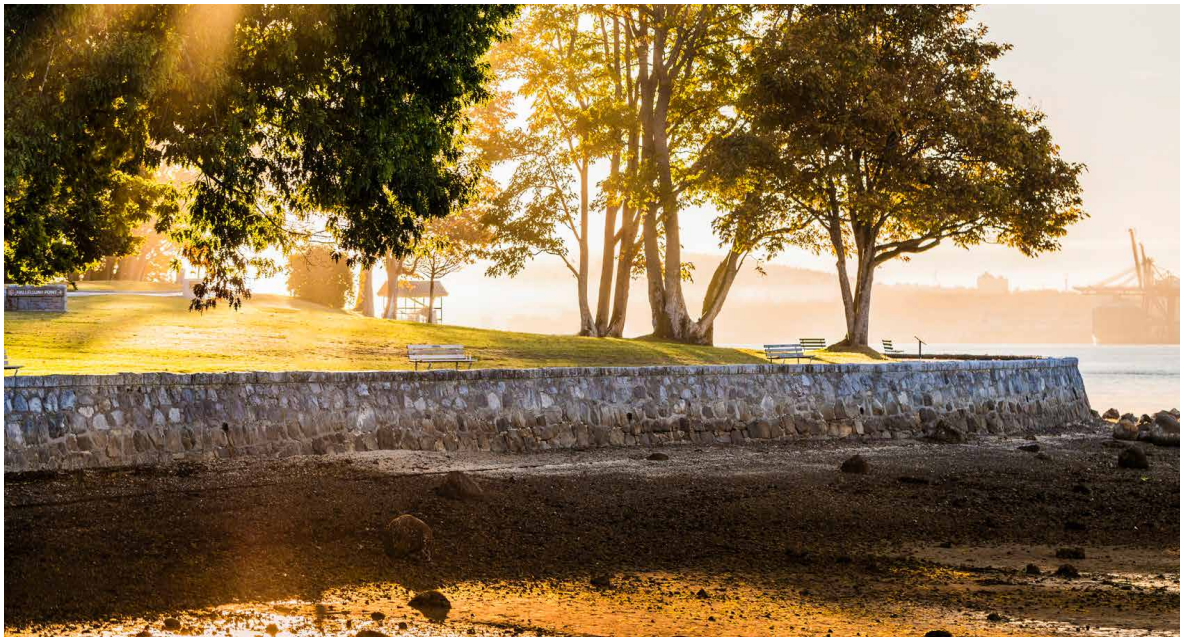
Royce Chwin *President & CEO, Tourism Vancouver*

> OVERVIEW

In March 2020, the UN World Health Organisation (WHO) declared the novel coronavirus, or COVID-19, a global pandemic. As of the last week of December 2020, the Johns Hopkins Coronavirus Resource Center in Baltimore MD reported over 81 million confirmed cases of COVID-19 globally¹, resulting in nearly 1.8 million deaths. Many countries have surpassed the two million COVID-19 case mark – including Italy (2.05 million), the United Kingdom (2.33 million), and France (2.62 million) – while other countries are facing unimaginable COVID case loads, including Brazil (7.48 million), India (10.2 million) and the United States (19.25 million). Canada has reported over 560,000 confirmed cases and over 15,000 deaths with British Columbia contributing over 48,000 diagnosed cases and more than 800 deaths to Canada's total numbers².

The global spread and impact of COVID-19 is unlike anything our world has faced in more than a century, with a complex and devastating interweaving of health, economic and social issues. In response to the escalating pandemic and to flatten the transmission curve, countries around the world implemented lockdowns and stay-at-home orders as well as border closures. Global domestic production ground to a halt, as more than 90% of the world's population was either restricted from moving freely, or residents sheltered in place, out of fear of the pandemic. The resulting impact on international travel and tourism was catastrophic for a sector which had been on the rise, accounting not only for over 10% of global GDP, but for one in ten jobs on the planet, and one in four new jobs created globally in the last five years (World Travel & Tourism Council³).

After almost a year living under varying degrees and levels of pandemic response, it is fully understood that recovery will require unparalleled local, regional and global cooperation by public and private sectors. Ongoing and dedicated support is necessary for our industries to survive, manage through this crisis, and rebuild towards a better and more resilient future.



> IMPACT AND RESPONSE

As spread of the pandemic progressed, similarly to other countries and jurisdictions, Canada's federal and provincial governments began implementing health-related restrictions that resulted in the shut-down of the domestic travel and tourism industry. Loss of some of the largest drivers within our sector – including postponements of meetings and conventions, cancellations of festivals and events, suspension of professional sport competitions, as well as the collapse of an entire cruise ship season – resulted in repeated shock waves of employee layoffs, business contractions and both temporary and, for some, permanent company closures.

In anticipation of a significant hit to our revenues (approximately 80% reduction in MRDT over 2019) and given the health order related travel restrictions, Tourism Vancouver took decisive actions toward becoming a leaner and more sustainable organization, to enable us to manage through the crisis. We paused most of our sales and marketing activities and pivoted to helping our members and industry navigate the ever-changing situation through the sharing of relevant information and advocating to government for relief and recovery assistance.

While the end of 2020 has brought news regarding the development and distribution of various vaccines against COVID-19, these positive gains have been tempered by international reports of new, variant strains of the virus, which will of course continue to impact response planning. The return of travel in terms of timing and international border reopenings are still very much an unknown.

The return of travel in terms of timing and international border reopenings are still very much an unknown.

> RESEARCH AND PLANNING INSIGHTS

While the timeline for lifting restrictions on global travel is currently unknown, there is a wealth of research which Tourism Vancouver – along with our national and provincial marketing partners at Destination Canada and Destination British Columbia – is conducting and analyzing. The findings are instructive, in terms of informing the scope and depth of work that needs to be done in coming weeks and months, in order to win travellers back to our market. The process of convincing visitors to make our city their destination of choice will be highly competitive, and begins with understanding the levels to which our resident populations feel comfortable and confident in welcoming travellers back. Destination Canada's recent resident sentiment survey, which follows, clearly shows that there is still work to be done with our local communities.

While B.C. respondents are on par with other provinces in terms of levels of comfort with welcoming travellers from nearby communities, our provincial comfort levels fall dramatically if those potential visitors are from other parts of Canada, or from beyond our national borders. We will continue to monitor these sentiment values closely to ensure that we are timing our promotion plans appropriately.

The findings are instructive, in terms of informing the scope and depth of work that needs to be done in coming weeks and months, in order to win travellers back to our market.

LEVEL OF WELCOME TOWARDS VISITORS

Comparison by Region

% Somewhat / Strongly Agree % Tout à fait d'accord / Plutôt d'accord	BC/C.-B. (n=201)	AB/Alb. (n=204)	SK/MB Sask./Man. (n=200)	ON/Ont. (n=600)	QC/Qc (n=402)	ATL (n=200)
From other communities near me / ... de collectivités voisines	50%	46%	48%	40%	43%	70%
From other parts of my province / ... d'autres parties de ma province	31%	43%	39%	31%	37%	64%
From other parts of Canada / ... d'autres régions du Canada	17%	30%	20%	24%	32%	12%
From the United States / ... des États-Unis	5%	14%	9%	10%	17%	8%
From other countries / ... d'autres pays que les États-Unis	7%	12%	10%	10%	20%	6%

Green text indicates significantly higher than at least one other region @ 95% confidence

Red text indicates significantly lower than at least one other region @ 95% confidence

To what extent do you agree or disagree with each of the following statements?

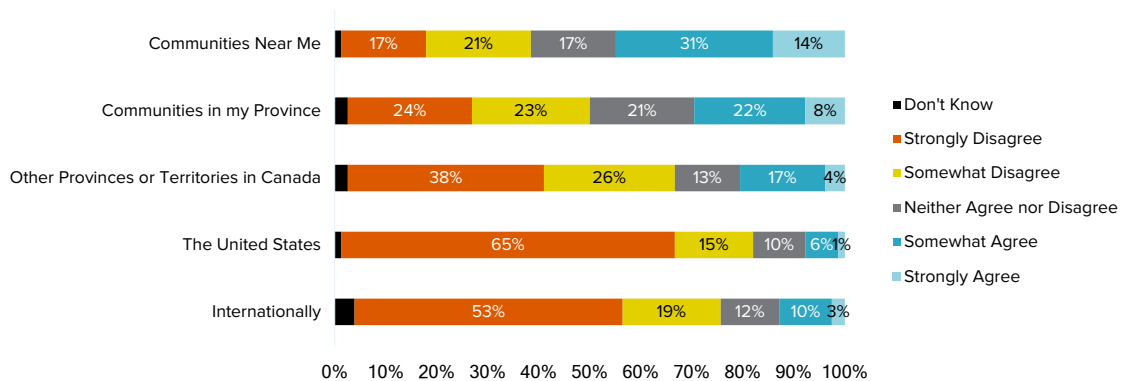
"I would welcome visitors travelling to my community..."

Source: Destination Canada Weekly COVID 19 Resident Sentiment, 2021 01 05.⁴

Similarly, an inspection of Metro Vancouver resident sentiment shows that while almost half of respondents (45%) are in agreement regarding positive feelings towards welcoming visitors from nearby communities, an overwhelming majority (80%) are against U.S. visitors entering the market, while almost three quarters of residents (72%) would not welcome international travellers to our destination at this time.

METRO VANCOUVER RESIDENT SENTIMENT

Level of Welcome Towards Visitors

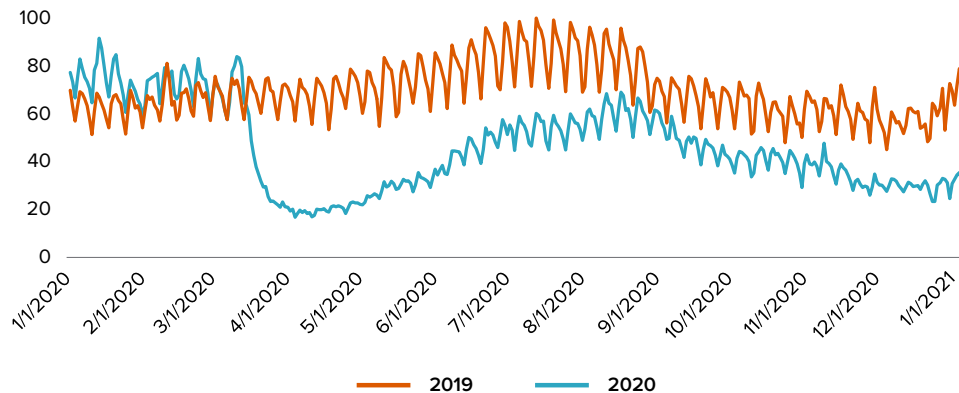


Source: Destination Canada Weekly COVID 19 Resident Sentiment, 2021 01 05.⁵

Note: Small sample size.

Google search behaviour can be used as a leading indicator of interest in travel. The following provides a year-over-year comparison of Canadian travel inquiries for domestic travel made by Canadians. What we see here is that 2020 (blue line) started strong relative to the previous year (orange line) in terms of Google based travel inquiries for accommodations and/or flights before the pandemic hit in April. Since then, the gap between recent and previous year Google search queries (indexed) have narrowed, suggesting a continued interest in travel and resiliency of interest and demand.

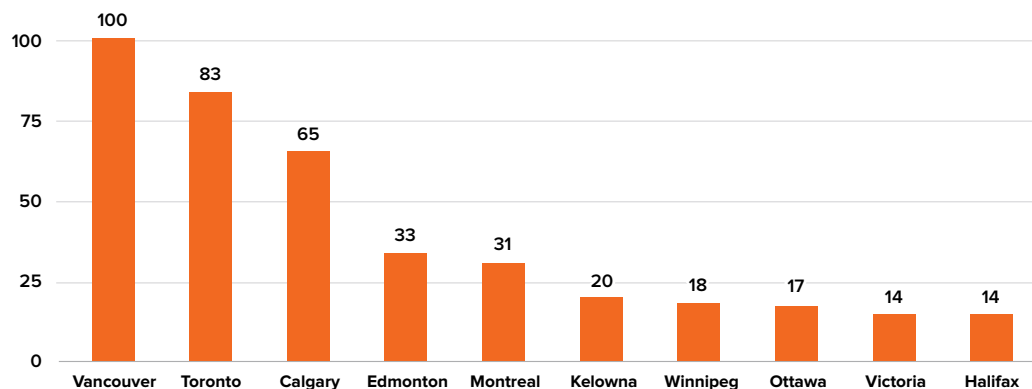
GOOGLE SEARCH TRENDS – DOMESTIC TRAVEL IN CANADA (INDEXED)



Source: Google Travel Trends.

Google search behaviour also shows that Vancouver is the most popular domestic destination for Canadians which is a silver-lining for our destination and paints an optimistic picture for future travel and tourism in Vancouver amidst this on-going pandemic.

TOP DEMAND BY DESTINATION CITY (INDEXED)



Source: Google Travel Trends.

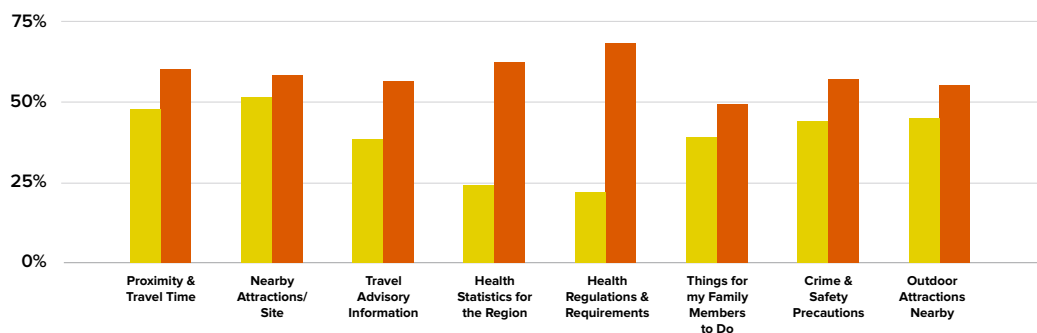


Globally, there is also a wealth of research being conducted, which is assessing traveller sentiment and future travel intent. Several key trends are evident in the research, many of which illustrate those factors travellers consider to be most important in terms of influencing their upcoming travel decisions. The Expedia Group analyzed data generated by hundred of millions of visitors accessing their travel sites in the fall of 2020 (including Expedia, Hotels.com, Travelocity, hotwire and Vrbo). They found that, while domestic travel searches still lead international ones, and most travellers are seeking information within a 0 – 21-day window, the following three trends are also evident.

When asked which conditions about the destination they might be planning to travel to would have the greatest influence on decision-making by travellers, health regulations, health statistics and travel advisory information were ranked as being most important in the year ahead.

MESSAGING ON HEALTH, SAFETY AND HYGIENE WILL PLAY A BIGGER ROLE IN FUTURE DESTINATION CHOICES

Across the board travellers want more information about the destinations they are visiting.

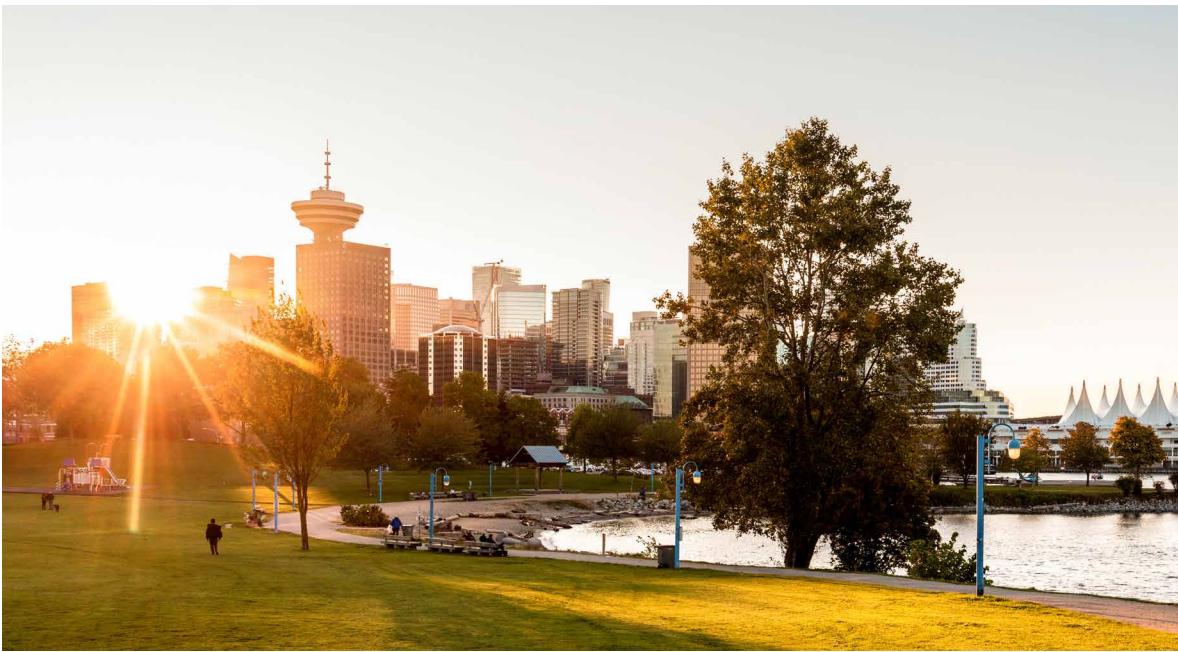
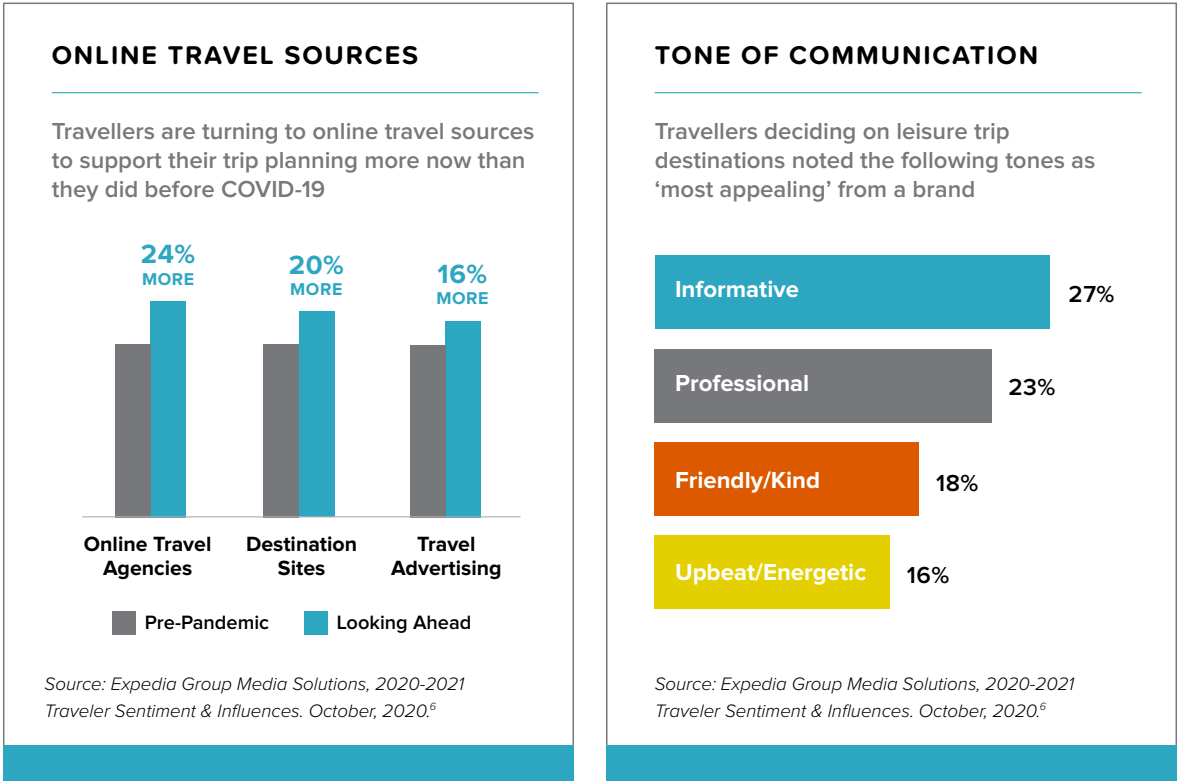


Expedia Group Media Solutions, 2020-2021
Traveler Sentiment & Influences, October, 2020.®

■ Pre-Pandemic ■ Looking Ahead

For those travellers on Expedia sites, looking ahead to making leisure trips in 2021, a higher proportion noted that they would turn to online travel sources to support their planning now, than they would have prior to the pandemic.

Expedia’s global insights suggest that content such as destination pictures and reviews will continue to be especially relevant looking ahead, but in addition to this, travellers expressed a desire to see the properties, events and experiences (“brands”) they were interested in adopt a more formal tone, in the information being provided.



In addition to this, there are three key insights found in the Expedia data which DMOs and members should consider building into planning and practices, in 2021.

1 Travellers are Seeking to Rejuvenate and Recharge

Insight: Pandemic fatigue is setting in and there is pent-up demand. Data shows that over the last 12 months, people who chose to travel overwhelming did so to rejuvenate and recharge (e.g. change of scenery or better weather) rather than other reasons.

2 Hygiene and Flexibility are Key

Insight: Travellers want to minimize risk to their health and protect against financial setbacks. Research indicates that following proper hygiene protocols are the primary influencer in making decisions when choosing modes of travel and/or accommodations, followed closely by safeguards such as travel insurance, trip protection, and cancellation policies.

3 Travellers want Reassuring Content

Insight: Brands can reassure travellers with messaging and imagery on pandemic protocols, flexibility, and financial security. When asked what kind of information is most important to them, travellers expressed a desire to see destination messaging around social distancing measures or protocols, and cleanliness standards.



Keeping a finger on the pulse of these many important and varied research insights – analyzing and sharing findings in ways that benefit our members – will continue to inform the work our leaner, more agile Tourism Vancouver team undertakes in our six-month ‘business sprints.’ More specifically, we will be constantly monitoring a range of signals that DMO’s around the world are likely to see as triggers for post-pandemic travel. Many of these indicators are far beyond our control, but will be key to planning, and thus factor into our rebuilding efforts.

The chart below illustrates many of these key indicators, and the phases in which they are most likely to become evident in the data. These indicators include, but are not limited to such factors as local, regional, national and international COVID-19 testing levels and infection rate results; distribution and delivery of effective vaccines; ongoing traveller sentiment and trip planning behaviours; changes to air access and economic indicators as well as signs towards lifting of North American and international border closures.

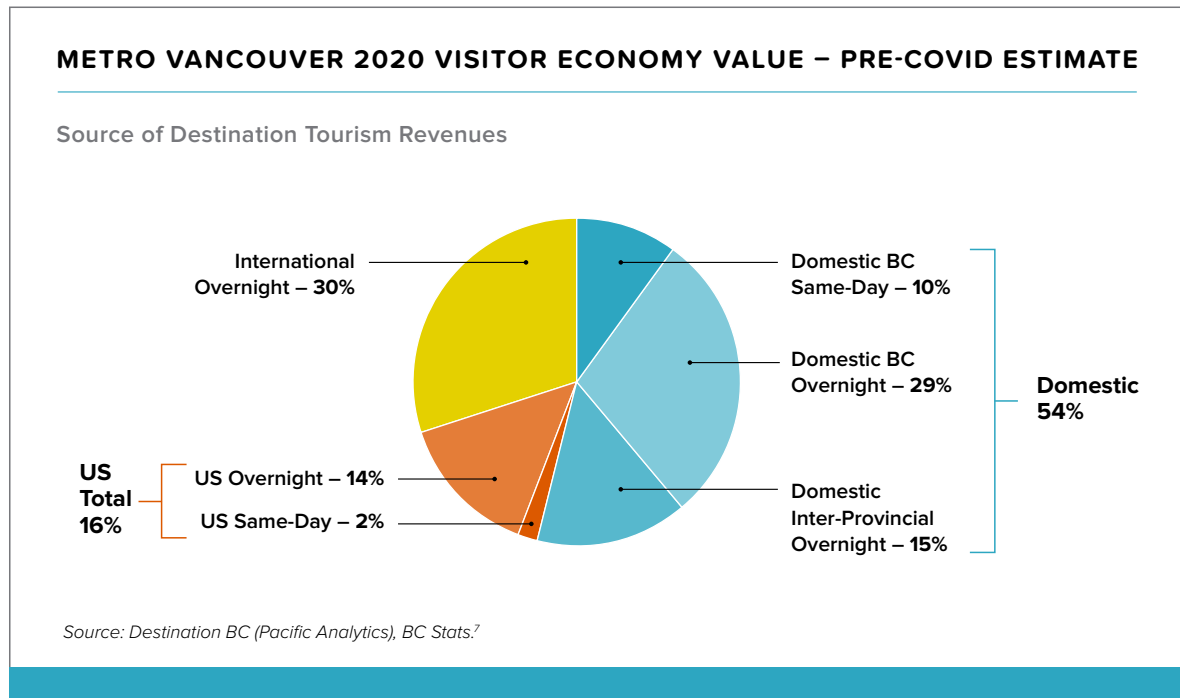
TOURISM VANCOUVER SIGNALS FRAMEWORK

	RESPOND	REBUILD	RESTART
Phase	Lockdown	Hyper Local / Provincial / Inter-Provincial	Canada / US / Overseas
Market Conditions	<ul style="list-style-type: none"> • COVID Case Count • Vaccination Rates • Resident Sentiment 	<ul style="list-style-type: none"> • Resident Sentiment • Economy (employment) • Consumer Confidence (safety & financial) 	<ul style="list-style-type: none"> • Resident Sentiment • Economy (employment, exchange rates) • Consumer Confidence (safety and financial) • Air Access
Leading Indicators – Consumer Intent & Behaviour	<ul style="list-style-type: none"> • Google search • Website traffic 	<ul style="list-style-type: none"> • Google search • Website traffic • Hotel bookings (future stay) • Available Traveller research • Destination Canada GTW • Destination BC research 	<ul style="list-style-type: none"> • Google search • Website traffic • Air bookings (forward-looking) • Available Traveller research (Canada) • Destination Canada GTW • Destination BC research • Expedia insights
Lagging Indicators – Destination Performance	<ul style="list-style-type: none"> • Overnight visitors • Hotel performance 	<ul style="list-style-type: none"> • Overnight visitors • Hotel performance 	<ul style="list-style-type: none"> • Overnight visitors • Air arrivals/border crossings • Hotel performance

> THE PATH FORWARD

The Tourism Vancouver team has analyzed several scenarios focused on rebuilding Vancouver's visitor economy. Much of our work has been based on projected tourism revenue scenarios developed in collaboration with Destination British Columbia.

Our first set of figures, determined as a pre-COVID base, estimated the value of Metro Vancouver's visitor economy at \$14.4B, based on same-day and overnight visitation.



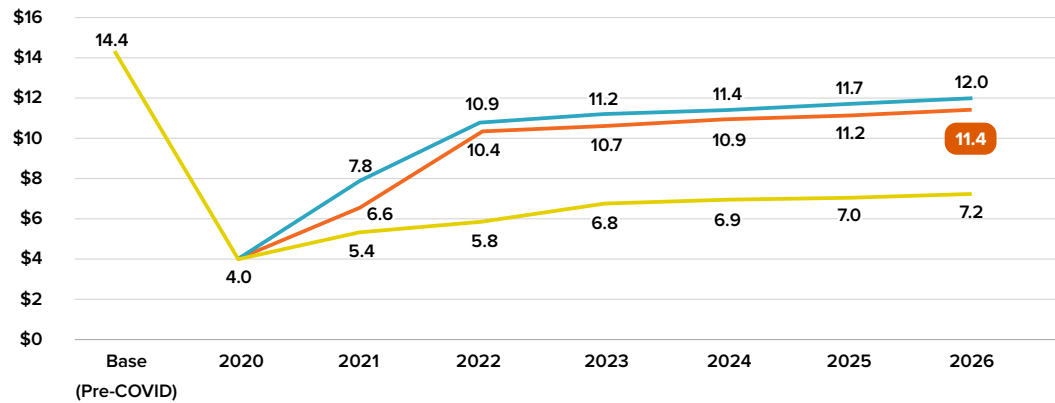
Using scenario projections, we believe a 'stretch' target – against which we can align and measure progress – should be set at \$11B by 2026. This target assumes that the COVID-19 pandemic will officially be declared over well in advance of that date; that border and travel restrictions will be gradually relaxed and then fully reopened; and that vaccines which have been developed and are currently being deployed, will be administered, globally, to those who want the protections they provide. Having noted these assumed outcomes, we also acknowledge there are many other variables and factors which will affect the travel and tourism rebuild and restart trajectory, thus plans made now will be reviewed and forecasts will be regularly adjusted as we proceed.

Moving forward, our goal is to build a stronger and more resilient tourism industry that recognizes a 'triple bottom line' which includes the needs of people and the planet, while still remaining profitable. We must be competitive and relevant in the promotion we undertake in our chosen targeted markets and we must continue to find ways for tourism to be both a positive and an integral component of the social economic and environmental fabric across the Metro Vancouver region.

PROJECTED TOURISM REVENUE SCENARIOS

Tourism revenues expected to fall to \$4.0B in 2020 before rebounding to \$11.4B in 2026

(billions, dollars)

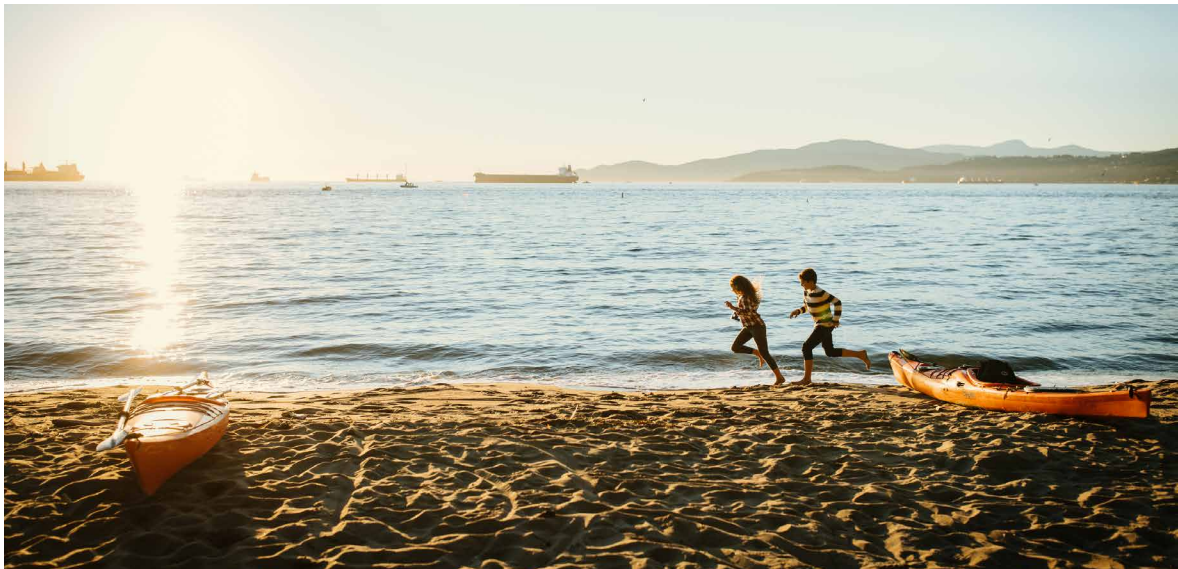


Source: Destination BC (Pacific Analytics), BC Stats.⁸

Optimistic

Likely

Pessimistic



BUSINESS PLANNING

Tourism Vancouver will take a different approach to business planning in 2021, in order to respond to what will continue to be a fluid and ambiguous operating environment. We have adopted a ‘business sprint’ mentality for our organization, in terms of plan development and implementation. Focused on the next two years, our planning cycles will be designed as four, six-month segments, allowing our team maximum flexibility to move up or push back key strategies as both the domestic and global operating environments around us change.

A key driver behind where and how our energy is focused is found in perhaps the most valuable sets of ongoing input we assess – and that is the information provided to us by Tourism Vancouver members. We appreciate the time you take to respond to our regular member surveys and want to be clear that the issues you raise, priorities you identify, and insights you share, all have an impact on the direction of our efforts.

For example, input from members (expressed as a percentage of respondents) suggests that the best way we can support you is by:

- Implementing a domestic marketing campaign, targeted at locals, B.C. residents and visitors from other parts of Canada (23%)
- Coordinating industry advocacy at the federal, provincial, and municipal government levels (22%)
- Continuing providing the sector with a 'voice' through the work of the Metro Vancouver Tourism and Hospitality Industry Response and Recovery Task Force (16%)
- Providing industry partner insights, and sharing market and consumer intelligence, including customer sentiment and destination performance (12%)

As our team built out our initiatives for the next year, we took into consideration your comments and concerns which are reflected in the activities listed below.

FOCUS AREAS

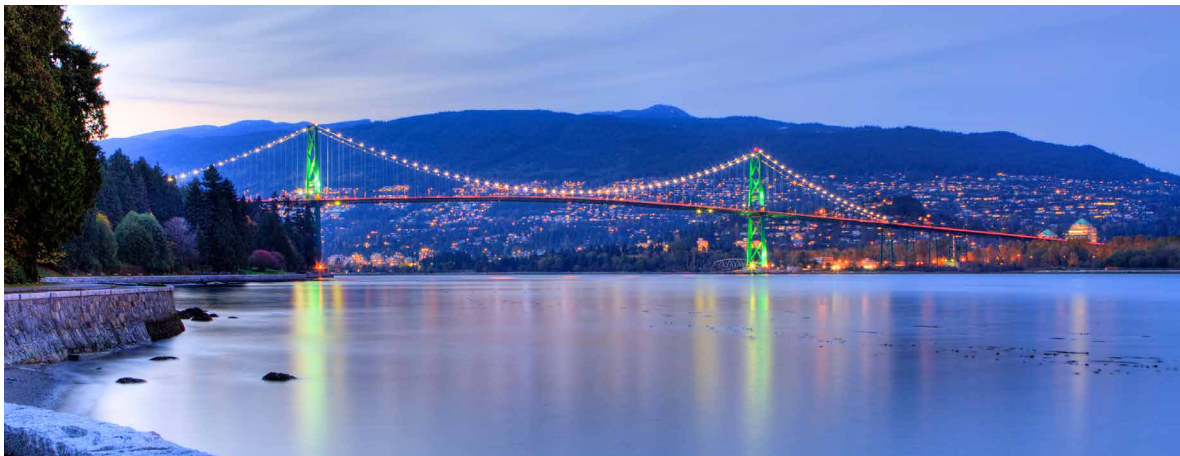
The three focus areas that will anchor the organization and guide the rebuild and restart of our region's visitor economy, approved by Tourism Vancouver's Board, have been defined as:

1 Rebuilding Demand

Insights driven destination promotion strategies will focus on rebuilding traveller confidence to create 'Available Traveller' volume, driving business to our members and partners. Domestic markets will be the near-term focus, while monitoring signals in preparation for transborder and international market restarts.

2021 INITIATIVES

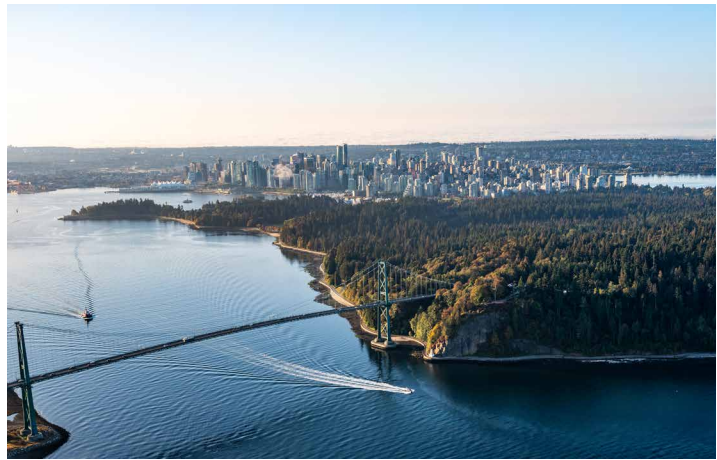
- Launch consumer-targeted marketing campaigns to drive visitation.
- Develop content to stimulate interest and move travellers down the sales funnel.
- Design trade-focused campaigns to drive incremental air/hotel bookings.
- Pursue targeted editorial media opportunities in Canada that will result in coverage for Vancouver as a safe travel destination.
- Gather business intelligence and research to inform strategy and marketing initiatives/programs.
- Collaborate with partners to extend reach (e.g. VHDA, YVR).
- Maintain relationships with key travel trade partners in international and U.S. markets.
- Engage with visitors throughout their journey.



Protect (rebook) existing and secure future meetings, conventions and incentive business for Vancouver.

2021 INITIATIVES

- Proactive client communication, outreach and interaction to keep Vancouver top of mind.
- Preserve existing business on the books including bookings already definite, as well as business at the tentative lead stage.
- Rebook canceled citywides for the earliest possible next open year. Support clients in any way we can through the cancellation and rebooking process.
- Generate and secure new M&C business including short term, Q3 and Q4 2021.
- Transition to a new and dynamic M&C Booking model, *FuturePace*.
- Continue to keep Vancouver awareness, relevance and value alive in all major markets (e.g. Canada, U.S. and International).
- Build Vancouver's virtual sales and servicing capacity including virtual site inspections.
- Continue to support the work of the BC Meetings and Events Industry Working Group.



Support and preserve sport and event business to animate and drive visitation into the destination and highlight the value and role of tourism to the community.

2021 INITIATIVES

- Support Sport Hosting Vancouver.
- Work with event producers to prepare for restart and drive tourism and community outcomes.
- Enable and support the Dine Out Vancouver Festival.

2 Destination Stewardship

Engage with members and industry to identify, align, and focus advocacy efforts targeting key stakeholders including all levels of government. Begin work on building a more resilient and regenerative visitor economy anchored in a triple bottom line approach: people, planet, profit.

2021 INITIATIVES

- Advocate to all levels of government prioritizing the concerns and challenges faced by our members and as an industry (e.g. liquidity, easing of restrictions, etc.). We will continue to work with TIABC, TIAC, the Provincial Tourism Task Force, the Metro Vancouver Tourism and Hospitality Industry Response and Recovery Task Force and industry associations and partners such as BC Hotel Association and YVR.
- Continue proactive media engagement to drive a balanced narrative highlighting Vancouver as a safe and viable travel destination.
- Continue to engage with members and industry through webinars and other safe forms of outreach, and provide relevant information and updates (e.g. the adoption of WTTC Safe Stamp program).
- Monitor state of tourism products/experiences.
- Monitor resident sentiment towards visitors and use data to understand levels of community engagement.

3 Organizational Resilience

We will run our business like a business; ensuring the organization is transparent and remains financially viable to our serve members, partners, and greater community. We will build a team that can adapt, focus, and thrive in a dynamic environment.

2021 INITIATIVES

- Conduct a review of our mandate and purpose to ensure our relevancy and our role in the short, mid- and long-term as we begin to rebuild Vancouver's visitor economy.
- Ensure a healthy and safe work environment including providing relevant and appropriate resources promoting mental health and wellness.
- Realign our organizational structure for stronger leadership capacity and utilization of resources.
- Increase productivity through clarity of purpose and work assignments.
- Provide greater flexibility and ability to pivot strategies and tactics.
- Review/evaluate and advance existing Human Resource programs and initiatives to support a renewed mandate, ensure relevance, sustainability and team member engagement. (e.g. rewards and recognition, remuneration, learning and development, performance management and coaching, health and wellness and working from home).
- Champion greater awareness of and commitment to Diversity, Equity and Inclusion.
- Review processes and systems for greater efficiency.



BARRIERS AND WINNING CONDITIONS

In planning for 2021, Tourism Vancouver has taken a different approach to identifying risks (barriers) and mitigations (winning conditions) that identify the depth and dimension of the operating landscape. These will be updated regularly so that the organization can adapt and modify strategies, real time, recognizing what will continue to be a volatile and ambiguous operational environment. This will reduce risk to organizational resources, budget and capacity.



BARRIERS

- Loss of product and experiences
- Restrictive (Public Health Office) health orders
- Unpleasant traveller experiences
- Vancouverites' lack of awareness of urban tourism products
- Continued media coverage and negative narrative of virus
- Negative resident sentiment toward visitors
- COVID-19 fatigue
- Disruption of DMO funding model
- Lack of coordination among restrictive global government policies and relations
- Declining consumer confidence and personal bankruptcies
- Extended/indefinite border closures
- Lack of access to liquidity/working capital grants



WINNING CONDITIONS

- 50-person gathering cap is lifted
- Increasing consumer confidence
- Rapid COVID-19 testing methods in place
- 14-day mandatory quarantine for travellers is lifted
- Canada opens for interprovincial travel
- Vaccine is effectively distributed, available and widely administered
- Effective border management
- Strong alignment and collaboration among industry partners
- Supportive and welcoming host communities
- B.C. and Vancouver are considered a safe destination
- Vancouver is a viable conference and event destination
- Tourism specific aid in B.C. Budget 2021 and beyond
- Airline solvency and available federal loans
- Available and actionable traveller insights

TOURISM VANCOUVER BALANCED SCORECARD

With the above areas of focus and conditions in mind, it is clear that our foundation for success will be defined by ensuring our efforts are strategy-led, insights-driven and industry-partnered. We will continue to direct our efforts on bringing Vancouver's compelling brand to life any way we can, including using stories and by championing the visitor experience. We will also strive to gain an even greater understanding of our chosen customers through increased research and insights, better harnessing the power of digital tools, and collaborating with critical partners to further our reach and delivery.

We will only know if we are winning if we do our best to keep score of our successes – as well as understanding where we may need to do better. Measuring the effectiveness of our work will also support our desire to be flexible, and to change course where needed to ensure, as an organization and a team, we stay on track to achieve our goals. The Scorecard below clearly defines our desired outcomes and related Key Performance Indicators, and will be continuously reviewed, as part of our drive towards achieving the best and most positive outcomes, in 2021.

FOCUS AREAS	STRATEGIES	OUTCOMES
Rebuilding Demand	<ul style="list-style-type: none"> Identify and leverage 'available traveller' insight research Create campaigns that encourage leisure visitation and spending Launch events and festivalization initiative Preserve and build meeting and conference business 	<ul style="list-style-type: none"> Rebook 60% of 2021 cancelled citywides for a future year Book new M&C business (12 citywides) Drive referrals to members and industry (6% of website traffic) Increase visitation via campaign-driven hotel package promotions (5% growth over 2020)
Destination Stewardship and Advocacy	<ul style="list-style-type: none"> Share business intelligence and insights with members and shareholders Navigate provincial and federal support programs for members Support Provincial Task Force working group and action positive recommendations Strengthen awareness of Metro Van visitor economy and rebuild/restart initiatives 	<ul style="list-style-type: none"> Member satisfaction (70%) Support member adoption of WTTC Safe Stamp (100 members) Implement Board endorsed communication and advocacy strategy/plan
Organizational Resilience	<ul style="list-style-type: none"> Tourism Vancouver Mandate review Execute high-performance Board training Identify and action subsidies and cost efficiency initiatives Build workforce resiliency 	<ul style="list-style-type: none"> Team engagement (72%) Realize cost savings or subsidies (\$500,000) Refreshed Mandate endorsed by Board
KEY PERFORMANCE INDICATORS (THAT TOURISM VANCOUVER MONITORS)		
<ul style="list-style-type: none"> Visitor volume Visitor spending Length of stay Resident sentiment Visitor sentiment 	<ul style="list-style-type: none"> MRDT Hotel occupancy ADR Revpar 	<ul style="list-style-type: none"> P.H.O. Orders Border reopening Employment rate GDP (economy) Exchange rate



SUMMARY

Tourism Vancouver has set a goal of reaching \$11 billion in revenue in 2026 and has adopted a plan focused on the restarting and rebuilding of tourism in Metro Vancouver. In order to get there, our team will employ a “business sprint” mindset to enable a nimble and agile approach that will help us respond to the ever changing and dynamic environment and, we will collaborate with partners and members to ensure our efforts are aligned. Our strategies will be informed by research and smart partnerships, and we will continue to prudently invest and manage our precious financial resources.





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