

# FOCUSED GROWTH, LASTING IMPACT

Destination BC's Corporate Strategy

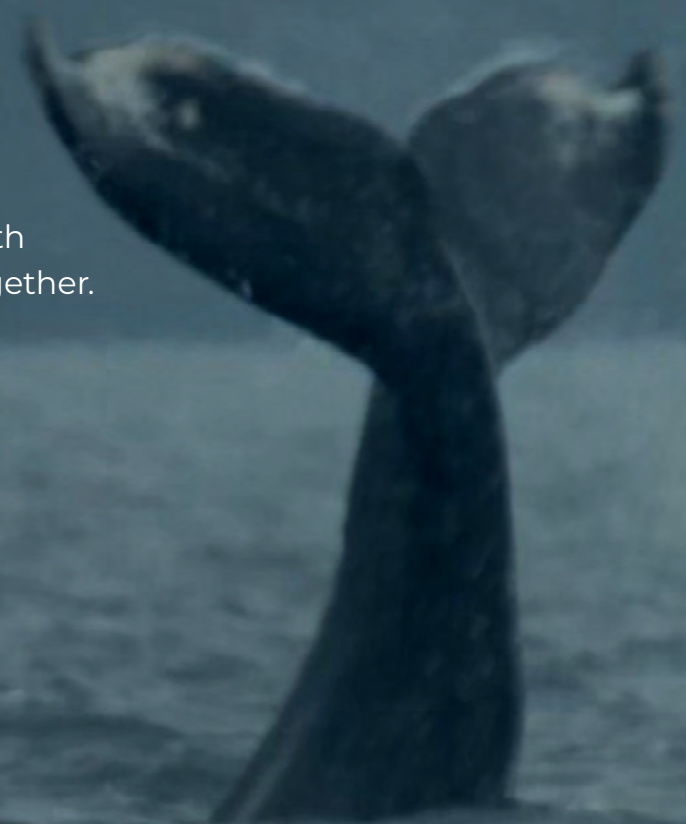
2026–2028



DESTINATION  
BRITISH COLUMBIA®

# Respecting and Acknowledging First Nations Lands in British Columbia

Destination British Columbia acknowledges with gratitude the xʷməθkʷəy̓əm (Musqueam Indian Band), Skwxwú7mesh Úxwumixw (Squamish Nation), and səliłwətał (Tsleil-Waututh Nation) on whose shared territories we operate our main office. We respectfully recognize that we carry out our work on the territories of First Nations throughout BC. We honour our ongoing and developing relationships with First Nations, Inuit, and Métis. We are on a path of learning and are committed to working together.



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# LETTER FROM THE MINISTER



British Columbia is a world-class destination, and tourism is one of our province's most dynamic economic sectors—an engine for growth, opportunity, and community well-being.

As the minister responsible for tourism, I value the important role Destination BC plays, supporting the ongoing growth and resilience of the province's tourism sector. Through its programs, partnerships, and marketing efforts, Destination BC contributes to building a competitive future for BC's tourism industry, working in partnership with the industry to strengthen visitor experiences and support tourism businesses and communities across the province.

In support of BC's Look West: Jobs and Prosperity for a Stronger BC and Canada Strategy, we have launched our Look West: Tourism Sector Action Plan to grow our province's tourism economy. Destination BC's 2026–2028 corporate strategy outlines the important work that Destination BC will undertake to meet our shared goals to bolster long-term success in BC's tourism sector. Together, with the

expertise of Destination BC, we are setting a strong vision and foundation of co-operation that will help drive the economic engine of BC's tourism sector while continuing to elevate our province's global reputation as a destination of choice.

Our Plan and Destination BC's new corporate strategy position us to continue collaborating, connecting, and taking meaningful action to ensure the benefits of tourism are delivered year-round throughout the province -supporting the prosperity of all British Columbians and their families.

I look forward to continuing this strong partnership as we work together to amplify the very best of BC to the world.

Sincerely,

**HON. ANNE KANG**  
Minister of Tourism, Arts, Culture and Sport



# INTRODUCTION

British Columbia is recognized globally for its extraordinary natural beauty, rich cultures, and transformative travel experiences.

**Tourism plays a vital role in improving the well-being of people living in British Columbia.** It creates economic opportunity, good jobs, supports local businesses, strengthens communities, and builds meaningful connections between people, culture, and place.

The tourism landscape continues to evolve. Traveller expectations are changing, more communities are actively recognizing how tourism contributes to their residents' quality of life, and global competition for responsible, high-contributing travellers is intensifying. At the same time, new technologies and ways of engaging visitors present opportunities for British Columbia.

Over the past several years, the tourism industry has shown resilience, creativity, and a strong commitment to collaboration. Partners across the province have been clear about what is needed next: a strong and unified provincial brand; targeted marketing and storytelling that support business generation; deeper collaboration; improved access to data and insights; continued work on Indigenous partnerships and reconciliation; and greater support for destination and experience development.

**Our 2026–2028 Corporate Strategy** builds on these strong foundations, including our long-standing collaboration with Indigenous Tourism BC, partnerships with Regional Destination Management Organizations, communities, and sectors, and the refreshed [Super, Natural British Columbia](#)<sup>®</sup> brand family. The six Iconic brands—Rainforest to Rockies, Birthplace of Adventure, The Infinite Coast, Nature's Heartland, Valleys & Vineyards, and The Great Wilderness (along with Destination Ski and Vancouver and Area)—are gaining traction worldwide and providing an exceptional springboard for growth across BC.

**This strategy brings forward a unified, province-wide commitment to double tourism revenues by 2036, increase the economic benefits of tourism for people living in British Columbia and ensure tourism grows in all parts of the province.**

We will focus on maximizing the value of the Super, Natural British Columbia brand family to reshape long-standing visitation patterns and strengthen global competitiveness while we adapt our work to a changing fiscal environment. Our strategy helps advance and delivers



Richard Porges

## RICHARD PORGES

President & CEO, Destination BC

on key priorities in the Government of British Columbia's [Look West: Jobs and Prosperity for a Stronger BC and Canada](#) and [Tourism Sector Action Plan](#), and our long-term aspiration to make BC the most compelling destination in the world, that brings people, culture, and nature closer together.

We will support tourism businesses to succeed year-round, by generating demand through global marketing and providing the tools and partnerships needed to grow and adapt. We will work with communities to ensure tourism investments contribute to stronger local economies, improved infrastructure, and quality of life. Guided by respect,



Ingrid Jarrett

## INGRID JARRETT

Chair, Board of Directors

stewardship, and long-term thinking, Destination BC will take focused action to respond to economic challenges and support meaningful change across the tourism sector.

Meaningful reconciliation, diversity, equity, inclusion and accessibility, and sustainable growth are foundational to our strategy, and embedded in how we work, and make decisions. We will continue to collaborate with First Nations and Indigenous Peoples, industry partners, communities, residents, and governments. Together, we will inspire travellers to explore more places, in more seasons, and help ensure the benefits of tourism are felt widely across British Columbia.

# CORPORATE STRATEGY

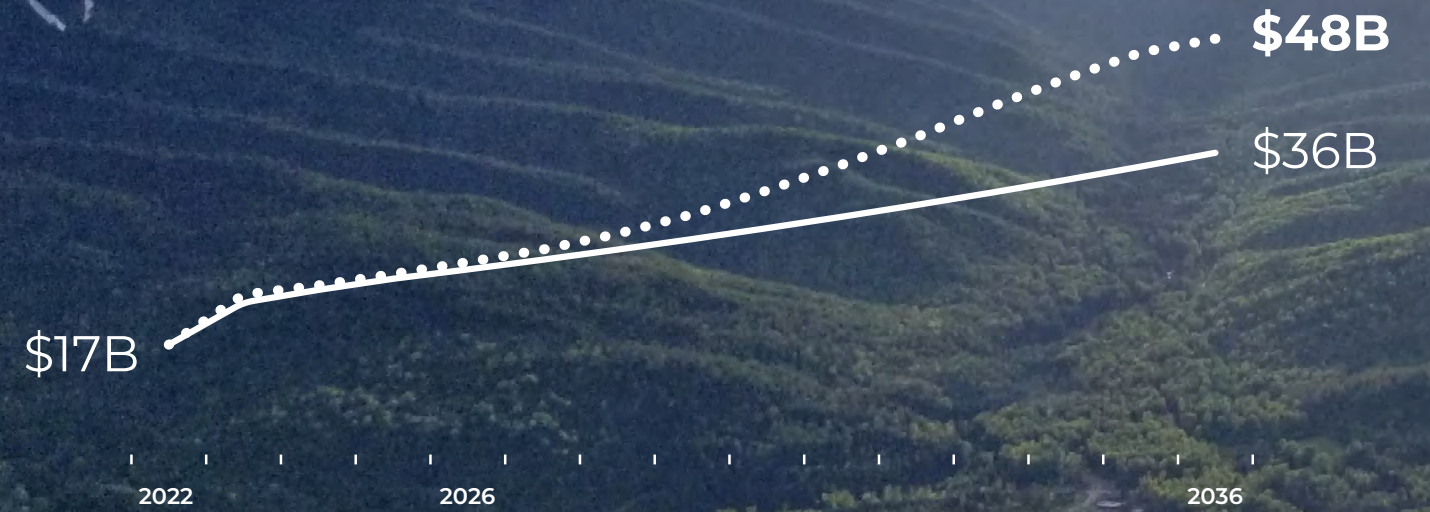
We have an ambitious goal for tourism in BC: double tourism revenue by 2036, by growing the sector in all parts of the province, providing benefits to businesses, employees, and residents in all parts of British Columbia.

BC's path to a **\$48 billion tourism economy by 2036** is anchored in its competitive advantages in the global marketplace and the power of the Super, Natural British Columbia brand family—including the Iconic places and routes launched globally in 2025.

Looking ahead, we are evolving the way we work. Our focus is on partnerships, insights, bold strategic shifts, and actions to reach our aspiration: British Columbia will become the most compelling destination in the world, bringing people, culture, and nature closer together. We are inspiring responsible travellers to explore more places, in more seasons, while reinforcing interest in our popular areas and activities.



Look West: Jobs and Prosperity  
for a Stronger BC and Canada  
Goal: Doubling Tourism Revenue by 2036



## Three Ways We Activate Growth

1

### Stronger Tourism Brand

As global competition intensifies, our new family of destination brands will strengthen awareness of Super, Natural British Columbia and ensure that the benefits of tourism are shared across the province, across more seasons, across more communities.



2

### Enable the Development of Iconic Brand Aligned Experiences

We will bring the brand to life and ensure the visitor experience matches the global marketing message. This is how the tourism industry will collectively ensure BC is positioned for long-term, sustainable growth.

3

### Uniting BC's Tourism Ecosystem for Shared Success

By uniting our efforts, BC's tourism industry will be positioned to thrive in a competitive global environment.



## THESE FOUNDATIONAL ELEMENTS ARE WOVEN THROUGH ALL WE DO

- Ensuring that people living in British Columbia benefit, directly or indirectly, from all our activities—economically, socially, culturally, and environmentally.
- [Our Commitments Towards Truth and Reconciliation.](#)
- Our Commitments to [Diversity, Equity, Inclusion, and Accessibility.](#)
- Engaged, empowered Destination BC staff who are supported in their roles.

# PROVINCIAL PRIORITIES INTO ACTION

## Destination BC's Role

As a Crown corporation, we are a provincially funded, industry-led organization that supports BC's tourism industry through global marketing, destination development, industry learning, community partnerships, shared resources and tools, and visitor services. Our programs improve the visitor experience, support tourism businesses and communities across BC, and strengthen the province's global reputation as a destination of choice.

## Look West: Jobs and Prosperity for a Stronger BC and Canada and Tourism Sector Action Plan

The Provincial Government's [Look West strategy](#) sets tourism as one of eight priority growth sectors that creates jobs, economic diversification, and community well-being across British Columbia. The strategy positions BC as Canada's economic engine and emphasizes building a resilient, diverse economy that supports communities, strengthens

trade and export opportunities, and expands high-potential industries.

The Look West strategy prioritizes tourism as a vital part of BC's future economy, and a sector it intends to grow through strategic investment, improved competitiveness, and strengthened global market presence.

THE VISION FOR BOLD ECONOMIC GROWTH THROUGH TOURISM WILL BE IMPLEMENTED THROUGH THE TOURISM SECTOR ACTION PLAN. IT IS A FOCUSED AND TARGETED FIVE-POINT PLAN TO DOUBLE TOURISM REVENUES IN 10 YEARS THROUGH:



1.

### Marketing

Inspiring the World to Explore BC



2.

### Destination Access

Widening the Doors to BC



3.

### Event Hosting

Hosting the World Through Culture and Commerce



4.

### Investment Attraction

Fueling BC's Tourism Economic Potential



5.

### Enabling Growth

Removing Roadblocks to Tourism Growth

## THE TOURISM SECTOR ACTION PLAN

emphasizes coordination across government, industry, Indigenous partners, and communities to unlock BC's long-term tourism potential. It is rooted in reconciliation, sustainability, and inclusion, and leverages BC's global exposure to position tourism as a major driver of economic opportunity.

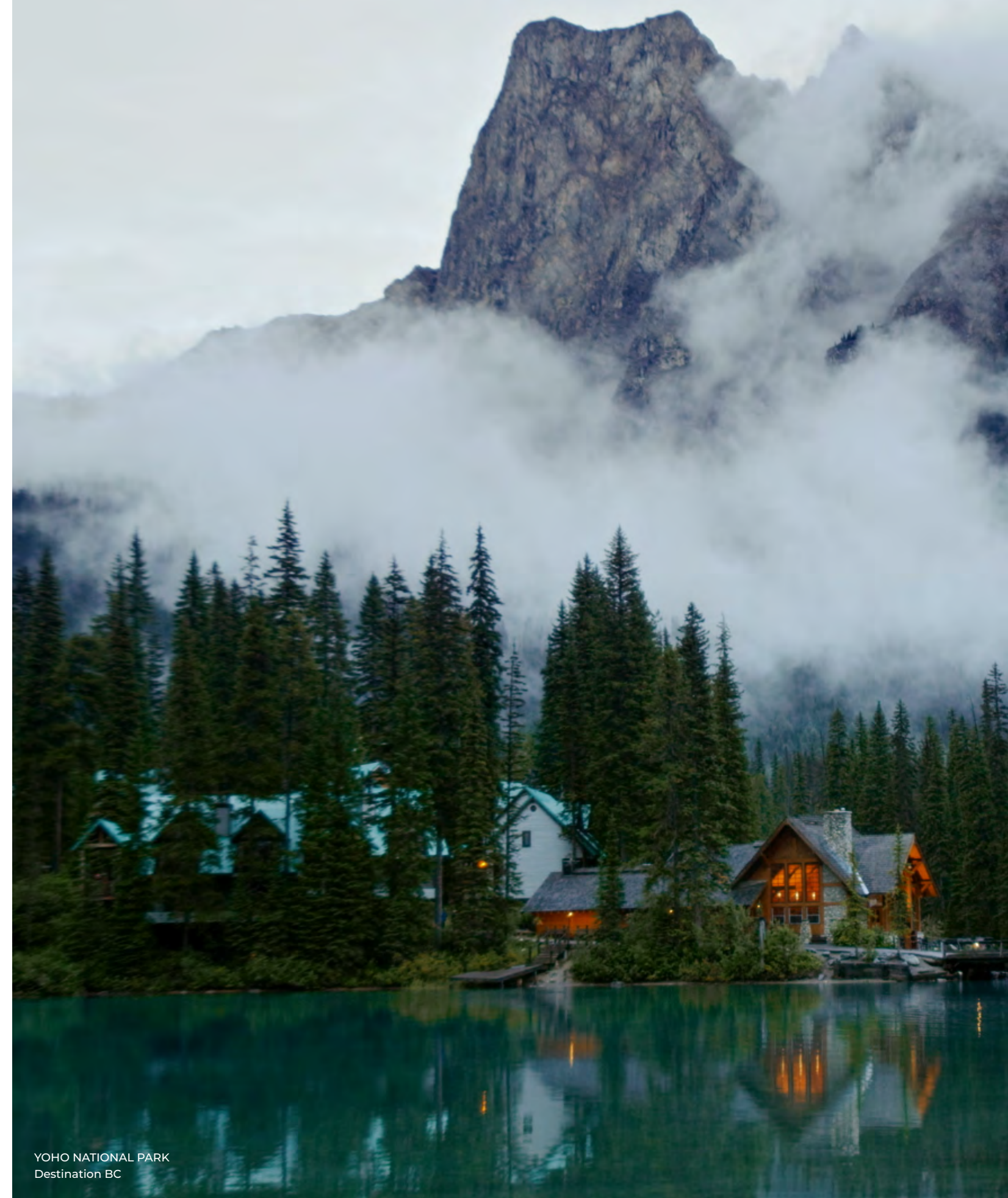
### Destination BC's 2026–2028

**Corporate Strategy** advances and delivers against key priorities of the Tourism Sector Action Plan, and provides the brand leadership, data intelligence, partner alignment, and experience development needed to deliver Provincial goals. While the action plan outlines **what** BC must achieve and the policy and investment environment needed for growth, our strategy outlines **how** we will deliver on Provincial priorities, through:

1. Global brand leadership.
2. Demand generation to capture high-yield visitors.
3. Iconic-aligned experience development and investment attraction.
4. Collaboration and aligned efforts.
5. Data and insights.
6. Responsible and inclusive storytelling.

Our strategy also fulfills our mandate. We will:

- Ensure BC fully capitalizes on hosting global events.
- Strengthen BC's global tourism brand.
- Activate Iconic experience development that reflects provincial priorities, such as leveraging outdoor recreation, attracting investment in tourism infrastructure and experiences, sustaining local economies, job growth, and small businesses in rural and Indigenous communities.
- Support long-term community planning and readiness.
- Enable year-round demand to generate and stabilize employment opportunities.
- Contribute to sustainable, diversified growth across all parts of BC.



YOHO NATIONAL PARK  
Destination BC

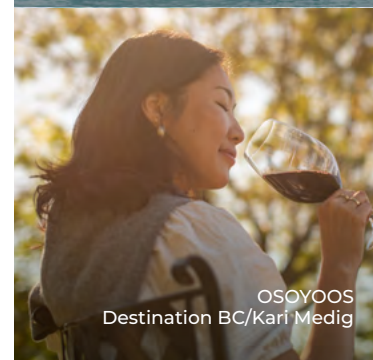
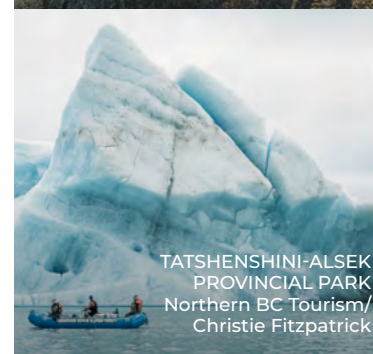
# OUR OPERATING ENVIRONMENT

Our strategy builds on the foundations we have established and the progress we have made, focusing our efforts on what will make the greatest difference, over the next three years.

## BC's Competitive Advantages

British Columbia's unique strengths and opportunities strongly position the province for long-term success, and form the foundation for our next phase of growth:

- A globally recognized destination brand and a newly launched brand family of Iconic places and routes that demonstrate long-term growth potential.
- World-class nature-based experiences and diversity of landscapes.
- Deep cultural richness, including authentic Indigenous experiences.
- A collaborative tourism sector with strong community relationships.
- Provincial and industry leadership on sustainability and climate action.



## Building The Iconic Brands

BC's path to a \$48 billion tourism economy builds on the Super, Natural British Columbia brand family, anchoring a globally competitive family of Iconic destination brands that position BC as a place of meaning, diversity, and wonder. Launched globally in 2025, **Rainforest to Rockies, Birthplace of Adventure, The Infinite Coast, Nature's Heartland, Valleys & Vineyards, and The Great Wilderness, alongside Vancouver & Area and Destination Ski**, translate extraordinary nature, Indigenous cultures, vibrant communities, and year-round experiences into compelling journeys for travellers.

Together, these brands elevate BC's profile worldwide, attract investment, and create clear pathways from inspiration to booking—driving visitation to more places, in more seasons, and supporting long-term term growth across the province's tourism sector. Learn more, [here](#).

## Shaping Our Strategy

British Columbia's tourism industry operates in a dynamic global environment, shaped by shifting traveller expectations, technological transformation, climate considerations, and changing economic conditions. These forces present both challenges and opportunities as we look toward the next decade of tourism growth.

### Reshaping the Visitation Curve

Despite decades of industry effort, the patterns of seasonal and geographic visitation in BC have remained unchanged for the last 20 years. Peak-season concentrations and uneven seasonal travel continue to create performance gaps and limit the potential economic and employment benefits that can be realized through more year-round and province-wide visitation. Our sector needs a long-term, coordinated effort to optimize this visitation curve through more compelling brand storytelling, focused destination development, and improved alignment of provincial and community efforts.

### Intensifying Global Competition

Destinations around the world continue to invest heavily in tourism to diversify their economies and attract higher-contributing, responsible travellers. Competitors are increasing their investments in tourism, augmenting their brand presence, evolving their marketing systems, enhancing visitor experiences, and expanding infrastructure. BC must continue to innovate and differentiate through its globally recognized brand, compelling nature and cultural experiences, and industry-wide collaboration.

### Evolving Traveller Expectations

Travellers increasingly seek meaningful, authentic, and responsible experiences. They are prioritizing deeper cultural connections, respectful engagement with nature, and travel choices that reflect their values. BC is uniquely positioned to fill this demand through the scale of its natural landscapes, a breadth of Indigenous cultures, and a tourism sector grounded in stewardship and sustainability.

At the same time, advancements in digital technology and AI have transformed how travellers are inspired, plan, book, and share their journeys in an "always-on" world. Meeting these expectations now requires personalized, relevant, and trusted storytelling that connects travellers to the right experiences, in the right places, at the right time. This is an opportunity Destination BC is well positioned to embrace, and to support our partners to take advantage of, too.

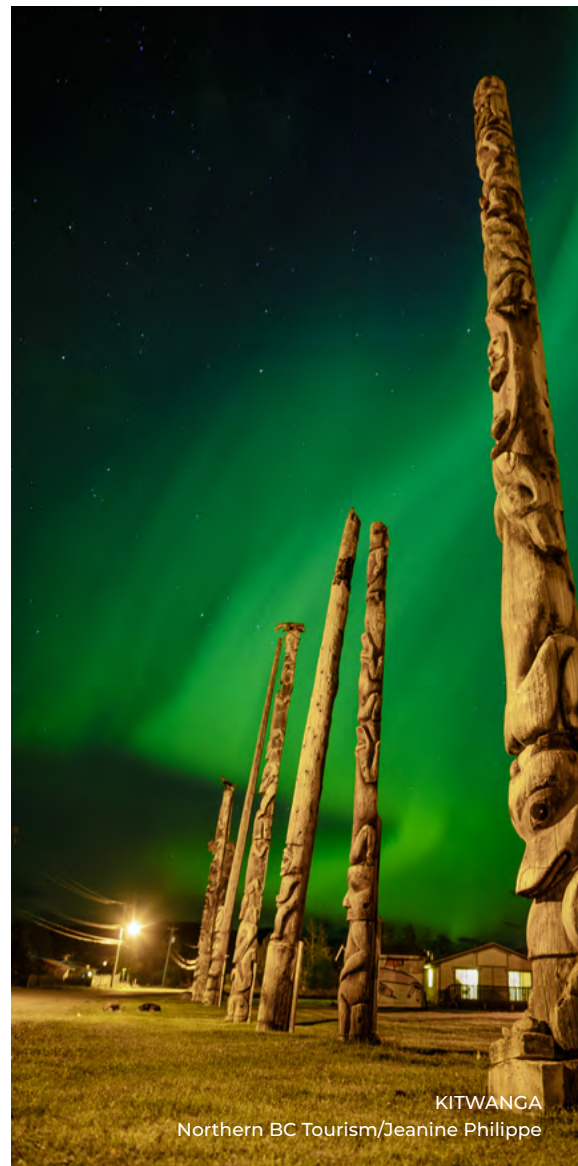


### Changing Fiscal Landscapes

Destination BC is operating in a constrained fiscal environment that requires careful prioritization, continuous program improvement, and stronger alignment with long-term strategic goals. And the Province must continue to invest in tourism as a key economic generator, as fiscal pressures across government necessitate more efficient and targeted approaches. These realities reinforce the importance of focusing on our core strengths—brand leadership, data and insights, destination development, and partnership-driven programs—while evolving our operating model to ensure we provide benefits, effectively.

## Committing to Reconciliation and Inclusion

Tourism plays a meaningful role in building relationships, sharing truth, and supporting the cultural resurgence and economic well-being of Indigenous Peoples. Destination BC remains committed to honouring the BC Declaration on the Rights of Indigenous Peoples Act by elevating Indigenous perspectives, voices, and stories through Indigenous-led, brand-specific storytelling across all areas of our work.



KITWANGA  
Northern BC Tourism/Jeanine Philippe

## Caring for Communities, Cultures, and our Quality of Life

Communities across BC are where tourism truly comes to life, where people connect, stories are shared, and culture is experienced firsthand. While BC has long been celebrated for its natural beauty, this strategy elevates the diverse peoples, cultures, and communities that give meaning to these landscapes, ensuring culture is as central to the visitor experience as nature. At the same time, residents expect tourism to contribute positively to their communities and to enhance their quality of life. Building trust, supporting responsible development, and growing the recognition of the value of tourism are essential to ensuring long-term community support for tourism.



Tourism intersects with other sectors, government entities, and community systems. Destination BC will continue to work collaboratively, across various levels of government and with other industries, to support efforts where tourism plays an important role.

### WORKFORCE REALITIES | Destination BC contributes by:

- Encouraging year-round business viability through seasonal growth strategies.
- Collaborating with organizations like go2HR and Indigenous Tourism BC.
- Elevating high-yield experiences that support sustainable employment.
- Advising ministries on labour challenges, recruitment, housing, and training.

### ENVIRONMENT & CLIMATE CHANGE | Destination BC contributes by:

- Supporting visitor education on safe, responsible, climate-aware travel.
- Supporting destination development that considers climate adaptation.
- Amplifying businesses that adopt sustainable and regenerative practices.
- Working with communities on preparedness and resilience.

### EMERGENCY MANAGEMENT | Destination BC contributes by:

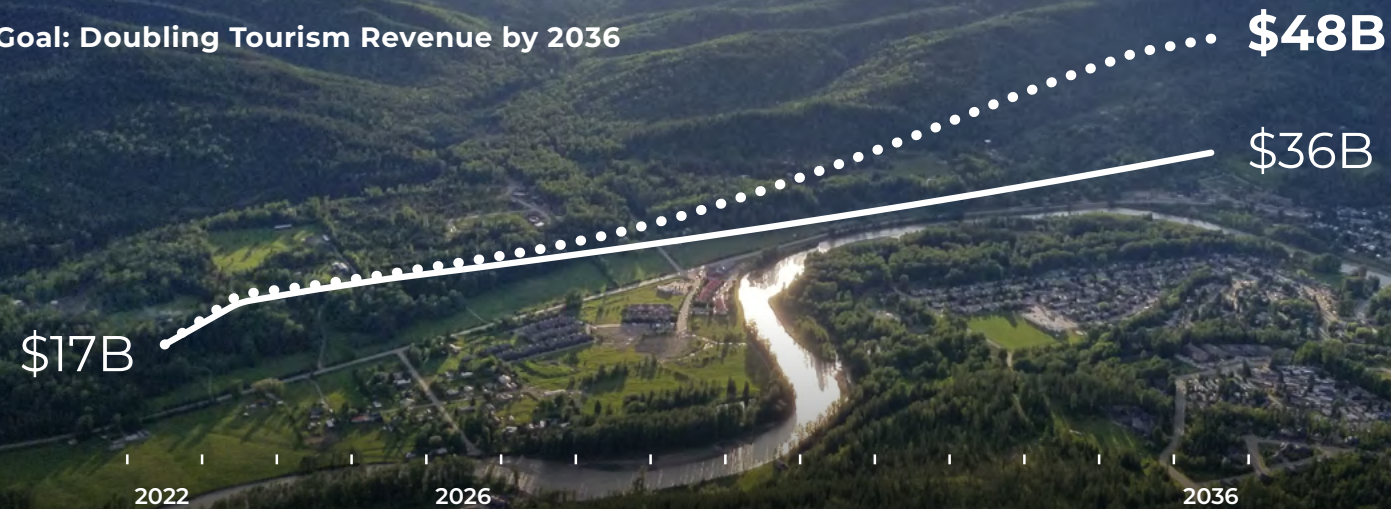
- Partnering with BC's Tourism Emergency Management Committee.
- Supporting crisis communications and readiness across the industry.
- Providing tools, messaging, and data during emergencies.
- Encouraging preparedness and resilience among businesses and communities.

### GOVERNMENT POLICY | Destination BC contributes by providing industry insights and data that inform policy in areas such as:

- Transportation.
- Labour and training.
- Land-use planning.
- Environmental protection.
- Housing.
- Economic development and investment.

## Look West: Jobs and Prosperity for a Stronger BC and Canada

Goal: Doubling Tourism Revenue by 2036



## Our Opportunity for Growth

For decades, the tourism industry has worked hard to attract visitors during non-peak seasons, and to entice visitors to travel throughout the entire province. While BC's tourism industry, as a whole, has grown steadily, geographic and seasonal growth challenges continue. This strategy will make use of under-utilized capacity during off peak times and boost tourism growth in all areas of the province.

Without change, tourism will continue to grow but at a slower pace than it could and we will lose market share to competitors who are better optimized for and investing in tourism growth. With this new strategy, and increased investment and collaboration, tourism revenue can be doubled by 2036—achieving \$48 billion in tourism revenues.

By meeting this \$48 billion growth target by 2036, British Columbia could realize an increase of over \$55 billion in aggregate tourism revenues between 2026 and 2036.

Economic growth is more than a statistic. It reflects **real benefits for people and communities** across British Columbia, supporting livelihoods, creating jobs, strengthening local businesses, and helping create a better future for generations—economically, socially, culturally, and environmentally.

The [Invest in Iconics Strategy](#) is the foundational mechanism for achieving the ambition to double the size of BC's tourism industry over the next decade. Destination BC created the six Iconic brands to provide a clear, unifying framework for growing tourism across the province while reshaping long-standing patterns of visitation. This approach concentrates investment and effort where BC has the greatest potential to expand capacity, improve experience quality, and attract higher-contributing, responsible travellers.

We are focused on closing the performance gaps that have limited tourism growth for decades, particularly geographic and seasonal concentration, by applying concentrated effort where change will have the greatest impact. Rather than trying to do everything everywhere, we are aligning marketing, destination development, and industry support around the Iconic brands, shifting how and where travellers move through the province and translating ambition into measurable change and results.

**We recognize that tourism in BC has enormous opportunity.** Our work must bring people, culture, and nature closer together, creating a compelling and responsible visitor experience that strengthens the well-being of communities throughout BC.

# OUR STRATEGIC GOALS

Destination BC's 2026–2028 Corporate Strategy will focus our efforts over the next three years to advance our long-term vision of doubling tourism revenues by 2036 and ensuring that the benefits of tourism are experienced in all parts of the province, throughout all times of the year.

Over the next three years, our efforts will focus on two main goals to achieve the \$48 billion growth opportunity:

1. Growing tourism in all parts of the province during peak and off-peak seasons.
2. Increasing benefits received by people living in BC from tourism.

We will know we are making progress on these goals when:

- More people living in BC value tourism as a positive contributor to their community.
- More people travel to destinations throughout the year.
- More people visit more areas of British Columbia, including lesser-known places.

## Our Foundational Elements

Our work is rooted in foundational elements that we continue to integrate into all we do:

- Ensuring that people living in British Columbia benefit directly or indirectly from all our activities—economically, socially, culturally, and environmentally.
- [Our Commitments Towards Truth and Reconciliation.](#)
- [Our Commitments to Diversity, Equity, Inclusion and Accessibility.](#)
- Engaged, empowered Destination BC staff who are supported in their roles.

To bring our new strategy to life, we need to shift the way we work, internally. For the last three years, we have successfully committed to being a more inclusive organization, enabling all our staff to feel engaged, empowered and have a sense of belonging. Over the next three years, we will continue to improve efficiency, continue to offer cost-effective services, and support staff to deliver confidently and adapt to change, to reach our shared goals.



## Our Aspiration

Our long-term aspiration to **become the most compelling destination in the world, bringing people, culture, and nature closer together** is central to every decision we make. It guides our brand, shapes our destination development priorities, and supports our role as a steward of BC's visitor economy.

This will ensure that **people living in British Columbia benefit economically, socially, culturally, and environmentally from tourism**. It reflects our commitment to meaningful reconciliation with Indigenous Peoples, and it reinforces the need for responsible travel that protects the places we promote.

## Our Focus Areas

Our strategy requires us to focus on the areas where Destination BC can have the greatest impact for the industry and for travellers. These choices allow us to deliver value with greater clarity and purpose.

### Audience

We will focus on responsible travellers—people who seek meaningful, authentic experiences, show respect for the people and places they visit, and are more likely to explore BC in non-peak seasons. Responsible travellers contribute to community well-being, spend more locally, support sustainability, and show higher interest in Indigenous cultural experiences.

We will operationalize this by focusing on two of Destination Canada’s responsible traveller segments: [Refined Globetrotters](#) and [Outdoor Explorers](#).

Building on global segmentation work and technological advancements, we will refine our ability to identify and reach these travellers in key markets.

### Geography

We will tailor our approach to the unique needs and opportunities of each area in BC, within the brand family, as a collection of compelling reasons to explore BC. We will support year-round travel in destinations that face seasonal pressures, while strengthening awareness, infrastructure, and experience development in high-potential rural areas and emerging places, where capacity exists.

This approach ensures that growth aligns with community readiness and long-term plans.

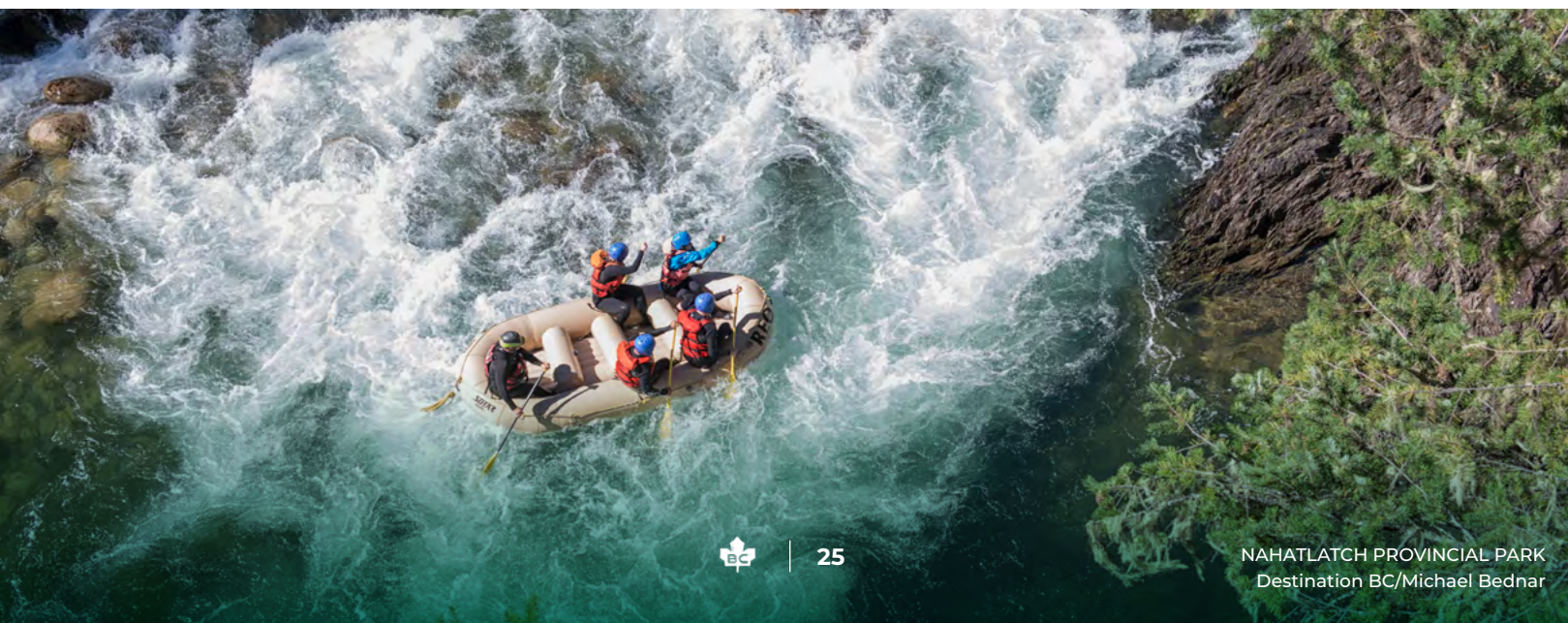
### Partnerships

Collaboration remains central to Destination BC’s work, guided by priorities set by the [Ministry of Tourism, Arts, Culture and Sport](#). We will continue to partner with:

- Other provincial government agencies
- [Indigenous Tourism BC](#) (ITBC)
- [Regional Destination Management Organizations](#) (RDMOs)
- [Community Destination Management Associations and Sectors](#)
- [Destination Canada](#) and [Pacific Economic Development Canada](#) (PacifiCan)

- Tourism businesses and operators
- First Nations, local, and regional governments and economic development agencies

These relationships amplify our reach, support alignment of messaging and development priorities, and ensure that we can collectively benefit from shared data, tools, insights, and expertise. We will continue to work with partners to support local and regional initiatives where community leadership is needed, ensuring our efforts support the same long-term goals.



Our **2026–2028 Marketing Strategy** and corresponding annual Marketing Plans include the strategic context and focus, marketing business goals, outcomes and measures of success, along with the programs developed to attain those outcomes over the timeframe. To obtain a copy of the three-year Marketing Strategy and/or annual Marketing Plan, email us at [Marketing.Plan@destinationbc.ca](mailto:Marketing.Plan@destinationbc.ca).

## Our Pathways to Growth

This strategy provides the structure for how we will act, create impact, and achieve our goals. Together, these strategic levers give us the ability to inspire responsible travellers, strengthen global brand affinity, support industry collaboration and partnerships, and ensure the visitor experience consistently delivers on the promise of the Super, Natural British Columbia brand family.

### 1. Stronger Tourism Brand

As global competition intensifies, our new family of destination brands will strengthen awareness of Super, Natural British Columbia and ensure that the benefits of tourism are shared across the province, across more seasons, across more communities.

#### WHY THIS IS IMPORTANT:

Destination BC must continue to step forward with bold, strategic leadership. A globally compelling brand is essential to compete in an increasingly crowded international market. Super, Natural British Columbia continues to be one of the world's most powerful destination brands. Our next three years focus on expanding awareness of the full brand family to inspire travel in more seasons and across more places in BC.

#### THE RESULTS WE WANT TO ACHIEVE:

- The Super, Natural British Columbia brand family is recognized worldwide.
- Travellers who care about communities and the environment choose BC and choose to return.
- Responsible travellers find compelling reasons to visit during off-peak times or to new-to-them places.



#### TO DELIVER ON THIS, WE WILL:

- Leverage major events to ignite province-wide excitement and accelerate future visitation by international visitors.
- Increase global brand awareness and affinity for Super, Natural British Columbia and its brand family.
- Accelerate growth in demand across seasons and places among responsible travellers.
- Support a diversified approach based on the needs and opportunities of different areas in BC.
- Elevate the diverse cultures and communities in British Columbia.
- Ensure authentic representation of Indigenous voices and perspectives through co-created storytelling with partners.
- Evolve go-to-market approaches through AI-informed, integrated, and personalized strategies that meet travellers where they are.

## 2. Investing in Brand-Aligned Experiences

Destination BC will continue to work with partners to bring the brand to life and ensure the visitor experience matches the global marketing message. This is how the tourism industry collectively ensures BC is positioned for long-term, sustainable growth.

### WHY THIS IS IMPORTANT:

To reshape BC's visitation curve, the visitor experience must match the promise of the brand. Creating globally competitive iconic places and routes that are inspiring, well-managed, and investment-ready are the foundation of our long-term approach.

### THE RESULTS WE WANT TO ACHIEVE:

- The visitor's experience matches the marketing promise.
- More brand-aligned, market-ready experiences are created and sold in key markets.
- More tourism opportunities are ready to attract investment.

### TO DELIVER ON THIS, WE WILL:

- Partner with Indigenous Tourism BC, the six Regional DMOs and others to identify and prioritize experience gaps to influence investment and development, where it will have the greatest impact.
- Enable experience development through partnerships to grow high-potential iconic-aligned experiences.
- Encourage quality experience development and seasonal growth by providing data, insights, and tools for partners to support operators to improve products and extend visitation.
- Facilitate investment-readiness by connecting communities and tourism partners to planning resources and business case assistance.
- Work with partners to align marketing and development activities to ensure marketing messages match on-the-ground experiences.



## 3. Uniting BC's Tourism Sector for Shared Success

By uniting our efforts, we are all better positioned to thrive in a competitive global environment. When we come together, we create something far greater than any of us could achieve alone—a unified destination that competes and wins on the global stage, delivering a stronger market presence that benefits everyone.

### WHY THIS IS IMPORTANT:

British Columbia's collaborative tourism sector is one of its strongest competitive advantages. To achieve our long-term goals, we must deepen alignment, expand shared systems, and create greater effectiveness across programs and decision-making.

### THE RESULTS WE WANT TO ACHIEVE:

- BC's tourism partners value working with Destination BC.
- Partnerships with us help businesses, sectors, and organizations achieve better results.
- Our partnerships and platforms increase efficiency for all.
- BC tourism partners are supported to make data-informed decisions.

### TO DELIVER ON THIS, WE WILL:

- Collaborate with partners, using an Iconics-based approach, to guide engagement and partnerships for the greatest impact.
- Adapt programs and tools to help ITBC, CDMOs, and RDMOs deliver iconic-aligned growth opportunities.
- Build a data-led culture with industry partners and expand data sharing, applied analytics, and training.
- Expand shared digital marketing tools through the Tourism Data Hub and align programs to common systems and shared audiences.
- Grow recognition of the true value of tourism with residents, employers, and policymakers, through shared storytelling.



## Nature, Culture, Adventure: Our Competitive Differentiator

The Iconic brands were built on three interconnected pillars: Nature, Culture, and Adventure which, together, define what makes BC distinctive on the world stage.

**Nature** remains a powerful foundation, but it is the addition of **Culture** and **Adventure** that transforms landscapes into experiences, rooted in the people and communities who call these places home.

Indigenous tourism is a competitive differentiation, offering an extraordinary diversity of authentic cultural experiences that cannot be replicated elsewhere, and that deepen understanding, connection, and respect for the lands and histories travellers encounter.

Alongside this, the Iconics celebrate the diverse cultures that shape British Columbia today, honouring the creativity, traditions, and contemporary expressions found across the province.

Combined with world-class adventure-based experiences, these pillars work together to create rich, meaningful journeys that invite travellers to engage more deeply, stay longer, and explore more of British Columbia.

## OUR KEY STRATEGIC SHIFTS

Our 2026–2028 Corporate Strategy introduces several new approaches that will guide how we adapt and refocus our efforts. These strategic shifts will help Destination BC deliver greater impact, improve efficiency, and strengthen our ability to put priorities into action.

- We will align industry programs with long-term development needs, not just short-term opportunities. We will identify specific development needs in crucial hubs and corridors, in partnerships with the RDMOs, and champion pilot projects to test and catalyze marketing and development.
- We will move from broad, program-based delivery to more targeted, brand-aligned approaches, using the new Super, Natural British Columbia brand family platform for the implementation of marketing and development activities.
- We will deepen partnerships with ITBC and support Indigenous leadership in tourism growth.
- We will strengthen our ability to personalize marketing and deliver relevant content through AI-informed systems.
- We will evolve shared technology platforms to serve more tourism partners more effectively.
- We will move beyond sharing data and insights, to communicate the full value and importance of BC's tourism sector to residents, businesses, and government decision-makers.
- We will focus on activities that deliver the highest value in a more constrained fiscal environment.

# Focusing Our Work

Our strategy builds on work already underway and sets out how Destination BC will operate more effectively over the next three years. Rather than trying to do everything, we are focusing on activities that will make the biggest difference for tourism businesses, communities, and partners across British Columbia.

## Identify and assess requirements with precision

- We will focus on the specific, differentiated needs and opportunities within the family of brands, to ensure resources, programs, and partnerships are aligned with local priorities and readiness.
- We will work with industry, RDMOs, CDMOs, and partners to focus efforts where we can deliver the greatest impact.



## Use insight to guide decisions

- We will continue to use shared data and insights to inform decisions about marketing, development, and investment. Our goal is to make information more useful and accessible to partners, to support confident, informed choices.



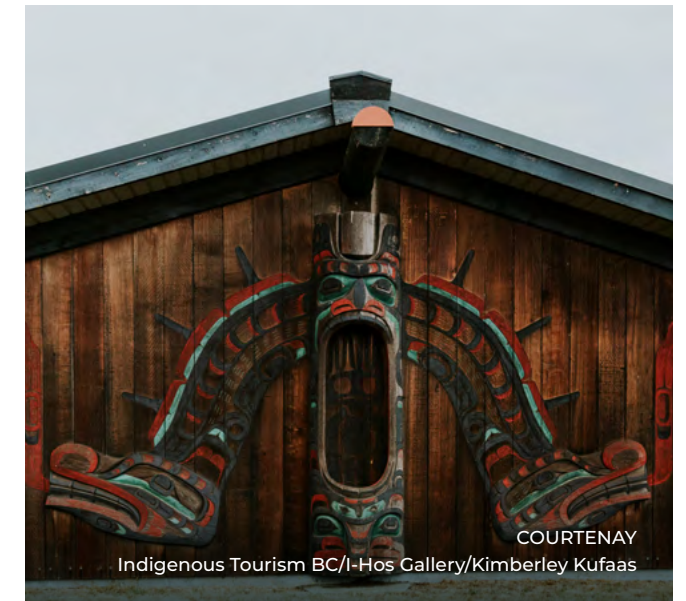
## Adapt swiftly to change

- We will adapt quickly as traveller behaviour, technology, and global conditions evolve. This includes adjusting how we market, how we partner, and how we support industry as new opportunities emerge.



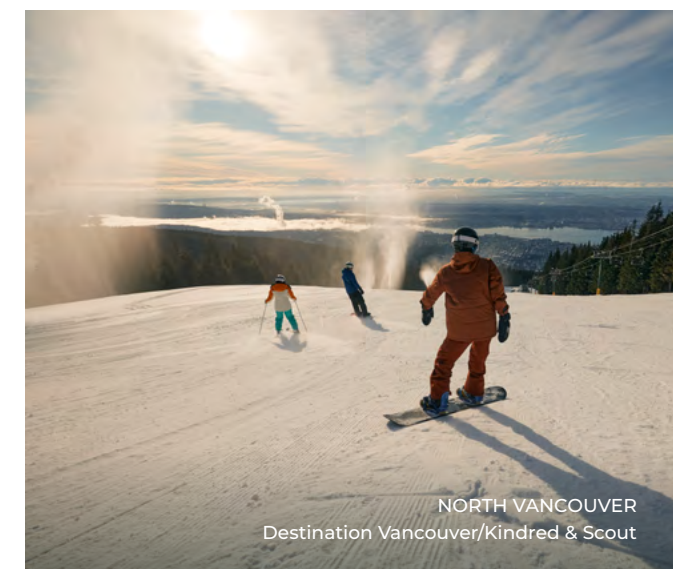
## Improve how we work

- We will continue to improve how we operate by updating our tools, processes, and ways of working.
- We will harness technology and AI to help us work more efficiently and extend the reach of our efforts.



## Work closely with Government

Guided by the Province's direction and mandate, we will work closely with the Ministry of Tourism, Arts, Culture and Sport and other parts of government that influence tourism experiences, policy, investment, and infrastructure. This helps ensure tourism priorities are understood and considered across decision-making processes.



# CONNECT WITH US

Collaboration is the key to success. Please connect with us to learn more about how we can work together.

For updates on all our activities, programs, and tourism insights:



Subscribe to our monthly newsletter for updates on tourism news, research, partnerships, marketing campaigns, and more at: [DestinationBC.ca/Subscribe](https://DestinationBC.ca/Subscribe).



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## APPENDICES

### Appendix 1: Growth Opportunities by Iconic Brand

Each Iconic place and route within the Super, Natural British Columbia® brand family is distinct, shaped by different communities, cultures, experiences, stages of development, and growth potential. As a result, there is no single path to success.

Together, Destination BC, ITBC and the RDMOs have identified a differentiated

approach for each brand based on long term planning for marketing, experience development, and destination management. Activities in the years to come will be tailored to the specific vision, needs, opportunities, and readiness of each Iconic place and route, so each can grow in a way that is authentic, coordinated, and sustainable.



**DISTINCT VISION** By 2036, visitors spend more time travelling along the Rainforest to Rockies route, increasingly choosing to visit in the Fall.

**PRIORITY AUDIENCE** Refined Globetrotters

**STRATEGIC OPPORTUNITIES** Along the full route, increase the length of stay in peak and shoulder seasons, and extend the tourism season to the end of October, through strategic partnerships with travel trade and cross-selling of Iconic areas.

Increase visitation to lesser-known areas along the route through the strategic development and promotion of hub communities with the amenities and

infrastructure to support international overnight stays and day-trip exploration of surrounding areas.

Grow the number of export-ready, bookable, and revenue-generating experiences and accommodations, especially in those areas where there is opportunity to increase the density of compelling experiences around hub communities, and in line with international travel motivators.



**DISTINCT VISION** By 2036, Birthplace of Adventure is known as one of the top all-season outdoor adventure hubs in North America.

**PRIORITY AUDIENCE** Outdoor Explorers

**STRATEGIC OPPORTUNITIES** Grow brand awareness and relevance among priority international markets, differentiating it from competitors with its unique mountain town and Indigenous cultural experiences.

Increase visitation from priority international markets to lengthen average stays, attract visitors who engage more deeply and spend more, and diversify the market base through targeted direct-to-consumer and earned media promotion.

Extend the tourism season to the end of October throughout the area by galvanizing efforts across the region to position the Fall as the ultimate time to visit.

Increase export-ready, bookable experiences and accommodations, prioritizing transportation, cultural activities, high-potential lodging, and diverse, quality Fall offerings.



**DISTINCT VISION** By 2036, The Infinite Coast is the world's most sought-after coastal journey.

**PRIORITY AUDIENCE** Refined Globetrotters

**STRATEGIC OPPORTUNITIES** Grow brand awareness and relevance among priority international markets by leaning into global competitive differentiators such as the diversity of Indigenous cultures, multimodal travel, and the interconnectedness of mountains, rainforest, and ocean.

Sustainably increase visitation from priority international markets to the entire coast to lengthen average stays, attract visitors who engage more deeply and spend more, and diversify the market base through key global sales channels such as travel trade.

Extend the tourism season to the end of October, starting with the southern part of the route which has a concentration of export-ready experiences in the shoulder season. Apply strategic seasonal focus to other areas where and when relevant (i.e. Spring/early Summer for the Great Bear Rainforest).

Enhance access, transportation, and connectivity throughout The Infinite Coast and between communities.

Continue to seek out global recognition for sustainability and cultural stewardship.



**DISTINCT VISION** By 2036, Nature's Heartland is among North America's top destinations for authentic connection to nature and culture, supported by high-quality, export-ready experiences and year-round tourism growth, rooted in community and stewardship.

**PRIORITY AUDIENCE** Outdoor Explorers

**STRATEGIC OPPORTUNITIES** Grow brand awareness and relevance among priority international markets, particularly in Germany where a strong reputational baseline and cultural relevance is already established.

Increase visitation from priority international markets to lengthen average stays, attract visitors who engage more deeply and spend more, and diversify the market base, while deepening co-ordination across the tourism sector for the promotion of this area.

Accelerate the growth of compelling, export-ready experiences to create more clusters of anchor attractions, encourage experience enhancement and product innovation, and grow the number of Indigenous experiences that motivate travel to and through Nature's Heartland.

Facilitate seamless travel to and throughout Nature's Heartland by investing in key hubs, strengthening connections between attractions, supporting infrastructure upgrades, and developing supportive amenities.



**DISTINCT VISION** By 2036, Valleys & Vineyards is known by responsible travellers as one of the premier culinary and wellness destinations in North America, supported by a breadth of export-ready experiences and an extended tourism season.

Note: Wellness is holistically defined to include cultural connections and soft adventure alongside rest and rejuvenation.

**PRIORITY AUDIENCE** Refined Globetrotters

**STRATEGIC OPPORTUNITIES** Grow brand awareness and relevance among priority international markets, leaning into existing competitive strengths (culinary, agri-tourism, wine, and cycling/rail trails within unique landscapes) while also investing in emerging/high-potential product categories (such as wellness experiences, cultural experiences, and unique/exclusive accommodations) to drive competitiveness.

Increase visitation from priority international markets to lengthen average stays, attract

visitors who engage more deeply and spend more, and diversify the market base through targeted direct-to-consumer and earned media promotion.

Extend the tourism season to the end of October, throughout the area, by galvanizing efforts across the region to position the Fall as the ultimate time to visit.

Grow the number of export-ready, bookable, and revenue-generating experiences and accommodations, with a focus on cultural experiences, wellness offerings, and quality Fall experiences.



**DISTINCT VISION** By 2036, The Great Wilderness is recognized as a top big nature destination, globally, dispersing more international visitors to more areas via multi-day touring routes and exclusive wilderness experiences.

**PRIORITY AUDIENCE** Outdoor Explorers

**STRATEGIC OPPORTUNITIES** Grow brand awareness and relevance among priority international markets by positioning The Great Wilderness as the ultimate big nature touring destination, highlighting guided wilderness, cultural experiences, and unique accommodation options throughout the touring routes, to drive longer stays.

Increase visitation from priority international markets to lengthen average stays, attract visitors who engage more deeply and spend more, and diversify the market through

strategic partnerships with travel trade and targeted direct-to-consumer advertising.

Enhance access and remove travel barriers by improving infrastructure for touring (roads, RV rentals, trip support) and supporting direct connections to core hubs and exclusive wilderness lodges.

Develop and grow export-ready wilderness experiences, including more guided, paid, and immersive activities along key routes (e.g., Great Northern Circle Route, Highway 16), and establishing signature product clusters.

## Appendix 2: Index of Measures

Goal	Performance Measure	2025–2026 Forecast	2026–2027 Target	2027–2028 Target	2028–2029 Target	2036 Target
Grow tourism in all parts of the province during peak and off-peak seasons	<b>Geographic Growth:</b> Decrease of the Gini Coefficient of visitor spending by region <sup>1</sup>	Baseline TBD (new methodology)	Maintain	Maintain	Decrease (0.01)	Decrease (0.05)
	<b>Seasonal Growth:</b> Growth of the share in visitor spending of off-peak vs. peak seasons	55% Off-Peak <sup>2</sup>	55% or more	55% or more	57% or more	60% or more
		45% Peak <sup>2</sup>	Off-Peak	Off-Peak	Off-Peak	Off-Peak
	<b>Visitor Spend Growth:</b> Growth in the spend per visit from international markets	\$1,250 <sup>3</sup>	4%	4%	5%	\$2,050
Increase benefits received by people living in BC from tourism	<b>Economic Growth:</b> Growth in BC tourism industry revenue	\$24.2B <sup>4</sup> (+5%)	+5% (\$25.4B4)	+5% (\$26.6B4)	+6% (\$28.2B4)	Doubling Tourism Revenue (\$48B)
	<b>Resident Sentiment:</b> BC residents rating of the positive contribution tourism has in their community	70% (Actual)	70% or more	70% or more	70% or more	70% or more

1. Analysis to be performed by the Tourism Region until Iconic Regions can be aligned to Destination Canada's Lodging Aligned Spending Report (LASR) dataset.

2. Includes a 12-month rolling average (Nov 2024–Oct 2025), full-year 2025–2026 measure to be finalized in March 2026.

3. Includes 2025 Q1 and Q2 Visitor Travel Survey results for all international trips (of all trip types & durations); the 2025–2026 reported number is a placeholder until a customized table is produced by Statistics Canada at which time, the baseline and targets will be updated.

4. Preliminary estimate and resulting \$ target amounts will be revised in early 2027 to align with BC Stats economic modelling of the tourism industry.

## Appendix 3: Management Systems

Management systems are the internal frameworks, policies, and processes that ensure we can deliver on our goals effectively, consistently, and collaboratively. These systems support decision-making, guide resource allocation, strengthen partnerships, and enable staff to work efficiently across teams, regions, and program areas.

Our systems reflect the evolving needs of the tourism sector and the Board's direction to continuously improve how we deploy programs, support partners, and manage shifts in our operating environment. They also reinforce our commitment to reconciliation, inclusion, responsible growth, and service excellence.

### Our Management Systems

- Ensure that our resources are allocated effectively by Iconic brand. Pilot partnership and funding models to support marketing, experience development, and training in Iconic areas.
- Establish RDMO-led committees by Iconic, to guide implementation and ensure alignment with long-term plans.
- Integrate the traveller journey across paid, earned, owned activities, delivering a personalized experience from awareness to conversion, to in-destination experience.
- Provide tools to enhance alignment across the tourism sector.
- Establish systems to quickly and efficiently reallocate resources when needed, e.g., crises and new hazards.
- Provide continual staff training and development to ensure Destination BC always utilizes leading-edge capabilities, while our foundational elements continue to frame our work.

To support the strategy, we will continuously improve how we work internally. Our systems are designed to ensure we deliver consistently, collaborate effectively, and respond quickly when conditions change. They also reinforce our commitments to Truth and Reconciliation, DEIA, responsible growth, and service excellence.

## How We Will Operate Behind the Scenes

- **Focus resources by Iconic brand:** We will align funding, programs, and staff effort around Iconic places and routes, including piloting new funding approaches for marketing, experience development, and training.
- **Work alongside local leadership:** Regional, Iconic-based committees will help guide long-term plan implementation and ensure alignment with the brand family.
- **Connect the visitor journey:** We will integrate marketing and storytelling across channels, to be more consistent and relevant for the visitor—from inspiration to booking to the in-destination experience.
- **Enable alignment across the system:** Tools and shared platforms will help partners work together more easily and create alignment.
- **Stay responsive in times of disruption:** We will maintain systems that allow us to shift priorities and resources during crises, natural hazards, or unexpected changes.
- **Invest in our people:** Ongoing training and development will ensure Destination BC's staff have the skills needed to support industry effectively, while embedding reconciliation, diversity and inclusion, stewardship, and service excellence in everything we do.





THE  
**INFINITE  
COAST**



**BIRTHPLACE  
OF  
ADVENTURE**



**NATURE'S  
HEARTLAND**



**The Great  
Wilderness**



**RAINFOREST  
TO ROCKIES**



*Valleys &  
Vineyards*



**VANCOUVER  
& AREA**



**DESTINATION  
SKI**



DESTINATION  
BRITISH COLUMBIA®