

# Destination British Columbia

## 2026/27 – 2028/29 Service Plan

February 2026



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## Board Chair's Accountability Statement



The 2026/27–2028/29 Destination BC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events, and identified risks, as of February 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Destination BC's mandate, and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Destination BC's operating environment, forecast conditions, risk assessment, and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read "Ingrid Jarrett".

Ingrid Jarrett  
Board Chair, Destination BC  
February 6, 2026

## Table of Contents

Board Chair's Accountability Statement .....	3
Strategic Direction.....	5
Purpose of the Organization and Alignment with Government Priorities .....	5
Economic Statement .....	6
Performance Planning.....	7
Financial Plan.....	11
Appendix A: Mandate Letter from the Minister Responsible.....	13

## Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how Destination BC will support the Government's priorities and selected action items identified in the most recent [Destination BC Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

The tourism industry generates social, cultural, environmental, and economic benefits for all British Columbians by supporting the viability of community economies, jobs, and amenities, and by increasing international exposure to the province's heritage, education system, trade opportunities, and immigration prospects.

Destination BC, operating under the [Destination BC Corp. Act](#) plays a critical role in:

- Optimizing the long-term social, cultural, environmental, and economic benefits of the tourism industry to British Columbians by providing a unifying and consistent brand and marketing strategy that motivates travelers from around the world to visit, and encourages residents of B.C. to travel within their province.
- Providing leadership and direction to expand and strengthen B.C.'s tourism

destinations, products, and experiences. Destination BC delivers branding, marketing, destination development, destination stewardship, industry learning, and emergency planning activities directly and through contracted third parties.

These services promote thousands of businesses, hosting millions of guests, making a significant economic and social contribution to the province. Destination BC plays an important role in marketing B.C. domestically and internationally as a remarkable destination while promoting the development, enhancement, and sustainable growth of the tourism industry throughout the province.

Destination BC is committed to working with the Minister and staff of the Ministry of Tourism, Arts, Culture and Sport to achieve the specific priorities outlined in Destination BC's June 2, 2025 [Mandate Letter](#).

## Economic Statement

B.C.'s economy saw mixed performance among sectors in 2025 amid U.S. tariffs and related global economic uncertainty and declining B.C. population growth. Consumer spending was strong through the first half of the year, supported by front-loaded spending ahead of U.S. tariffs (particularly for automobiles), lower inflation and interest rates, but spending has slowed in recent months. Residential construction remained above average in 2025 despite declining from the high levels of activity seen in recent years, and home sales were subdued in 2025. Meanwhile other investment indicators (such as public sector investment and commercial building permits) saw steady growth despite headwinds from economic uncertainty. B.C.'s exports have been resilient amid U.S. tariffs. The value of international exports was unchanged as lower forestry exports and coal prices offset higher values of natural gas and copper exports.

The Economic Forecast Council (EFC) estimates that B.C. real GDP grew by 1.5 per cent in 2025. In the near-term, the EFC expects B.C.'s economy to also grow by 1.5 per cent in 2026 and by 1.9 per cent in 2027, similar to the national average. For Canada, the EFC estimates growth of 1.6 per cent in 2025 and projects national real GDP growth of 1.3 per cent in 2026 and 1.9 per cent in 2027.

A volatile global trade conflict as well as immigration and population fluctuations are the main risks to the outlook. Other risks include commodity price instability, renewed inflationary pressures leading to elevated interest rates, prolonged housing market weakness, and climate change impacts.

# Performance Planning

## Goal 1: Growth of overnight visitor expenditures

A critical part of tourism's success is increasing industry revenue to strengthen its role as a pillar of B.C.'s economy and support long-term economic growth. It remains a priority for B.C. to attract responsible travelers who respect local people, communities, the environment, and the places they visit.

### Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[1a] B.C. tourism industry revenue. <sup>1</sup>	\$24.2 B <sup>5</sup>	+5%	+5%	+6%
[1b] Consumption of B.C. travel content promoted by Destination BC (in million [M]). <sup>2</sup>	39.3 M	Maintain or Improve <sup>6</sup>	Maintain or Improve	Maintain or Improve
[1c] Size of Destination BC's global social media community of brand advocates (in million [M]). <sup>3-4</sup>	2.5 M	Maintain or Improve <sup>7</sup>	Maintain or Improve	Maintain or Improve

<sup>1</sup>Data Source: BC Stats. Gross Revenue is measured on a calendar year basis.

<sup>2</sup>Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

<sup>3</sup>Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

<sup>4</sup>This measure indicates the number of followers of all Destination BC's consumer social media channels (currently including YouTube, Facebook, Instagram, Tik Tok, Weibo, and WeChat).

<sup>5</sup>Service Plan Change: The '2024/25 Actual' value of \$23.0 B now represents Gross Revenue (including consumer taxes), forming the basis of the '2025/26 Forecast' and all revised future targets. This replaces the previous net of tax approach to ensure consistency with Statistics Canada and other spending data sources, aligns with reporting from other provinces, and to improve accuracy and alignment with strategic communications.

<sup>6/7</sup>'Maintain or Improve' over '2025-26 Actual' to be reported in Destination BC's Annual Service Plan Report (August 2026).

### Objective 1.1: Inspire travelers and build urgency to visit British Columbia in all seasons.

#### Key Strategies

- Share inspiring B.C. travel stories highlighting market-ready experiences across digital and traditional media to encourage more people to visit the province.
- Amplify Destination BC's global social media community of brand advocates.
- Promote travel to communities across B.C. in all seasons of the year.
- Strengthen industry alignment around the strong and shared brand of Super, Natural British Columbia® and its destination brand family to enhance visitor perceptions of B.C. and support long-term, sustainable growth in all regions and seasons.

- Leverage the opportunities presented by FIFA World Cup 2026 to maximize travel to B.C. and economic benefits across the province, while increasing global brand awareness and affinity for Super, Natural British Columbia and its family of brands.

## Goal 2: B.C.'s tourism industry delivers remarkable market-ready tourism products and visitor experiences

Destination BC aims to support industry to deliver quality, world-class visitor experiences and elevate B.C.'s standing as the leading destination in North America as measured by Net Promoter Score®. Net Promoter Score measures how likely visitors are to recommend B.C. to their friends or family.

### Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[2a] International traveler recommendation of British Columbia as a travel destination. <sup>1</sup>	NA <sup>3</sup>	New Baseline Established	Maintain or Improve	Maintain or Improve
[2b] Net Promoter Score of Participants in all ongoing Destination BC delivered workshops or webinars. <sup>2</sup>	50.0 or greater	50.0 or greater	50.0 or greater	50.0 or greater

<sup>1</sup>Data Source: Destination BC's International Key Performance Indicator Study (conducted by an independent third-party research firm), which measures the likelihood of international visitors from key target markets to recommend B.C. as a travel destination to their friends or family.

<sup>2</sup>Data Source: Destination BC survey of workshop and webinar participants. Note: Excludes one-time webinars, etc. (e.g., COVID-19 response).

<sup>3</sup>This performance measure replaces the previous 'Competitive ranking of British Columbia's Net Promoter Score' to reflect the shift from assessing recommendation likelihood among North American visitors to measuring recommendation intent among visitors from key international markets. This change aligns with Destination BC's strategic aim to support industry in delivering quality, world-class visitor experiences and to elevate B.C.'s standing as a leading global destination.

## Objective 2.1: Work with industry partners to assist tourism businesses deliver experiences that meet and exceed guest needs and expectations.

### Key Strategies

- Deliver online, flexible, and accessible industry training and resources to tourism organizations throughout the province, with targeted support for rural communities that are diversifying, growing, and strengthening their economies.
- Collaborate with Visitor Services Network members, community partners, local businesses, and government partners to develop modernized, innovative, and authentic ways to meet the information needs of visitors as they travel throughout the province.

- Support the continued development of a resilient, regenerative tourism sector that is adapting to climate change and evolving to meet future environmental realities.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional and Community Destination Management Organizations to enable remarkable tourism products and experiences that are authentic, driven by visitor demand and data insights, and facilitate greater seasonal and geographic distribution of visitors across the province.
- Continue to help make B.C. a more inclusive and accessible tourism destination.

## Goal 3: A unified globally competitive tourism marketing and development ecosystem

The strength of B.C.'s global tourism ecosystem comes from collaboration. Destination BC works closely with industry partners to grow the sector's skills, tools, and competitiveness by sharing knowledge, resources, and expertise.

### Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[3a] Destination Management and Tourism Sector Organizations' satisfaction with Destination BC programs and services. <sup>1</sup>	7.9 (out of 10)	Maintain or Improve <sup>3</sup>	Maintain or Improve	Maintain or Improve
[3b] a) Number of communities and sectors participating in Destination BC's application-based Co-op Marketing Partnerships Program.  b) Number of participating communities outside Metro Vancouver, Victoria, and Whistler. <sup>2</sup>	120 (total)  100 (regional)	120 (total)  100 (regional)	120 (total)  100 (regional)	120 (total)  100 (regional)

<sup>1</sup>Data Source: Destination BC's Annual Tourism Industry Partners Survey (previously called Stakeholder Satisfaction Survey) conducted by an independent third-party research firm. Destination Management and Tourism Sector Organizations comprise one of the six strata whose satisfaction is tracked through the corporate partners survey. Scores of the other strata are reported elsewhere and are used to inform corporate planning and program evaluation.

<sup>2</sup>Data Source: Destination BC's Co-op Funding 2025/26 Participating Communities list.

<sup>3</sup>Maintain or Improve' over '2025-26 Actual' to be reported in Destination BC's Annual Service Plan Report (August 2026).

**Objective 3.1: Collaborate with Indigenous Tourism BC and other key tourism industry partners and communities to align and focus on collective marketing and destination development efforts.**

**Key Strategies**

- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Management Organizations on advancing Destination Development program efforts and Destination BC's [Invest in Iconics Strategy](#).
- Continue Destination BC's [Co-operative Marketing Partnerships Program](#) to effectively leverage public and private funds, enhance Destination BC's marketing capacity, and drive greater alignment and coordination of marketing efforts across each of the six tourism regions in B.C.
- Continue to work with Indigenous tourism partners in B.C. and provide support for Indigenous Tourism BC to implement [Strengthening Our Roots and Branches: Corporate Strategy 2023-2027](#), increase revenues, jobs, and the number of market-ready Indigenous tourism businesses across the province, and partner with Indigenous Tourism BC to deliver on the [Invest in Iconics Strategy](#).
- Continue to support the strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C., helping to build stronger marketing capabilities and long-term competitiveness for the province's visitor economy.
- Continue working with the Ministry of Tourism, Arts, Culture and Sport, as well as host cities and event organizers, to ensure upcoming marquee events create positive benefits for business, communities, and the tourism sector.

# Financial Plan

## Financial Summary

\$	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
<b>Revenues</b>				
Contribution from Province	55.431	55.431	53.431	53.431
Other Provincial Funding	2.900	3.800	0.200	0
Deferred Capital Contributions	0.060	0.060	0.060	0.060
Other Revenue	0.700	0.836	0.836	0.836
<b>Total Revenue</b>	<b>59.091</b>	<b>60.127</b>	<b>54.527</b>	<b>54.327</b>
<b>Expenses</b>				
Marketing	37.460	38.168	34.568	34.368
Destination Management	12.347	12.584	10.584	10.584
Strategy, Research & Communications	4.438	4.617	4.617	4.617
Corporate Services	4.709	4.634	4.634	4.634
Amortization	0.137	0.124	0.124	0.124
<b>Total Expenses</b>	<b>59.091</b>	<b>60.127</b>	<b>54.527</b>	<b>54.327</b>
<b>Annual Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Accumulated Surplus (Deficit)</b>	<b>2.664</b>	<b>2.664</b>	<b>2.664</b>	<b>2.664</b>
<b>Capital Expenditures</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dividends/Other Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## Key Forecast Assumptions, Risks and Sensitivities

Revenue and Expense forecasts for 2026/27-2028/29 include conservative estimates of Other Revenue. Destination BC will manage any fluctuations through continued sound financial management practices within a culture of cost-consciousness, which helps ensure Government of B.C. funded program spending remains affordable and flexible within Destination BC's business planning. There have been no changes in assumptions from the 2025/26-2027/28 Service Plan. There are no substantive forecast risks to Destination BC's financial plan.

## **Management's Perspective on Financial Outlook**

Destination BC is primarily funded through Provincial Government appropriations. Provincial funding is expected to remain as identified in the 2026/27-2028/29 Financial Plan, thus limiting financial risks to Destination BC. As described in this Service Plan, Destination BC allocates this funding to programs that deliver on its mandate and align with government priorities.

Destination BC is subject to significant financial pressures from the effects of increasing costs of digital marketing worldwide, inflation in general, and the depreciation of the Canadian dollar against the cost of marketing in the United States and other international markets. Destination BC works to mitigate these pressures by investing in continual improvement of workforce productivity, developing innovative new marketing partnerships, and ensuring efficient cost-effective program delivery.

## Appendix A: Mandate Letter from the Minister Responsible



June 2, 2025

Scott Fraser  
Chair  
Destination British Columbia  
12<sup>th</sup> Floor – 510 Burrard Street  
Vancouver, BC V6C 3A8

Dear Scott Fraser:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities, and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Destination British Columbia, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote, and First Nation communities.

.../2

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC.

Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments, and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Ensure Destination British Columbia's programs and investments are aligned with Government priorities, including leveraging the opportunities provided by the FIFA World Cup in 2026 and other marquee events, to maximize economic development and tourism impact across the province.
- Continue to support tourism as a strong pillar of the BC economy by working with the sector to enhance economic growth and community vibrancy, sustainably promoting BC's unmatched geography and diverse experiences, and continuing to support rural and Indigenous tourism opportunities.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional and Community Destination Marketing Organizations to enable remarkable tourism products and experiences that are authentic, driven by visitor demand and data insights, and facilitate greater seasonal and geographic distribution of visitors across the province.
- Continue to help make B.C. a more inclusive and accessible tourism destination.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Spencer Chandra Herbert  
Minister of Tourism, Arts, Culture and Sport  
Date: June 2, 2025

cc: Honourable David Eby, KC  
Premier

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Doug Scott  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Elenore Arend  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Silas Brownsey  
Deputy Minister  
Ministry of Tourism, Arts and Culture

Amy Blakeney  
Board Member  
Destination British Columbia

Mike Riediger  
Board Member  
Destination British Columbia

cc: Annita McPhee  
Board Member  
Destination British Columbia

Randy Wright  
Board Member  
Destination British Columbia

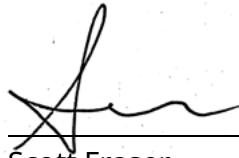
Lori Simcox  
Board Member  
Destination British Columbia

Robert Simpson  
Board Member  
Destination British Columbia

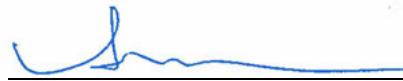
Brian Friesen  
Board Member  
Destination British Columbia

Rebecca Wilson-Mah  
Board Member  
Destination British Columbia

Richard Porges  
President and Chief Executive Officer  
Destination British Columbia



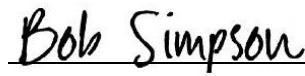
Scott Fraser  
Chair, Board of Directors  
Destination British Columbia  
Date: June 11, 2025



Amy Blakeney  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Annita McPhee  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Robert Simpson  
Board Member  
Destination British Columbia  
Date: June 11, 2025



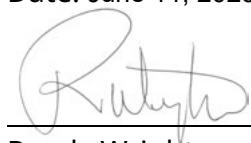
Rebecca Wilson-Mah  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Lori Simcox  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Mike Riediger  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Randy Wright  
Board Member  
Destination British Columbia  
Date: June 11, 2025



Brian Friesen  
Board Member  
Destination British Columbia  
Date: June 11, 2025