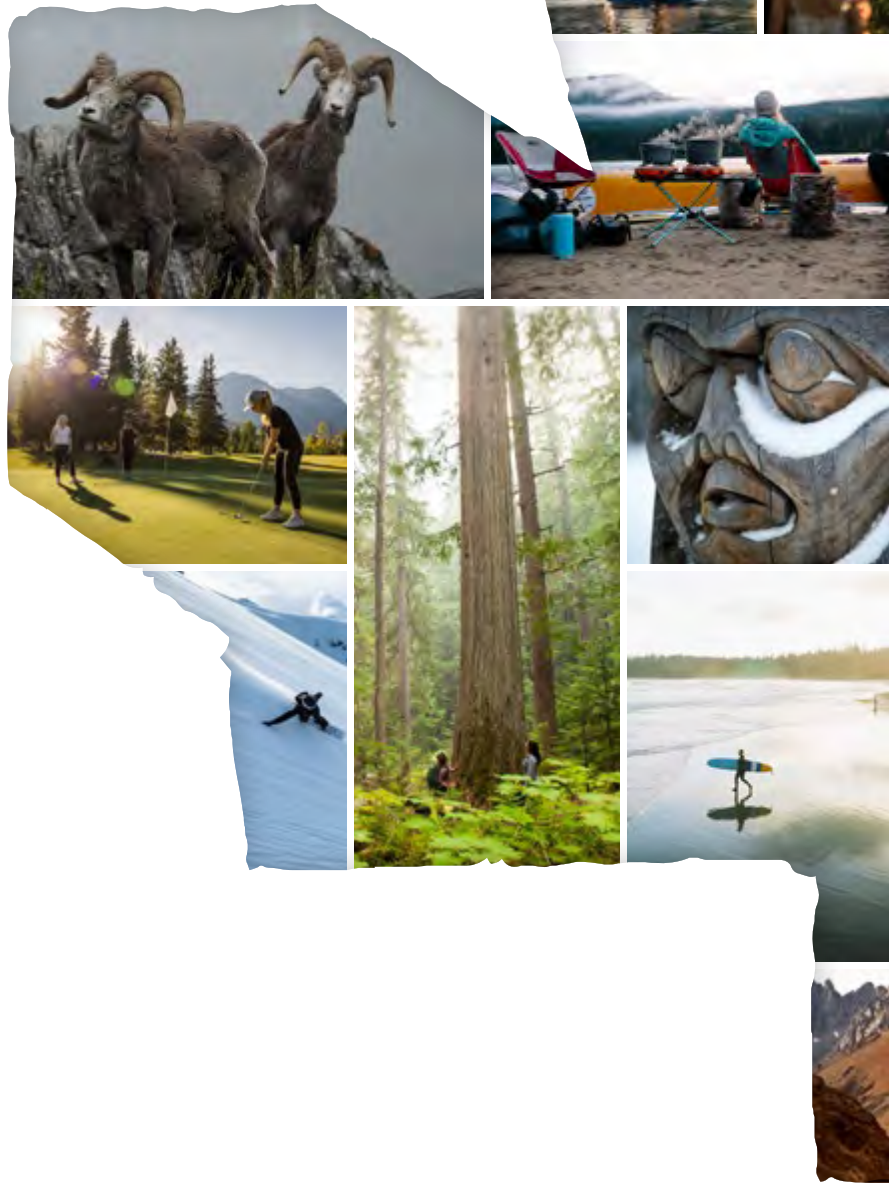


# SCALING UP FOR SUCCESS

Corporate Strategy Summary 2023–2025



DESTINATION  
BRITISH COLUMBIA®

# LAND ACKNOWLEDGMENT

## Respecting and Acknowledging Indigenous Lands in British Columbia

Destination British Columbia respectfully acknowledges the  $x^w m \theta k^w \acute{a} y \acute{a} m$  (Musqueam),  $S k w x w \acute{u} 7 m e s h$  (Squamish), and  $s \acute{a} l i l w \acute{a} t \acute{a} \acute{t}$  (Tsleil-Waututh) Nations on whose territory we operate our main office.

We further recognize with gratitude that we carry out our work on the lands of Nations throughout the province. We honour our ongoing relationships with Indigenous Peoples and communities around BC, and we commit to continuing to work together.

As an organization, we are committed to the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada: Calls to Action, the BC Declaration on the Rights of Indigenous Peoples Act, and the Declaration Act Action Plan. We are working with the Government of BC, Indigenous Tourism BC, and the tourism industry to develop and implement actions of reconciliation. This includes the development of an action plan for Destination BC and collaboration with Indigenous communities interested in the benefits of tourism.

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# INTRODUCTION

We are committed to meaningful engagement, open conversation and actions that lead us to a better future, together. In 2022, as travel resumed following the global pandemic and momentum was building for a better future, we focused on connection: with travelers, with communities and with industry, to listen, to learn and to talk about what is needed to chart a path to a better future, together.

We listened and we heard that industry needs us to keep working hard to support immediate and continued recovery through our marketing and development efforts. We recognize that BC's 19,000+ tourism businesses must be profitable and resilient to ensure the viability of BC's visitor economy, now and in the future.

We heard that there is a need for travellers to our province to be compelled to experience more people, places and experiences within *Super, Natural British Columbia*® throughout the year.

And, we clearly heard that industry was looking to us to broaden what 'success' within the visitor economy means—to look toward the next few years and beyond.

At Destination BC, we think of strategy as being a set of choices we make, defining the values we have and determining what actions we will take to achieve success. Success is defined as accomplishing our most important tasks, ensuring we align with our values and deliver on our purpose.

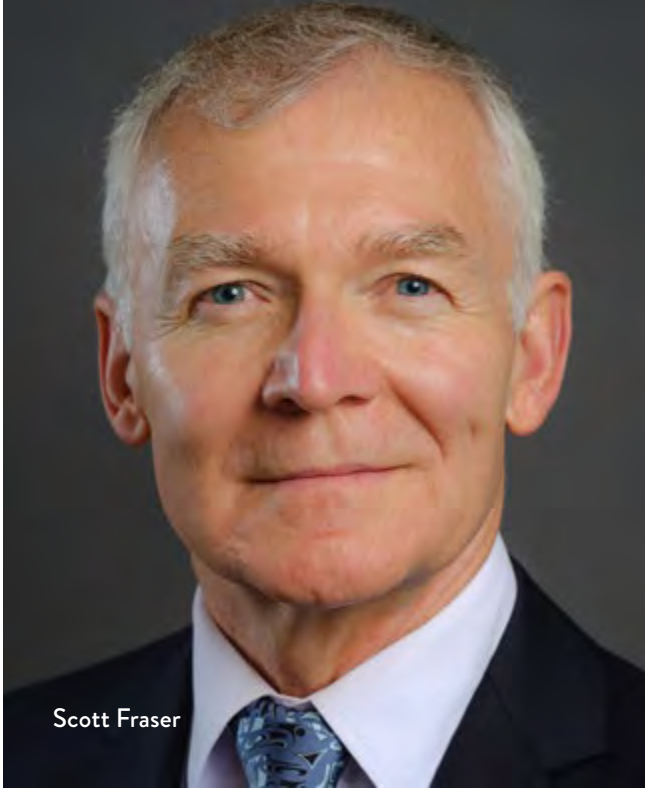
Our purpose is to improve the quality of life for all people living in British Columbia, through tourism, and share the transformative power of BC's experiences with the world, in a socially, culturally, environmentally and economically sustainable way. This acknowledges that stewardship of the industry is rooted in principles of diversity, inclusivity, reconciliation and partnership.

We believe it's time to collectively recalibrate our goals and consider how we can continue to work better, together. This strategy is our new approach to success.

Our 2023–2025 corporate strategy provides clarity about the choices we will make over the next three years and beyond. Our intention with this strategy is to:

- Reduce seasonality and regional disparity by growing the tourism economy across all regions of BC and in all seasons;
- Enable more tourism organizations and businesses to access technologies, marketing channels, planning tools, data, insights, and training that are otherwise only available to large businesses and organizations;





Scott Fraser



Richard Porges

- Take action to continue to grow a sustainable, authentic Indigenous cultural tourism industry in BC.

Looking back at Destination BC's first 10 years as an organization, our greatest successes have been enabling industry collaboration and working together with our key partners, which underlies BC's sustainable global competitive advantage.

Tourism has a bright future in BC, and through this strategy and into the next 10 years, we will build on our sustainable, competitive advantage of a collaborative tourism ecosystem that is so hard for other destinations to imitate.

We look forward to engaging with our partners during the journey ahead, and working with you to grow industry success as well as social, cultural, environmental, and economic benefits for all people living in British Columbia.

**SCOTT FRASER**

*Chair, Board of Directors*

**RICHARD PORGES**

*President & CEO, Destination BC*

### **MORE TO READ ON DESTINATIONBC.CA**

Read our full corporate strategy on our industry website [DestinationBC.ca/strategic-approach/](https://DestinationBC.ca/strategic-approach/)

# CONTEXT AND CHALLENGES

See more detailed information on each of these topics on our [industry website](#).

- The tourism industry is moving through recovery (although unevenly) as overall performance in second half of 2022 was close to that of 2019
- There is hyper global competitiveness for the high yield international traveller
- Consumer travel consumption behaviours have changed as pent up demand continues to support pandemic recovery, and travel remains a budget priority
- Funding through Municipal and Regional District Tax (MRDT) revenue is now comparable or higher than 2019 level for many communities
- The evolution of marketing practices requires continued focus on accelerated digitization and decision making
- British Columbia is committed to implementing the Truth and Reconciliation Commission of Canada: Calls to Action, the United Nations Declaration on the Rights of Indigenous People Act, and the BC Declaration on the Rights of Indigenous Peoples Act and Action Plan
- People and communities expect a core role in determining the future of tourism in their community
- Labour shortages continue to be a challenge for many tourism businesses
- Global and social forces have changed the landscape within which tourism operates
- Destination BC is one part of a large and diverse tourism ecosystem
- Destination BC is a taxpayer funded organization that exists to improve the lives of all people living in British Columbia through tourism

## Engagement and Inputs

Our corporate strategy was developed based on valuable engagement and input from over 2,000 tourism industry members in BC and our partners, as well as other information and insights.



# 2023–2025 CORPORATE STRATEGY

## Winning Aspiration

Grow sustainable social, cultural, environmental and economic benefits for all people in British Columbia by sharing the transformative power of BC nature and experiences with the world.

Our winning aspiration embraces BC's tourism brand, it unifies our focus across all of our marketing and development efforts and, importantly, it motivates us to do our best work, every day.

## Goals and Measures

We will measure our work through eight important goals. Five are Industry Performance Goals and Measures that the entire tourism industry has a part in achieving. Three are Key Internal Performance Goals and Measures specific to Destination BC.

# Our Industry Performance Goals and Measures



## BUSINESSES

### GOAL

Tourism businesses are profitable

### MEASURES

#### Tourism Industry Revenue:

Annual provincial tourism industry revenue

2023-2024

**\$20.7B**

(estimate)

2024-2025

**\$21.8B**

(+5%)

2025-2026

**\$22.9B**

(+5%)



## TRAVELLERS

### GOAL

People love travelling in BC

### MEASURES

#### Recommend BC:

Travellers likelihood to recommend BC compared to key competitor destinations

2023-2024

**BC #1 in 3 of 5**

North American markets

2024-2025

**BC #1 in 3 of 5**

North American markets

2025-2026

**BC #1 in 4 of 5**

North American markets





## RESIDENTS

### GOAL

People living in BC value the visitor economy

### MEASURES

#### Resident Value:

Average rating of how much residents value the contribution of travellers to their local community

2023-2024

**Maintain**

2024-2025

**Maintain or improve**

2025-2026

**+0.10 pts.**



## DISPERSION

### GOAL

People travel year-round, and to lesser-known places

### MEASURES

#### Trip Night Dispersion:

Share of total trip nights outside of summer months / outside mature destinations

2023-2024

**+1%**

2024-2025

**+1%**

2025-2026

**+2%**



## ENVIRONMENT

### GOAL

The tourism industry meets or exceeds the BC's Climate Change Action Plan targets

### MEASURES

#### BC Climate Change

#### Targets:

Carbon emission reductions of tourism businesses to meet or exceed the Province's emission reductions targets

#### 2030 Reduction Targets per CleanBC

(relative to 2007 emissions):

Transportation

**27-32%**

(includes airlines, ferries, ground transportation)

Buildings

**59-64%**

(includes accommodations, restaurants, attractions, staff housing, etc.)

Long-term goal

**Carbon neutrality by 2050**

# Key Internal Performance Goals and Measures



## INDUSTRY

### GOAL

BC's tourism industry partners value the work we do

### MEASURES

#### Industry Values our Programs:

Average rating of how much BC's tourism industry (specifically CDMOs & Sectors) value the programs and services we offer (2021-2022 = 8.2)

2023-2024

**8.2 Maintain**

2024-2025

**+0.05 pts.**

2025-2026

**+0.05 pts.**



## EMPLOYEES

**GOAL** People working at Destination BC are well supported for success

### MEASURES

**Skills and Resources:** Employee assessment of whether they have the skills and resources to do their jobs well (e.g. applying DEIA/Reconciliation lenses, supported through change, etc.)

2023-2024

**Establish baseline**

2024-2025

**+0.10 pts.**

2025-2026

**+0.10 pts.**

**SECONDARY** Employee Belonging | Average rating of employee sense of belonging in our workplace

2023-2024

**Maintain**

2024-2025

**+0.10 pts.**

2025-2026

**+0.05 pts.**



## INDIGENOUS PRESENCE

### GOAL

Indigenous voices, values, and presence are amplified in all of our work

### MEASURES

Through our Joint Marketing Action Plan with Indigenous Tourism BC, we will develop measures around our marketing efforts.

2023–2026

**TBD**



Osoyoos



## Where We Will Focus

We know the best strategy focuses on those few elements that can make a significant difference. This section defines the markets we choose to compete in, to provide our best opportunities, and which partners we need to work most closely with to implement the strategy.

### AUDIENCE

- Responsible travellers contribute to the wellbeing of communities and residents of BC, such as interest in seasonal and geographic dispersion, spending on locally produced goods and services, and interest in environmentally conscious travel.

### GEOGRAPHY

- Balance the market mix that creates seasonal and geographic dispersion, and emphasizes visitor value and visitor volume, where needed and wanted.
- Global market mix:
  - 2023: USA, Australia, United Kingdom, Germany, Mexico, and Canada
  - 2024: Markets to be determined based on audience segmentation study

### PARTNERS

- Community DMOs that connect to tourism businesses, local governments and residents.
- Key provincial partners and key players such as Indigenous Tourism BC, Regional DMOs, Destination Canada, PacifiCan and the Ministry of Tourism, Arts, Culture and Sport.
- Marketing platforms and media that have global reach.

### OPERATIONAL SCOPE

- Manage programs and initiatives that benefit from provincial scale and project management.
- Work with and enable others to market and/or manage the visitor economy locally, regionally and throughout each inspirational route and place.





RESTAURANT

Don  
Mee

晋美海鮮酒樓  
*Seafood Szechuan*

OPEN

STONE  
GRIND MEXICAN  
TORTILLAS  
MEXICAN  
APPLES  
TACOS  
BURRITOS  
PULSED MEAT  
SALSA  
CUSTARD SAUCE



## How We Will Succeed: Our Strategic Levers

These are our key strategic levers—how we can make the biggest difference for the tourism industry to achieve our goals. See more detailed information on each of these levers on our [industry website](#).

### 1. COMPELLING REASONS TO EXPLORE BC

Attracting respectful travellers to specific parts of BC at the right time, and enabling the development of compelling experiences to drive lifetime traveller value.

#### KEY ACTIVITIES

- Build industry alignment around the strong and shared brand of *Super, Natural British Columbia* and launch sub-brands to elevate visitor perceptions of BC and drive long-term sustained growth in all regions and seasons of BC. Continue to work with Indigenous Tourism BC to infuse Indigenous values and cultures into the *Super, Natural British Columbia* brand.
- Integrate tourism development plans (destination development) with branding and marketing to ensure strategic investments in new or revitalized tourism assets will enable growth in off-peak season visitation in mature destinations (communities encountering capacity constraints during the peak season, primarily summer) and all season growth in rural areas and communities where capacity exists.
- More deeply integrate provincial and sub-provincial branding, marketing, and destination development efforts around a set of routes and places to better attract visitors to these areas.
- Implement a global audience segmentation project to identify the responsible traveller as a whole new approach to selecting who our focus audience is in each market with our global marketing efforts.
- Nurture development of remarkable and regenerative experiences through destination development efforts to provide new, inspiring reasons to travel throughout BC.

#### MEASURES

- Trip night / visitor spending dispersion (geographic and seasonal)
- Tourism industry revenue
- Visitors recommend BC



## 2. GLOBALLY COMPETITIVE TOURISM ECOSYSTEM

Enabling access to the data, systems, knowledge and capabilities that the BC tourism ecosystem needs to compete globally.

### KEY ACTIVITIES

- Make relevant content, data and analytics, and training more available to empower Community DMOs, reduce duplication of effort, and allow greater investment in marketing and development.
- Share the efficiencies in marketing channels, technologies, audiences, and insights gained through the BC Tourism Data Hub more widely, to more tourism organizations.
- Encourage Community DMOs and communities that share a common destination (such as destination development planning areas) to collaborate on marketing, destination development and destination stewardship to increase their collective impact.
- Encourage businesses within a sector or across sectors to collaborate where beneficial, such as marketing and planning.
- Provide greater access to technology, expertise, and skills to small businesses and organizations to help them become more effective in their marketing and development efforts.
- Build excellence in industry's destination management and regenerative tourism abilities.
- Optimize economic development and investment funds for tourism.
- Build social license for the tourism industry, ensuring that people living in BC value the visitor economy.

### MEASURES

- Industry values our programs
- Tourism partner satisfaction
- Resident value

### 3. RESPECTFUL GROWTH OF INDIGENOUS TOURISM

Developing meaningful and collaborative relationships with Indigenous Peoples and communities: First Nations, Métis, Inuit and supporting connections between Indigenous and non-Indigenous Peoples through our programs and services.

#### KEY ACTIVITIES

- Build cultural competence within the organization.
- Continue the collaborative partnership with Indigenous Tourism BC under the BC Declaration on the Rights of Indigenous Peoples Act and Action Plan, the renewed Indigenous Tourism Accord and Indigenous Tourism BC-Destination BC's Guiding Principles.
- Develop meaningful and collaborative relationships with Indigenous Peoples and communities: First Nations, Métis, and Inuit.
- Continue to amplify Indigenous voices, values, and presence in Destination BC's work, with the approval of Indigenous Peoples.
- Work with Indigenous peoples and communities that are interested in tourism.
- Assist Community DMOs and Visitor Centres to build meaningful and collaborative relationships with Indigenous people on whose lands they conduct business.
- Contribute to community collaboration and connection between Indigenous Peoples and non-Indigenous peoples on whose lands they conduct business.
- Continue to learn how best to do our work through lenses of Truth & Reconciliation, DEIA, and stewardship, with an emphasis on cultural competencies and inclusive leadership.

#### MEASURES

- Industry values our programs
- Indigenous presence in Destination BC's work
- Destination BC Employee skills and resources
- Resident value





# CONNECT WITH US

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



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



Follow us on LinkedIn: [@DestinationBC](https://www.linkedin.com/company/destinationbc).



Share industry success stories and celebrate the power of tourism by using the hashtag [#BCTourismCounts](https://www.instagram.com/explore/hashtags/?hashtag=BCTourismCounts).



Support British Columbia's truly remarkable experiences by promoting [#exploreBC](https://www.instagram.com/explore/hashtags/?hashtag=exploreBC) with visitors and residents alike.



Review Destination BC's Industry resources and programs at: [DestinationBC.ca](https://DestinationBC.ca).



Explore our online Industry Learning Centre. Start at: [DestinationBC.ca/learning-centre](https://DestinationBC.ca/learning-centre).



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