

All-Members Meeting

March 3, 2026



SUMMARY

The BC Destination Management Organizations Association (BCDMOA) annual, full day, in-person All-Members Meeting was held in Kelowna the day prior to the BC Tourism Industry Conference. Members gathered to discuss organizational updates and strategic priorities. The meeting featured a variety of presentations and Q&A sessions by the organization and key partners.

[VIEW AGENDA](#)

See attendance list at the end of document

WELCOME

Jikke Gyorki, the Chair of the BCDMOA, welcomed attendees to the All-Members Meeting and emphasized the importance of collaboration among diverse community DMOs across the province. She highlighted the unique challenges and opportunities each DMO faces, from small communities to larger ones like Vancouver, and stressed the value of sharing experiences and best practices. Jikke introduced the meeting's goal of fostering a stronger network among DMOs to support tourism growth and sustainability, followed by a roll call and introductions of the board of directors.

Lisanne Ballantyne, the CEO of Tourism Kelowna, host community DMO, provided a host welcome and an overview of their organization and current initiatives.

BCDMOA Presentation & Strategic Growth Update

Jikke led a BCDMOA update where she provided an update on the organization's evolution and strategic direction. She outlined how BCDMOA has grown, with approval and support from the members, from a \$25,000 annual budget to an \$83,000 budget in 2026. The new budget will allow for contracting an official BCDMOA manager to allow the organization to take the steps necessary to execute the Strategy Plan that was developed in consultation with the membership. The organization is currently focused on advocating for MRDT funding, with a discussion paper currently under review by the Ministry of Tourism and Ministry of Finance. The meeting included a presentation on BCDMOA's current status and future plans, including increased capacity building and advocacy efforts.

[View BCDMOA Presentation](#)

BCDMOA Engagement Session

Carly Pereboom, Vice Chair of the BCDMOA led the engagement session with the membership including Break-Out Sessions on key subjects and group presentations on the outcomes of those sessions. Break-Out topics were based on a survey conducted with the membership prior to the All-Members Meeting on what their key topics were to discuss.

KEY THEMES & ISSUES

1. MRDT Reform (Urgent)
 - a. Complex, resource-heavy renewal process
 - b. Lack of transparency and audit capability
 - c. Misalignment of eligible use vs. expectations
 - d. High administrative burden reducing strategic impact
2. Destination Development
 - a. No clear definition, ownership, or standards
 - b. Limited funding clarity and best practices
 - c. DMOs shifting from marketing to management without support
3. Data, AI & Reporting
 - a. Inconsistent and unreliable data
 - b. Lack of AI governance and policies
 - c. Limited capacity for analysis and coordination
4. Government Relationships
 - a. Misaligned priorities and limited engagement with local government
 - b. Tourism undervalued in planning decisions
5. Organizational Capacity
 - a. Small teams with limited HR/admin resources
 - b. Excessive reporting burden
 - c. Lack of shared tools and policies

PRIORITY ACTIONS & RECOMMENDATIONS

1. Reform MRDT System
 - a. Simplify or eliminate renewal process
 - b. Improve transparency and audit mechanisms
 - c. Enable use for destination management
2. Establish Destination Development Framework
 - a. Define standards and best practices
 - b. Advocate for dedicated funding
 - c. Integrate tourism into municipal planning
3. Build Central Resource Hub
 - a. Shared templates, policies, and tools
 - b. Peer learning and collaboration opportunities
4. Improve Data & AI Governance
 - a. Standardize reporting and data access
 - b. Develop AI policies and training
 - c. Support shared analytics tools
5. Strengthen Community & Government Buy-In
 - a. Educate stakeholders on tourism value
 - b. Use data and surveys to build support
 - c. Increase engagement in planning processes
 - d. Increase engagement with First Nations

KEY TAKEAWAYS

- Shift from marketing to destination management
- Capacity is the biggest constraint
- Collaboration is the biggest opportunity
- Action items for the BCDMOA

GUEST SPEAKER - Emergency Management in Tourism Industry

Ellen Walker Matthews, CEO of Thompson Okanagan Tourism Association, discussed the importance of emergency management in the tourism industry. She highlighted the need for better communication and planning with government agencies, as well as the development of emergency plans and relationships with local media and emergency management teams. Ellen emphasized the impact of negative media coverage on tourism and the importance of accurate messaging during emergencies. She also stressed the need for tourism organizations to take responsibility for emergency management and to be prepared for potential crises.

Ellen discussed the importance of having oversight on a portal to manage emergency situations effectively, emphasizing the need for accurate data and collective inventory access. She highlighted the significance of proactive emergency messaging and shared pre-prepared messaging templates with communities. Ellen also noted the challenges of geographic misunderstanding in media reporting and the need for better international messaging support. Additionally, she provided an update on the new tourism sector plan launch, emphasizing its focus on economic growth and collaboration across government sectors.

GUEST SPEAKERS – Q & A Session with MTACS

Nick Grant, ADM and Amber Mattock, ED, both from the Ministry Tourism Branch joined the group for a Q&A session. Topics included:

- The current work being done on the MRDT file with the BCDMOA and TIABC. The discussion paper with the Ministry by the BCDMOA and TIABC, with input from the membership, was previously shared with the membership, and was available at each of the tables.
- The Destination Events Program (DEP), which is currently open for applications until Friday. Amber explained that the program has evolved from a post-COVID event rebuild to a more targeted focus on tourism-driven events that increase overnight stays. The group discussed the potential for more collaboration with Destination Management Organizations (DMOs) and the need to adapt the program to better serve communities at different stages of tourism development.
- The evolving role of DMOs - The group discussed the shift from marketing-focused only to now including destination management-focused responsibilities, including stewardship, the supply side of tourism development, emergency management and infrastructure discussions with municipalities.
- The group discussed destination management and development funding and the RMI program and its focus on sustainability and policy clarity, highlighting the challenges faced by DMOs in

securing funding and support. There is greater need for alignment between DMOs and local governments, as well as the importance of destination resilience.

- It was also mentioned the need for a unified voice in advocating for tourism as an economic powerhouse in British Columbia. Emphasized the importance of coordinated messaging and strategic focus, suggesting that the tourism sector should view resources as abundant rather than scarce.

GUEST SPEAKERS – Update from TIABC

The update began with Walt Judas, CEO of TIABC, who is retiring, being welcomed by the group and presented with a thank you gift for all the years of exceptional tourism advocacy and partnership work. Walt then introduced Amber Papou, the new head of the Tourism Industry Association of BC, succeeding Walt, along with Cassandra Zerebeski, TIABC's Policy Director.

A brief presentation by Amber and Cassandra spoke to the joint work being done on key files such as MRDT, their understanding of CDMOs priorities, and the importance of working together for tourism in BC.

GUEST SPEAKER – Update from BCHA

BCHA's Shawna Lang, Director of Sales & Revenue Optimization, discussed the importance of further collaboration between DMOs and the BC Hotel Association to address challenges such as workforce shortages, rising costs, and emergency management. She highlighted the importance of a unified voice in advocacy efforts and introduced various programs and initiatives, including the Go Green program, health benefits, and a pension plan. Shawna encouraged DMOs to get involved in these initiatives and emphasized the value of working together to support the hotel sector and enhance tourism in British Columbia.

GUEST SPEAKERS – Update & Q&A from Destination BC

DBC CEO Richard Porges was joined by Alison McKay (VP Destn Mgnt) and Maya Lange (VP Global Marketing), and provided an overview of Destination BC's budget situation, noting a \$3.2 million reduction, given recent BC Budget updates, requiring program cuts, including a change in the co-op marketing program matching ratio. The organization is focusing on international marketing as a core function and making adjustments to visitor services funding, while emphasizing the need for industry collaboration and effective communication with government to advocate for tourism as a growth industry. The group raised questions regarding the budget cuts being felt by the DMOs in Visitor Services and Co-op Marketing program, and their concern on DBC's timing of the funding cuts after everyone's annual MRDT plans and budgets had already been completed and approved by DBC.

The meeting continued on Destination BC's mandate, marketing strategies, and collaboration with local communities. DBC discussed the importance of working together to grow tourism, making the case for tourism to political levels, and communicating with MLAs and municipal councils. The group reviewed Destination BC's current mandate and discussed potential adjustments to better support destination development and marketing efforts. Maya and Ali outlined upcoming initiatives, including the release of a new marketing strategy and the development of a shared content ecosystem. The meeting also

covered Destination BC's approach to international marketing with the Iconics and how they are adapting to changing geopolitical situations. Participants were encouraged to attend upcoming workshops and sessions during the BC Tourism Conference to learn more about these initiatives and provide feedback.

Completion of the All-Members Meeting & Final Comments/Next Steps

Jikke closed the day with a thank you to everyone in the room for attending and engaging.

- BCDMOA has posted and begun the recruitment process for the new DMO Manager contract position, details can be found on the BCMDMOA.ca website.
- Carly: Make a note and share information about regional and local government associations, their timing and process related to UBCM motions, and how members can connect with them on topics of interest to DMOs and tourism.
- Follow up with Royce to obtain the presentation deck and contacts related to MRDT audit and disbursement issues, and explore sharing this information with the group.
- Share outcomes and key points from this meeting with members after the event.
- Continue to monitor and update members on the status of the MRDT discussion paper and next steps following the BC budget process and Ministry of Finance engagement.
- Follow up with BCHA (and Paul) to ensure ongoing collaboration and communication regarding the MRDT file and broader DMO/hotel sector relationships.
- Adjust and update the BCDMOA strategic plan as needed to reflect current industry realities and member needs, with input from the new capacity hire.
- Share the presentation deck with participants for later review.
- Create and distribute a survey to get CDMO insights for the provincial tourism data and research committee (Annie is the BCDMOA rep).
- Work with other industries (e.g., forestry, mining) to explore resource sharing and partnership opportunities, including inviting them to relevant tables.
- Create and distribute toolkits for advocacy and administration to DMOs, potentially combining into an overall DMO toolkit.
- Destination BC: Update and release the new 3-year marketing strategy on March 9th.
- Destination BC: Release information about and engage DMOs in the new shared content ecosystem later in the year.
- Destination BC: Continue to pilot, gather feedback, and potentially revise the pricing/cost-sharing structure for the Destination Insights platform.
- All DMOs/Participants: Communicate with local MLAs and municipal election candidates to educate them on the importance of tourism and seek election campaign commitments (urged by Destination BC and TIABC leadership).
- BCDMOA Board: Follow up with participants to collect feedback on the day's sessions via survey.

BCDMOA

British Columbia Destination Management Organization Association

BCDMOA All-Members Meeting Attendance

CDMO Member:		Attendee
1	BCDMOA Interim Manager	Thom Tischik
2	Boundary Country	Amy Kneller
3	City of Langford	Laura Plant
4	Columbia Valley Tourism	Jessica Fairhart
5	Dest. Castlegar	Andrea Miller
6	Dest. Osoyoos	Kelley Glazer
7	Dest. Silver Star - VIA ZOOM	Michael Benedek
8	Destination Greater Victoria	Miranda Ji
9	Destination Vancouver	Royce Chwin
10	Discover Surrey	Mary Ann Bell
11	Dist. of Sooke	Gail Scott
12	Discover Sicamous	Carly Procyshyn
13	Oliver Tourism & BCDMOA Board Member	Ian Lobb
14	Parksville Qualicum Beach Tourism Assn	Blain Sepos
15	Salmon Arm Tourism & BCDMOA Board Member	Jenna Robins
16	Similkameen Valley Planning Society	Simone Carllyse-Smith
17	South Gulf Islands	Jamie Sterling
18	Sunshine Coast & BCDMOA Board Member	Annie Wise
19	Tourism Abbotsford	Clare Seeley
20	Tourism Big White	Michael J Ballingall
21	Tourism Big White	Brad Parsons
22	Tourism Burnaby & BCDMOA Board Member	Chris Peters
23	Tourism Chilliwack & BCDMOA Board Member	Allison Colthrop
24	Tourism Cowichan	Kenzie Knight
25	Tourism Delta	Elizabeth Clark
26	Tourism Fernie & BCDMOA Chair	Jikke Gyorki
27	Tourism Golden	Andy Brown
28	Tourism Harrison	Erinn Kredba
29	Tourism Hope	Amanda Figlarska
30	Tourism Kamloops & BCDMOA Board Member	Erik Fisher
31	Tourism Kelowna	Lisanne Ballantyne
32	Tourism Langley	Shauna Wilton
33	Tourism Nanaimo & BCDMOA Vice Chair	Carly Pereboom
34	Tourism New Westminster & BCDMOA Board Member	Gerardo Corro
35	Tourism Prince Rupert & BCDMOA Board Member	Jaimie Angus
36	Tourism Revelstoke	Meghan Tabor
37	Tourism Richmond	Nancy Small
38	Tourism Rossland	Andras Lukacs
39	Tourism Smithers	Gladys Atrill
40	Tourism Squamish	Lestley Weeks
41	Tourism Sun Peaks	Naomi Kerchinsky
42	Tourism Tofino	Samantha Hackett
43	Tourism Terrace	Liz Smaha
44	Tourism Ucluelet	Nick Curry
45	Tourism Valemount	Marcie Down
46	Tourism Vernon	Torrie Silverthorne
47	Tourism Whistler - VIA ZOOM	Barett Fisher
48	Travel Penticton	Kevin Pearce
49	Vancouver North Shore Tourism	Jennifer Belak
50	Visit Cranbrook	Kristy Jahn
	Regrets	
	Destination Greater Victoria & BCDMOA Board Member	Paul Nursey
	Nelson Kootenay Lake Tourism	Peter Moynes
	Tourism Kimberley	Danny Page
	Cariboo Chilcotin Coast Tourism	Amy Thacker
	Tourism Prince George	Scott McWalter
	Explore Sidney	Morgan Shaw
	Destination Campbell River	Kimberley Worthington