CARIBOO CHILCOTIN COAST

BC

ANNUAL SERVICE REPORT

FY 2025-26



Nikki Pixs Photography

STATEMENT OF ACCOUNTABILITY

The Board of Directors is accountable for the content and integrity of the FY2026 Annual Service Report and for ensuring that it accurately reflects the work, performance and progress of Cariboo Chilcotin Coast Tourism (CCCT) during the fiscal year.

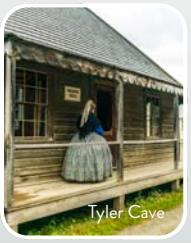
The Board provides oversight of the organization's strategic direction, priorities, goals and performance, and ensures that reporting is consistent with CCCT's mandate and approved plans. Management is responsible for preparing the information presented in this report and for maintaining appropriate processes and controls to support accurate, complete and timely reporting.

This report presents CCCT's activities, accomplishments, performance and progress against its priorities and goals for FY2026. In preparing the report, consideration has been given to significant decisions, changes in strategies or priorities, identified risks, and the reliability and availability of performance information.

Where estimates or professional judgment are required, they represent management's best assessment based on the information available at the time of preparation.

The Board is satisfied that this report provides a fair and transparent account of CCCT's work and performance during FY2026 and provides a foundation for accountability, continuous improvement and planning for the year ahead.

Respectfully,
Board of Directors


Tyler Cave


Jonny Bierman


Tyler Cave


Jonny Bierman


Thomas Drasdauskis


6ix Sigma

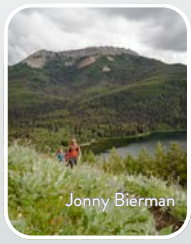

Jonny Bierman

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MESSAGE FROM OUR CHAIR

Dear CCCT Tourism Operators & Partners,

Welcome to the 2025–26 Annual Service Report. On behalf of your elected Board of Directors, I am pleased to present the Annual Service Reports of the Cariboo Chilcotin Coast Tourism Association (CCCTA) and the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) for the twelve months ending March 31, 2026. I also invite you to join us for our Annual General Meetings — the CCCTMA AGM on September 17, 2026, held virtually, and the CCCTA AGM on October 20, 2026, in Lillooet, BC — where this report and the year's audited financial statements will be received, and where directors will be elected at the CCCTA meeting.

This has also been a year of renewal at the Board table, and I am honoured to write to you as your new Chair. I want to begin by acknowledging Andre Kuerbis, whose steady leadership guided this organization through a period of significant restructuring and change. On behalf of the Board, thank you, Andre, for your service to the association and to the region.

The Board's work is quieter than the work you will read about in these pages, but it shapes everything the organization can do: approving budgets and policies, monitoring performance against our strategic direction, safeguarding the associations' resources, and ensuring the organization remains accountable to our operators, stakeholders, partners, and funders. This year, that work included the transition of our audit to Doane Grant Thornton LLP, whose auditor's report accompanies the financial statements appended to this report. We thank Vohora LLP for their years of diligence on our behalf.

As for the year itself, the pages that follow tell the story better than I can, so I will simply note the headlines. Operator confidence in how MRDT dollars are invested rose 15% over the prior year — the clearest endorsement a board can ask for. Website visits grew 63%, and we referred visitors to regional operators more than 54,000 times. MRDT-funded programs generated $2.6 million in regional tourism investment, and REDIP funding launched a multi-year project to strengthen marketing capacity and visitor experience infrastructure across the region. Through another difficult wildfire season, our emergency management team kept visitors, operators, and communities safe and informed with a steadiness that is now recognized across British Columbia. And our partnerships with the Nations of the Central Coast continued to deepen — not as marketing, but as relationships that will shape this region's story for years to come.

None of this arrived easily. Management-side revenue remains concentrated with a single funder, and the Board is committed to advocating for stable, multi-year funding that reflects the real cost of operating across a region as large and remote as ours. At roadshow sessions across the Cariboo, Chilcotin, and Central Coast over the past year, we heard the same priorities again and again: infrastructure, transportation, workforce, and seasonality. These challenges are bigger than any one organization, and your directors will keep carrying them to provincial and federal tables.

At the October meeting, directors will be elected to represent the Cariboo Chilcotin and Coast sub-regions, along with directors at large. If you care about the future of tourism in this region, please consider putting your name forward — strong boards are built from the voices of operators in every corner of it.

Thank you to my fellow volunteer directors and to our Marketing Committee members for their time, wisdom, and good judgment. Thank you to our CEO, Amy Thacker, and her team, for the energy and professionalism they bring to every season. And thank you to the operators, communities, and partners across the Cariboo, Chilcotin, and Central Coast who make this work worth doing.

In Sustainable Tourism Advancement,

Shannon Lansdowne

Chair, Board of Directors
Cariboo Chilcotin Coast Tourism Association &
Cariboo Chilcotin Coast Tourism Marketing Association



MESSAGE FROM OUR CEO

Dear Cariboo Chilcotin Coast Tourism Operators and Partners,

Welcome to the 2025–26 Annual Service Report for the Cariboo Chilcotin Coast Tourism Association (CCCTA) and the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA). This report covers the twelve months ending March 31, 2026, and it tells the story of an organization that is changing shape — carefully, deliberately, and with growing confidence in what it does well.

If I had to choose one word for this year, it would be momentum. After several years of rebuilding, restructuring, and reinvesting in the foundations of our work, the data this year tells us we are moving in the right direction — and our operators are telling us the same thing.

Some highlights of the past year include:

1. Operator confidence is up. Our 2026 operator satisfaction survey showed a 15% increase in satisfaction with how MRDT funds are being used, and an 11.6% increase in operators' likelihood to recommend our programs. Familiarity also improved, and the team continues to be rated highly for responsiveness and knowledge. These results reflect years of consistent outreach, listening, and adjustment — and they tell us we are continuing to earn the trust of the businesses we serve.

2. A new funding stream completed. This year we successfully completed the Rural Economic Diversification and Infrastructure Program (REDIP) project ($584,107). This investment enabled a multi-year project that will strengthen regional marketing capacity and visitor experience infrastructure across the Cariboo Chilcotin Coast.

3. Digital reach is growing. Our website welcomed 938,900 pageviews (up 63% year-over-year) and 474,652 new users (up 92%). We referred 54,574 visitors directly to regional operators — a 12% increase — and delivered 24 monthly consumer newsletters reaching more than 76,000 inboxes with an average open rate of 40%. We also generated over $1.7 million in earned media value through proactive media placements.

4. Indigenous partnerships deepened. Work with the Wuikinuxv, Heiltsuk, Nuxalk, and Kitasoo/Xai'xais Nations on the Outer Central Coast — including the 2025 International Tourism Readiness Assessment – built on Indigenous collaboration. These partnerships are not marketing tactics; they are relationships, and they will continue to shape how we tell the story of this region.

5. Emergency Management leadership continues. Once again this year, our team supported operators and partners through active wildfires, coordinating with the Provincial Regional Emergency Operations Centre (PREOC), local authorities, and response agencies. The Cariboo Chilcotin Coast continues to set the standard for tourism emergency management in British Columbia, and we are proud of the role our team plays in keeping visitors, operators, and communities safe and informed.

MESSAGE FROM OUR CEO

These accomplishments did not happen in a vacuum. They happened because of a team that shows up every day for this region, a Board of Directors that governs with care and vision, and a network of operators, partners, and funders who believe in what we are building together.

I also want to be honest about the year's challenges. The CCCTA recorded a modest operating deficit of $52,451 — an improvement over the prior year, but a reminder that 90% of our management-side revenue comes from a single funder (Destination BC). We are now in the third year of a three-year DBC contract, with a possible two-year extension ahead. The auditor transition from Vohora LLP to Doane Grant Thornton LLP this year also signals a maturing governance posture. And while CCCTMA delivered a $247,225 surplus, the year-over-year decline reflects deliberate investment — marketing costs grew 47% as we activated new programs, content, and partnerships. These are not the numbers of an organization in retreat; they are the numbers of an organization investing in its future.

Looking ahead, the priorities are clear. Our operators have told us what matters most: visitor services, trip planning, destination management, and community relations. They have also told us what stands in the way of growth: infrastructure and transportation, workforce and operational costs, and environmental and seasonal risks. Our FY2026-27 work will be shaped by these answers.

Thank you to our volunteer Board of Directors — including our new Chair, Shannon Lansdowne, who stepped into the role this year — for your time, your wisdom, and your willingness to steward this organization through a period of meaningful change. Thank you to the staff and behind-the-scenes team for the effort you bring daily. And thank you to the operators, communities, and partners across the Cariboo, Chilcotin, and Central Coast who remind us every day why this work matters.

I remain honoured to serve this region.

Kind regards,

Amy Thacker

Chief Executive Officer
Cariboo Chilcotin Coast Tourism Association &
Cariboo Chilcotin Coast Tourism Marketing Association



YEAR IN NUMBERS

A voice for the region's tourism operators since 1962

12 core business areas

TWO SOCIETIES, ONE TEAM

REGIONAL ECONOMIC IMPACT

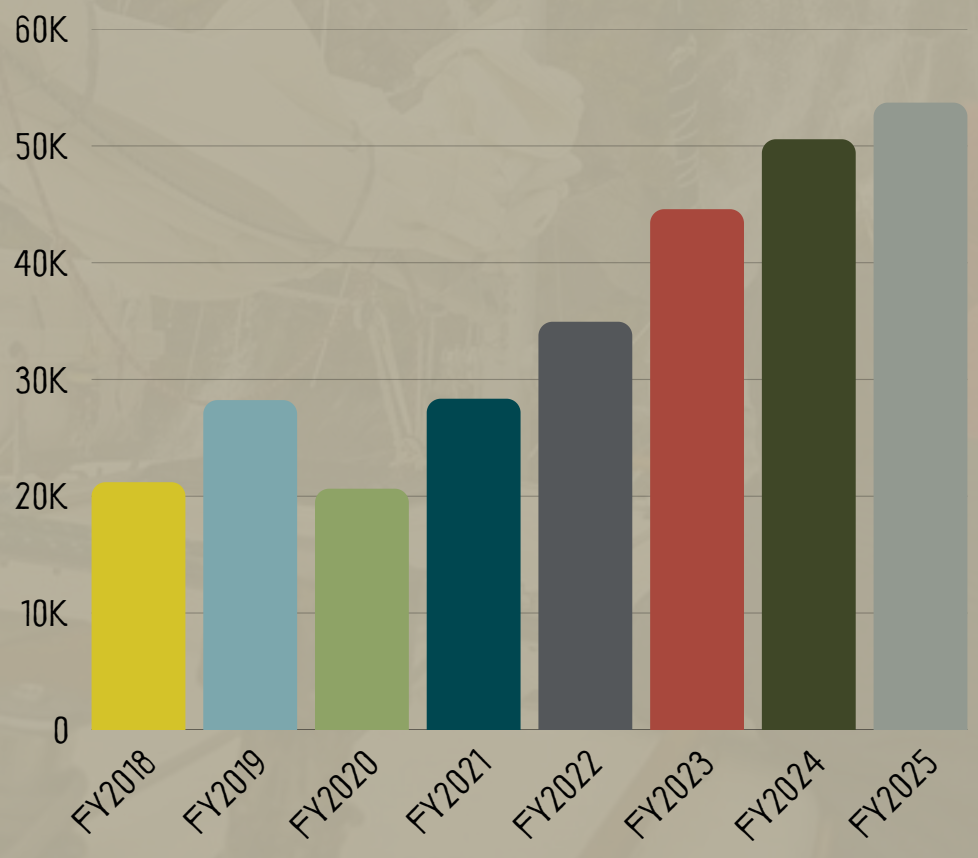
$53.7M
Total accommodation revenue in the region
Calendar year 2025 · ↑ 6.2% YoY

$1.5M
MRDT received across the region
3% MRDT · ↑ 19% YoY

$4.5M
Regional marketing investment generated through MRDT programs

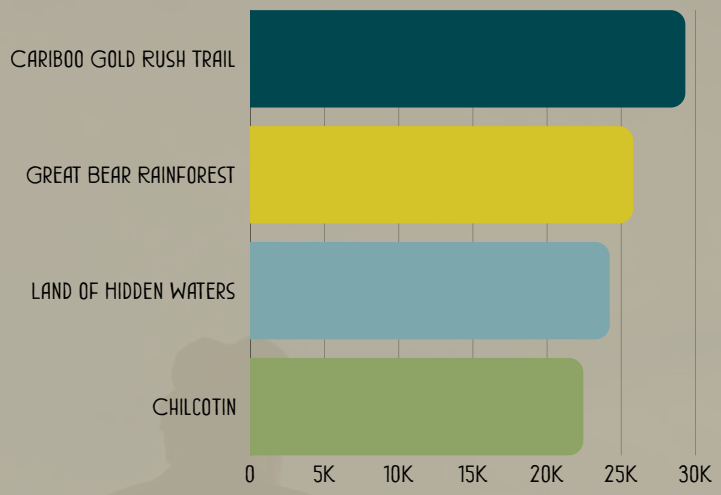
1.08%
Share of BC tourism room revenue
Up from 0.75% at MRDT launch in 2018

REGIONAL ACCOMMODATION REVENUE BY FISCAL YEAR SINCE MRDT LAUNCH.



101,778

Sub-region & community page views



- 938,900
  website pageviews ↑ 63% YoY
- 474,652
  new website users ↑ 92% YoY
- 54,574
  referrals to regional operators ↑ 12% YoY
  warm leads delivered through operator listings, book-now and special-offer page
- 35M
  campaign impressions
- 76,036
  newsletter deliveries, 40% average open rate, +991 subscribers, ↑120%
- 48
  media hits generated
  target: 45 — est. $1.7M earned media value
- 2,972
  digital guide downloads ↑ 94% YoY

- Operator satisfaction with MRDT fund use
  ↑ +15%
- Likelihood to recommend CCCTMA programs
  ↑ +12%
- Operator digital listings
  ↑ 9.5% YoY
- 22 regional roadshow sessions
  Plus 4 virtual sessions

- **84**
  accessibility audits completed
  20 published to HelloBC
- **200+**
  operators and staff engaged at regional tourism operator training sessions
- **85**
  travel trade meetings with domestic and international tour operators
- **120+**
  survey responses from operators and partners across 9 communities
- **10+**
  7 film productions inquiries supported, 5 location packages & 1 production landed

Sources: signed audited financial statements, both organizations (Doane Grant Thornton, June 17, 2026) · Destination BC Annual Performance Report FY2025-26 · CCCTMA Highlights. Year-over-year comparisons are with FY2024-25 unless the caption notes a calendar-year basis. Earned media value is an estimate.

DESTINATION MANAGEMENT TEAM

The Destination Management team leads the programs and partnerships that support the supply side of the Travel Economy: destination development, industry training, accessibility, sustainability, tourism emergency management, and Indigenous tourism. Grounded in local connectivity, experience, and knowledge, we draw on operator learnings and best practices to shape supports for the industry, working alongside Destination BC, Destination Canada, Indigenous Tourism BC, Creative BC, the Province of British Columbia, and local governments to strengthen the long-term competitiveness of the region.


Julie Elizabeth


Jonny Bierman


Thomas Drasdauskis


6ix Sigma Productions


Jonny Bierman

We represent regional tourism operators with provincial and federal governments, directly and as engaged members of the Tourism Industry Association of BC (TIABC) and the Tourism Industry Association of Canada (TIAC). CCCTA is a founding member of the British Columbia Regional Tourism Leadership Society (BCRTS), which brings together the five Regional Destination Management Organizations across the province.

Three intersecting pressures shaped 2025-26: continued growth in visitor demand, persistent infrastructure and workforce constraints, and the increasing frequency and intensity of climate-related events. In response, we invested in the foundations — operator capacity, destination readiness, accessibility, and emergency preparedness — so that growth in the region is both responsible and resilient.

DESTINATION MANAGEMENT TEAM

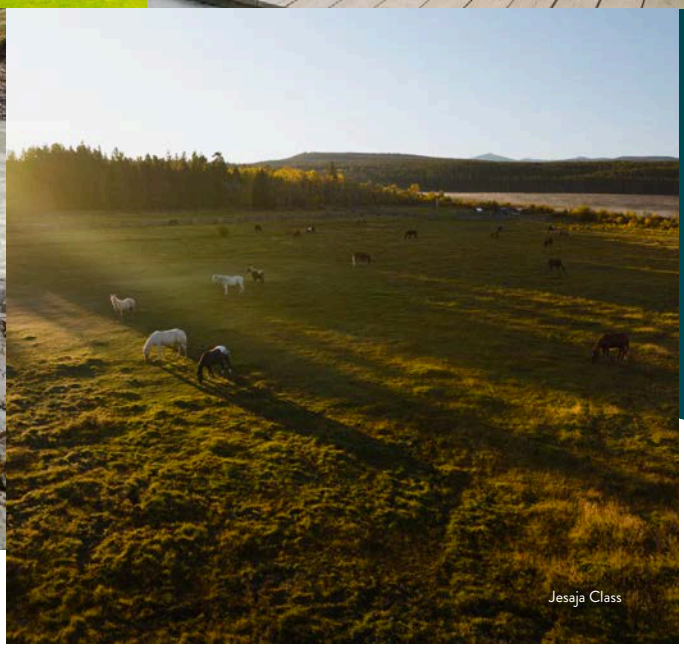
As we enter the third year of the three-year Destination BC management services contract, with extension discussions under way, we continued to deliver the Destination Development Strategies Implementation Plan Refresh, advancing priority projects with operators and partners across the Interlakes, Gold Rush Trail, Chilcotin, and Central Coast. The Destination Experience Manager (DEM) pilot, launched in 2023, was adopted and renamed the Regional Tourism Advisor (RTA) team, keeping the same place-based work: meeting operators in their communities and shaping programs that respond to local needs.


Tyler Cave



Jonny Bierman

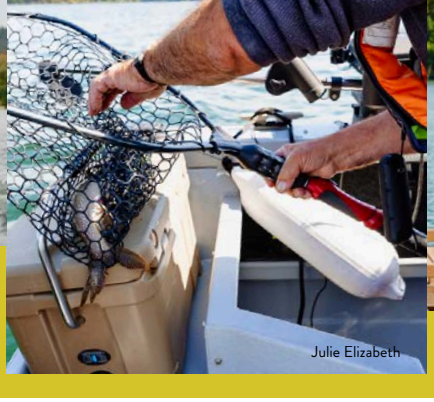

Jonny Bierman


Jesaja Class

This work supports tourism revenues, jobs, and quality of life at the community level, where each of us lives, and the economic, sociocultural, and environmental sustainability of the Cariboo Chilcotin Coast. CCCTA has been a voice for tourism and tourism operators since prior to incorporation in 1962.



Julie Elizabeth

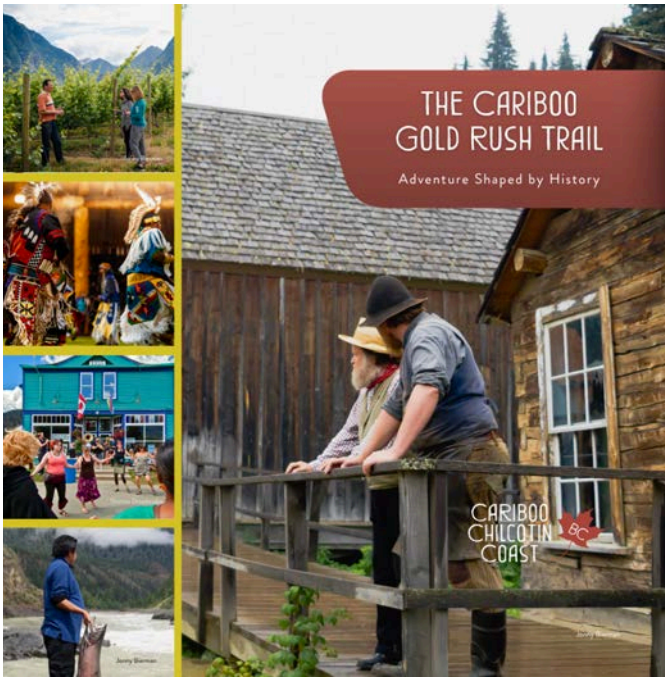

Julie Elizabeth


Julie Elizabeth

DESTINATION MARKETING TEAM

The Destination Marketing team, delivered through the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA), promotes the Cariboo Chilcotin Coast as a top-of-mind tourism destination in key domestic and international markets. Now in the eighth year of operations, CCCTMA is a not-for-profit society wholly owned by CCCTA, mandated to fulfil several key marketing and leadership responsibilities: marketing the region, supporting corridor and community tourism marketing, providing industry leadership in tourism marketing, promoting training and development, and conducting tourism-related market research.


Jonny Bierman



Marketing is resourced primarily through the provincial Municipal and Regional District Tax (MRDT), a 3% consumer tax on eligible short-term accommodation sales across the region. In 2025-26, MRDT revenues to CCCTMA totalled $1,515,882. These revenues are invested and leveraged to market the destination at the regional, provincial, national, and international level — in alignment with the Team BC model led by Destination BC — through traditional and digital campaigns, marketing program buy-ins, the annual travel guide and map pad, and programs that build digital connectivity and marketing capability at the individual business level.

DESTINATION MARKETING TEAM

Marketing delivered tangible results in 2025-26. The destination website and monthly consumer newsletters drew a growing audience, deepening engagement with the regional story.


Jonny Bierman


Tyler Cave

COME THIS WAY - YOUR MONTHLY INVITATION TO EXPLORE THE CARIBOO CHILCOTIN COAST.

Sign up for our monthly newsletter and get insider tips, trip ideas, and the latest updates on adventure, culture, and events across the Cariboo Chilcotin Coast.

https://landwithoutlimits.com/newsletter-signup/


Tyler Cave


Michael Bednar



Proactive media outreach carried operator experiences into new markets, and a growing library of photography and video put regional operators and experiences front and centre. The impact reached operators themselves: referrals continued to climb, and the 2026 operator satisfaction survey confirmed operators are noticing the work — and more confident than ever that CCCTMA is delivering value.

We continue to pursue new opportunities that benefit local economies — sports tourism, meetings and conferences, Indigenous-led experiences, and shoulder-season product development — working closely with operators, communities, and partners. Marketing education and collaboration opportunities support local operators and communities.





CORE BUSINESS RESPONSIBILITIES

CCCT delivers against a defined set of core business responsibilities that span the full visitor economy — sustainability, accessibility, emergency management, destination development, industry development, research and insights, education and representation, travel trade, media relations, the Regional Film Commission, marketing, and Indigenous partnerships — reflecting the breadth of work required to support a regional tourism economy that is competitive, resilient, and inclusive.

Each area is led by a dedicated team member or lead, supported by broader CCCTA and CCCTMA staff and guided by the Board of Directors. The pages that follow describe each responsibility in turn and summarize key activities and outcomes from 2025-26.

Sustainability

We manage regional sustainability programs, including the commitment to continuous improvement under Biosphere Destination Certification. The team works with operators and partners to identify regional sustainability projects and initiatives and help move them forward, supporting programs such the Destination Think Collective. Biosphere commitment remains a foundational pillar of how we approach long-term destination competitiveness.

Accessibility

The accessibility team works through ongoing partnerships, research, and engagement with operators and partners to identify gaps in access and inclusion across regional tourism products and visitor experiences, recommending innovative and improvement-oriented programs. The team continues the on-site accessibility assessment program, expanded the 360-degree photo project in collaboration with SCI-BC, and worked with Destination BC and HelloBC to raise awareness of accessible and inclusive tourism offerings in the region. Universal design principles continue to inform new projects, events, development initiatives, attractions, and marketing materials.

Emergency Management

The Emergency Management team works with tourism operators to develop and enhance emergency and business preparedness planning. During seasonal and weather events, the team coordinates response, communications, and recovery efforts between local authorities, response agencies, including the Provincial Regional Emergency Operations Centre, and tourism operators. CCCTA continues to advance leadership-oriented solutions for the region and to develop best practices, contributing to the provincial framework for strengthening the tourism emergency management ecosystem.

Destination Development

Guided by visitor markets, destination development strategies and operator input, the destination development team implements strategic and tactical plans to advance businesses, Indigenous Nations, and communities alongside Indigenous Tourism BC – supporting and growing tourism products and visitor experiences that drive the regional economic impact and improve return on investment for both government and the private sector. Work continues under the refreshed Destination Development Strategies Implementation Plan, while CCCTA supported Destination BC's creation of new Iconics destination development strategies for Nature's Heartland, Infinite Coast and Rockies to Rainforest.

Industry Development

The Industry Development team provides programs and resources to support tourism businesses and community learning in marketing, content, safety, and operations, including the promotion of Destination BC's learning library. The team continues to deliver training, resources, and one-on-one support to operators across the region through the Regional Tourism Advisor (RTA) team — programs brought directly to operators in their communities.

Research and Insights

Reliable data and market research underpin every core business area. The Research and Insights function maintains regional visitor data, tourism market research, and analysis — advanced through the Data and Insights Platform Initiative — providing the association, operators, and partners with an evidence base for programs, investment decisions, and target setting.

Education & Representation

The CCCT Advocacy Committee and all team members, share relevant education and information with operators and stakeholders, and are committed to representing the region on a broad spectrum of tourism-related topics – provincially through TIABC and BCRTS, and federally through TIAC.

Travel Trade Relations

CCCT's Travel Trade team showcases the region to domestic and international tour operators, travel agents, and key international partners, collaborating with national and international programs to promote and activate opportunities with individual and group travellers across wholesale and retail markets.The team supports familiarization tours, content updates, itinerary creation, and training for international partners, including partnerships with Destination Canada.

Media Relations

The Travel Media team works directly with journalists, writers, broadcasters, and media companies to connect with target audiences, lending credibility to the region and to operators and advancing market awareness of the Cariboo Chilcotin Coast family of brands. Both proactive outreach and reactive support to media requests ensures unpaid media coverage in print, television, radio and online channels.

Regional Film Commission Office

The CCCT Film offices collaborates with Creative BC as a member of the Regional Film Commissions Association of BC, with location scouts, and with production companies to promote the growth and economic impact of the film and creative industries across the region.

Marketing

The Marketing team and partners seek to inspire global travellers to responsibly visit the Cariboo Chilcotin Coast. The team collaborates with stakeholders and tourism operators on content creation, social media, traditional and digital advertising campaigns, research, and partner programming to raise awareness of, and relevance for, regional tourism businesses. Expanded digital and traditional campaigns, new photography and video, and continued partner collaborations grows regional reach and engagement.

Indigenous Partnerships

CCCT works with Indigenous Nations, Indigenous tourism organizations, and tourism operators to support respectful and meaningful participation in the regional tourism economy. Through collaboration with Indigenous Tourism BC (ITBC), the Indigenous Tourism Association of Canada (ITAC), and Indigenous tourism partners, we support the development and promotion of Indigenous tourism experiences while ensuring appropriate cultural representation, protocols, and community perspectives are reflected in tourism programs and materials



Jonny Bierman

INTRODUCTION

This management discussion reviews the financial results and position of the Cariboo Chilcotin Coast Tourism Association (CCCTA) for the fiscal year ended March 31, 2026, as reported in the audited financial statements appended to this report. The statements were audited by Doane Grant Thornton LLP, which issued an unmodified opinion in its first year as auditor following the transition from Vohora LLP, and confirmed that accounting policies were applied consistently with the prior year, as required under the Societies Act of British Columbia.

Fiscal 2025-26 was the second year of the current three-year management services contract with Destination British Columbia. Total revenue was $1,247,594 and total expenses were $1,292,020, producing a deficiency of revenue over expenses of $52,451 — an improvement of $29,817 over the prior year. The deficiency was absorbed by the General Fund, which closed the year at $461,379. The Business Continuity Fund, set aside by Board resolution to buffer the organization through interruptions such as delayed contracts, elections, or pandemics, closed at $1,027,395 after $27,395 of earned interest was credited to it.

CCCTA and CCCTMA share staff, administration, and office space, and deliver their work as one team. This discussion covers CCCTA only; the CCCTMA discussion appears in page 21, and the CCCTMA audited statements are also appended to this report.

CCCTA
HIGHLIGHTS
& Financials



REVENUE

Total revenue of $1,247,594 was 2.4% lower than the prior year. Core funding from Destination BC rose by $92,000 to $1,129,000 due to a project carry-forward and accounted for 90% of all revenue — a concentration the audited statements identify as an economic dependence on a single funder. Interest income declined to $44,534 (2025 — $79,837) as term deposit rates eased; the interest earned on the Business Continuity Fund deposit, $27,395, was credited directly to that fund. Other revenue was $29,681, down from $111,324 as Tourism Emergency Funding concluded.

Creative BC contributions of $22,274 and federal grants of $22,105 (Canada Summer Jobs) were recognized as the related project expenses were incurred, consistent with the deferral method of accounting for restricted contributions. Deferred income declined from $95,000 to $54,258 as project funds were earned out during the year.

ECONOMIC OUTLOOK

1. Funding stability. FY2026-27 is the final year of the current three-year Destination BC contract, which includes a provision for a two-year extension. Discussions on the next funding term are underway. With 90% of revenue arriving through this single agreement, securing a stable multi-year contract is the most important factor in the financial outlook. The Business Continuity Fund, now at its $1,000,000 target, provides a cushion should contract timing or transition interrupt funding.

2. Cost environment. Operators continue to identify infrastructure and transportation, workforce and operating costs, and environmental and seasonal risks as the leading barriers to growth. The same pressures — wages, insurance, rent, and technology — apply within CCCTA, and interest income is expected to remain modest as deposit rates ease. Management will balance program investment with cost discipline: sustained operating deficits would continue to draw down the General Fund.

3. Capacity for the year ahead. CCCTA ends the year with $1,520,819 in cash and term deposits, including the restricted Business Continuity Fund, against total liabilities of $235,084. Entering the final year of the contract, the priorities are to secure the next Destination BC funding term, continue diversifying through project-based grants from Creative BC and federal programs, and maintain the emergency management capability the region relies on — while delivering the programs operators have identified as most valuable: destination management and community relations.

Audited Financial Statement

EXPENDITURES

Total expenses fell 5% to $1,292,020, with spending concentrated where it delivers the mandate:

Destination Development — $637,144 (2025 — $698,778). Program delivery and staffing under the Destination BC contract remained the largest investment area, at close to half of total spending.

Destination Marketing — $367,834 (2025 — $263,542). Spending rose 40% with activation of the Destination BC Iconics program ($186,297) alongside travel media ($93,973) and travel trade ($87,564) programs

Operations — $254,799 (2025 — $246,533). Administrative costs grew modestly: audit and legal fees rose to $20,375 because of increased reporting for Destination BC, and AGM expenses declined to $15,784 from $36,026.

Special Projects — $32,243 (2025 — $151,285). Tourism emergency management costs fell to $9,969 (2025 — $111,555) due to the Ministry cutting tourism emergency management budgets, and Creative BC project spending was $22,274.

During the year CCCTA replaced a vehicle, lifting capital assets to a net book value of $93,506 (2025 — $26,314). The purchase was supported by a five-year TD Bank loan bearing interest at 5% per annum, with $65,080 outstanding at year-end. The disposal of the replaced vehicle produced a loss of $8,025, which is included in the annual result.



CARIBOO CHILCOTIN COAST

DESTINATION DEVELOPMENT

- Delivered the Iconics destination development engagement sessions across 11 communities — Wells, Quesnel, Loon Lake, Williams Lake, Lillooet, Clinton, 100 Mile House, Bella Bella, Bella Coola, Lone Butte, Tatla Lake, Anahim Lake — including pivoting Tatla Lake and Anahim Lake to virtual sessions when active wildfires forced cancellations, and following up with 22 one-on-one operator consultations.

- Highway 24 Task Force concluded with a final report and three continuing priorities: a wayfinding audit (pullouts lacking or in poor repair), a priority paving list and partnership work with MOTT on service-attraction signage and highway junction gaps.

- LOHW pilot ripened into real product: one operator advancing a fall yoga retreat package and a new partnership formed between two operators.

- Co-hosted a Thompson Rivers University FAM in Lillooet — 5 students, 4 host operators, and 5 operators in the employer networking session.

- Represented the region at the North Cariboo Tourism Forum (Quesnel), the Cariboo Cattlemen's Convention, and presentations to the SLRD and TNRD boards.

- Regional Trails Framework — supported regional engagement across nine communities and analyzed feedback from more than 120 respondents to identify regional trail priorities. A draft What We Heard Trails Report was completed and submitted for internal use as we strive to find resources for implementation.

- Tourism Investment Attraction Support — contributed regional project information to provincial tourism investment attraction efforts and helped showcase tourism development opportunities across the Cariboo Chilcotin Coast. Ongoing data collection and project monitoring improved project readiness and supported investment-related opportunities.


Cariboo Regional District


Cariboo Regional District

ACCESSIBILITY

84 Accessibility Attribute Audits completed, creating a stronger regional database of information for tourism operators and visitor experiences.

20 of the 84 completed audits uploaded to HelloBC, now Super, Natural British Columbia, increasing availability of accessibility information for potential visitors planning travel.

Work continued to explore and support adaptive sports tourism across the region, making outdoor recreation and tourism experiences more inclusive and accessible.

Accessible rest stops identified and labelled throughout the region, improving the availability and visibility of accessibility information for visitors.

Accessibility signage and mobility information developed for the 25 accessible trails in the Cariboo region listed on the Cariboo Regional District website, giving visitors consistent information on trail access and mobility requirements.

Training undertaken and shared at events, meetings, and workshops: go2HR (Workplace Safety and Inclusion), Rick Hansen Foundation (Accessibility and Mobility Inclusion Training), and the South Cariboo Tourism Forum (accessibility education and engagement).

360-degree photo project expanded in collaboration with SCI-BC, adding accessible-experience imagery for the region.

Monthly meetings with the Accessibility Committee in 100 Mile House supported collaboration and identified community accessibility priorities and participated in Quesnel's first Race to Inclusion.

CCCTA
HIGHLIGHTS
2025-2026


Cariboo Regional District

TRAVEL TRADE

Championed operators into DBC's BC Accelerator: vetted and recommended 10 operators and saw 6 regional businesses participate.

Anderson Vacations site inspection FAM resulting in two new itineraries being sold.

Delivered the Entrée program presentation alongside the Secret Treasures session-more than 200 attendees and a follow-up product request from Explorer Schauinsland.

Rendez-vous Canada — approximately 85 meetings with tour operators and travel industry partners; new itineraries and messaging aligned with Cariboo Chilcotin Coast marketing.

Ongoing content updates, itinerary creation, and training for international partners, including SK Touristik, Destination Canada, and Explorer Schauinsland partnerships serving German-speaking markets.



TRAVEL MEDIA

Launched proactive media program achieving 48 media hits, exceeding the annual target of 45.

Attended GoMedia in Jasper meeting with journalists and CEO, Amy Thacker, hosted journalist education panel for journalists to kick off the event.

Secured Bella Coola's feature in AFAR's "Where to Travel in September" — a standout win.

Hosted two press trips: the Nature's Heartland FAM in Lillooet and the Destination Canada German FAM, guided through the region with hosts at 108 Mile House and Williams Lake.

Managed a critical incident on the DBC Iconics FAM, including arranging post-incident trauma counselling for FAM participants.

Attended IMM in January (strong Canadian and American interest) plus organized and hosted the Vancouver media event activation for Nature's Heartland.

Year's coverage included Cowboys & Indians, Canadian Geographic, Matador Network, KATU's 2026 Outdoor Adventure Bucket List, BC Magazine, Powder Magazine, World Traveller, The Times, Global News, Vancouver is Awesome, Edible Sea to Sky, Daily Hive Vancouver, National Geographic Traveller, Cowboys & Indians, Northwest Travel & Life, and Soar Magazine — exposure and credibility for the region and operators.



Thomas Drasdauskis
John Wellburn II







EMERGENCY MANAGEMENT

Through the 2025 wildfire season, coordinated response, communications, and advocated for operators and access on Hwy 20 and created a Highway 20 road closure impact report.

Know Before you Go window clings designed and distributed to tourism operators.

Summer student position developed, building training and resources.

Launched Tourism Operator Response Program supporting operators, crews and evacuees.

SUSTAINABILITY

BIOSPHERE

Kulture City certification achieved for the CCCT office, establishing the region's sensory bag borrowing site — a concrete inclusion milestone.

Earth Month Regenerative Tourism Awards — created and delivered six award categories (Biosphere Leadership, Carbon Emissions Reduction, Social Impact, Biodiversity Impact, Sustainable Teamwork, Sustainable Marketing); 2025 awards finalized and mailed to recipients, and the judging rubric refreshed for the 2026 April opening.

Phase 3 Green Spaces Project launched and exceeded its target — 18 operators enrolled by year-end against a goal of 15, with native, pollinator-smart, drought-resistant, bear-smart, and fire-smart plant lists and garden templates developed for the website, and seeds ordered for participants.

Sustainability & Emergency Management newsletter distributed to operators, featuring a funding-and-resources section, sustainability news, DBC Learning Centre links, and a monthly challenge.

Inclusion frameworks advanced — ongoing 2SLGBTQIA+ inclusion work including a "How to Be a Welcoming Host" marketing best-practices section.

Sustainability leadership on display — selected to present on the pillars of sustainability at the Keeping it Rural Conference; re-activated the Sustainability committee (STAC).

Food sovereignty — honeybee project paused this fiscal (loss of partner entomologist) with bulk-purchase discount options being explored to demonstrate regional buying power.



BIOSPHERE Certified Destination
BDT 002/2022 RTI



ENGAGED WITH CREATIVE BC LEADERSHIP

SUPPORTED THE DRAFTING OF THE FIRST B.C. FILM AND TELEVISION

CONTINUED TO EXPAND THE CCC REELSCOUT LOCATION DATABASE

MAINTAINED MEMBERSHIP IN THE REGIONAL FILM COMMISSIONS ASSOCIATION OF BC.

FILM OFFICE

CCCTA HIGHLIGHTS 2025 - 2026

ENGAGED WITH CREATIVE BC LEADERSHIP, MOTION PICTURE FUNDING ANALYSTS, AND THE CMPA BC PRODUCERS BRANCH ON FILM LOCATION FAMILIARIZATION-TOUR STRATEGY, CREATIVE BC FUNDING PROGRAMS OPEN TO REGIONAL PRODUCTIONS (PRODUCTION, POST-PRODUCTION, AND SLATE DEVELOPMENT STREAMS; EQUITY AND EMERGING; ROGERS FILM FUND AND ROGERS INDIGENOUS FILM FUND; PASSPORT TO MARKETS), AND EMERGING VERTICAL-DRAMA PRODUCTION OPPORTUNITIES. CREATIVE BC REPORTED A GROWING SHARE OF APPLICATIONS COMING FROM OUTSIDE VANCOUVER — A POSITIVE SIGNAL FOR REGIONAL PRODUCTION.

SUPPORTED THE DRAFTING OF THE FIRST B.C. FILM AND TELEVISION STRATEGY PRESENTED AT THE DEPUTY MINISTER'S ROUNDTABLE, WHICH WILL COMMIT TO CONTINUED SUPPORT FOR REGIONAL FILM COMMISSIONS' LOCAL KNOWLEDGE AND PARTNERSHIPS, TARGETED PERMITTING IMPROVEMENTS UNDER THE B.C. FILM LOCATION POLICY, AND FILM-INDUCED TRAVEL THROUGH CINEVENTURE.

CONTINUED TO EXPAND THE CCC REELSCOUT LOCATION DATABASE WITH LOCATION DETAIL PAGES, LOCATION CONTACT RECORDS, AND PHOTOGRAPHY STANDARDS, MAKING REGIONAL LOCATIONS SEARCHABLE AND BOOKABLE FOR SCOUTS AND PRODUCTIONS.

MAINTAINED MEMBERSHIP IN THE REGIONAL FILM COMMISSIONS ASSOCIATION OF BC AND WORKED WITH THE CREATIVE BC NETWORK ON FILM-OFFICE BEST PRACTICES, INCLUDING CLEAR PRODUCTION INTAKE, COMMUNITY-PROTECTION EXPECTATIONS, AND WRAP-REPORT SHARING.

CARIBOO CHILCOTIN COAST BC

Jonny Bierman

INDUSTRY DEVELOPMENT

Facilitated SuperHost training for Lil'tem Hotel.

Completed 14 tourism readiness assessments for Outer Coast operators following June 2025 on-site visits.

Destination Experience Manager (DEM) pilot formally adopted and renamed the Regional Tourism Advisor (RTA) team in 2025-26 — launched May 2023 with three people, building on Tourism Resiliency Program.

INDIGENOUS PARTNERSHIPS

Attended ITBC Round Tables — Tletinqox, Bella Coola, 108 Mile Ranch, and the Ck'ultenellcw Culture Centre — strengthening the ITBC relationship.

Renewed MOU with Indigenous Tourism Association of Canada and supported participation in The Original Original (TOO) Certification.

Nominated four First Nations operators for TIAC and IITC awards.

Xwísten Experience Tours featured in the Nature's Heartland Characters series.

Supported Gitga'at, Wuikinuxv, and Kitasoo/Xai'xais Tourism Stewardship Projects — multi-year community-led tourism planning, product development, and capacity building.



Jonny Bierman



INTRODUCTION

This management discussion reviews the financial results and position of the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) for the fiscal year ended March 31, 2026, as reported in the audited financial statements appended to this report. CCCTMA is a provincially incorporated society serving as the regional destination marketing organization, funded primarily through the Municipal and Regional District Tax (MRDT) program. The statements were audited by Doane Grant Thornton LLP, which issued an unmodified opinion in its first year as auditor, and confirmed that accounting policies were applied consistently with the prior year under the Societies Act of British Columbia.

Total revenue was $2,413,780 (2025 — $2,152,420) and total expenses were $2,166,555 (2025 — $1,651,699), producing an excess of revenue over expenses of $247,225 (2025 — $500,721). The Board designated the full surplus to a new Internally Restricted Fund for the unspent FAM trip budget, Great Bear coop carry-forward, and completion of the website migration. The Business Continuity Fund held at its $1,000,000 target and closed at $1,007,126 after $7,126 of earned interest was credited to it. With these transfers, the General Fund closed at $1,274,858 (2025 — $1,281,984).

Through MRDT-funded programs, CCCTMA generated $2,629,098 in regional investments during the year (Note 10), under the Board's policy of matching MRDT revenue with additional marketing investment for operators and communities.

CCCTMA and CCCTA share staff, administration, and office space, and deliver their work as one team; most marketing staffing is provided through CCCTA, which CCCTMA reimburses for salaries and shared administration.

REVENUE

Total revenue grew 12% to $2,413,780. MRDT revenue was essentially stable at $1,515,882 (2025 — $1,511,014) and remains the primary funding base at 63% of revenue. REDIP funding rose to $439,000 (2025 — $61,000) as the multi-year provincial project moved into full delivery; under the deferral method, restricted project funding is recognized as the related expenditures are incurred, and the $439,000 deferred at the prior year-end was fully earned out during the year. Deferred income consequently declined from $765,250 to $8,453.

Interest income declined to $80,951 (2025 — $118,110) as deposit rates eased; $7,126 of interest earned on the Business Continuity Fund deposit was credited directly to that fund. Other revenue was $23,900, down from $78,800, and NDIT grants were nil (2025 — $39,746) with completion of the prior-year project.

MRDT STABILITY

MRDT remains the funding foundation at 63% of revenue, and collections held steady year over year. Under the Board's matching policy, every MRDT dollar continues to be multiplied through operator and partner investment: $2,629,098 in regional marketing investment was generated in 2025-26. Sustained operator participation and stable collections underpin the marketing plan for 2026-27.

REDIP TRANSITION

The multi-year REDIP project moved from funding into full delivery in 2025-26, and project funding will end as the project concludes. The Board has pre-positioned for this: the Internally Restricted Fund carries the remaining website migration and integration costs into 2026-27, so designated priorities do not depend on new project funding.

ECONOMIC OUTLOOK

EXPENDITURES

Total expenses grew 31% to $2,166,555, driven almost entirely by growth in marketing program delivery as prioritized by the membership at the 2025 annual general meeting.

Marketing investment was 86% of total spending, a 47% increase. Website costs rose to $258,166 (2025 — $140,048) with the new website build, platform migration and integration work, whose remaining completion costs are pre-funded through the Internally Restricted Fund. Contracted wages and production capacity rose to $355,656 (2025 — $22,880) to deliver the REDIP projects.

Most marketing staffing is provided through CCCTA under the shared-services arrangement, with CCCTMA reimbursing CCCTA for salaries in the year. Office expenses increased to $38,363 (2025 - $4,613) as the marketing team invested in tools to bring design capabilities in-house, specifically for photography and advertising layout.

CAPACITY AND RESILIENCE

CCCTMA ends the year with $2,938,505 in cash and term deposits, including the restricted Business Continuity Fund deposit of $1,007,126, against total liabilities of $547,984, including $73,145 payable to CCCTA. Interest income will continue to ease with deposit rates (term deposits at 2.74% mature in January 2027). The industry pressures operators identify (infrastructure and transportation, workforce and operating costs, and environmental and seasonal risks) shape the marketing agenda, with continued emphasis on shoulder-season demand, responsible travel, and reaching new markets as the website platform work concludes.

Audited Financial Statement

MRDT

Municipal and Regional District Tax (MRDT) revenue generated $1,515,882 during FY2026, compared with $1,511,014 in the previous fiscal year. Additional funding included $354,047 from Destination BC and $23,900 in sales income from operator marketing packages. Total accommodation revenue reached $53.7 million in 2025 (+6.2% year over year) across 194 MRDT-collecting properties, and the region now captures 1.08% of BC tourism room revenue — up from 0.75% when MRDT launched. Marketing and administrative expenditures, confirmed in the audited statements, split 86% marketing programs and 14% administration and shared services.

Digital Campaigns

Digital campaigns continued to provide year-round destination exposure through LandWithoutLimits.com, Google, Meta and other digital channels, with paid and organic campaigns delivering approximately 35 million impressions in 2025-26. Website activity increased significantly, with pageviews up 63% to 938,900, new users up 92% to 474,652, and growth in conversions and engagement events. Google advertising generated increased impressions, clicks and conversions, while organic search also showed substantial growth. Campaigns were adapted throughout the year to reflect seasonal opportunities, changing visitor interests, weather and emergency conditions. Digital campaigns were supported by Google Performance Max and paid Meta advertising and were integrated with radio, television and print to extend campaign reach.



Content Creation

Content development focused on sub-regions, communities, destinations, experiences and seasonal attractions, keeping the destination fresh and relevant throughout the year. The team produced 100 new images and 20 new videos featuring regional operators and experiences, alongside continued investment in written content and collateral production under the expanded program slate. Messaging and imagery showcased the region from different perspectives and encouraged visitors to actively participate through experiences such as paddling, guided tours, horseback riding and exploring the landscape. Content was adapted across digital, radio, television and print channels to maintain a consistent destination message.

Social Media

CCCT maintained an active organic and paid social media presence across the Cariboo Chilcotin Coast and Gold Rush Trail. In 2025-26 the team published 670 social media posts with a 45% engagement rate and approximately 4.5 million organic impressions, with continued audience growth on Facebook and Instagram. Paid social campaigns generated significant reach and increased views, link clicks and clicks year over year, while organic social continued to generate engagement and conversions. Social media was also used to support visitor education, including responsible travel messaging around Leave No Trace, Planning Ahead, AdventureSmart preparedness, community consideration and respect for wildlife and livestock

David Jacobson


Mareike Moore


Amy Thacker


Cheryl Chapman

Traditional Advertising

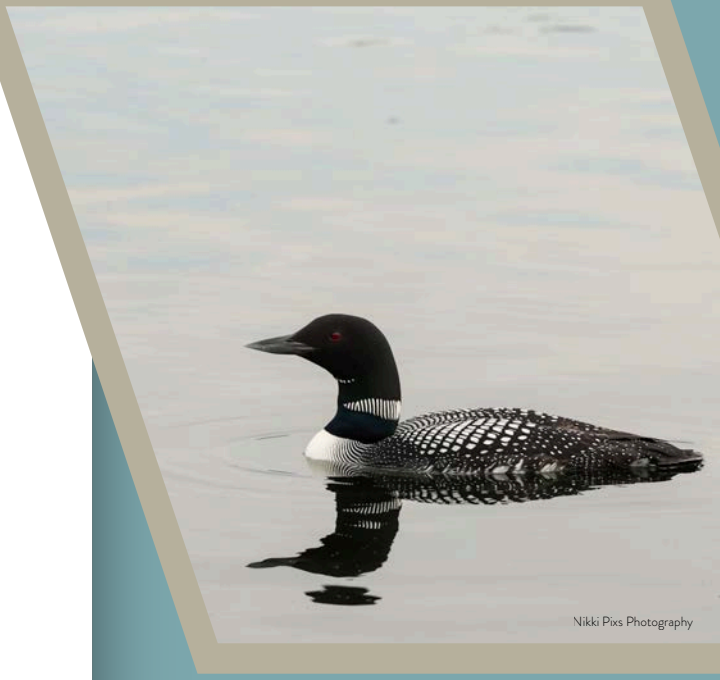
Traditional advertising remained an important part of the integrated marketing mix. Partnerships with Bell Media, CTV, Vancouver is Awesome and Black Press generated 2.4 million impressions in 2025-26, and television advertising was added to the mix during the year. Strategic print placements ran in provincial outdoor and travel publications and local tourism visitor guides; regional radio and television supported seasonal campaigns and visitor education, and digital audio and podcasts expanded reach beyond traditional broadcast channels. Proactive media outreach generated 48 media hits, exceeding the target of 45, with an estimated $1.7 million in earned media value.

Research & Insights

Marketing analytics and reporting were expanded to provide a stronger understanding of visitor behaviour, markets and operator conversion. LandWithoutLimits.com reporting tracks visitor origin, age, device use, traffic sources and engagement, with new reporting by sub-region and community providing additional insight into visitor interest across the region — a capability that arrived with the website migration. Community pages generated strong interest and direct leads to operators, while CRM upgrades, including streamlined forms and data entry through the HubSpot implementation, improved tracking, reporting and marketing efficiency. Visitor Centre attendance was monitored as part of the overall destination performance picture. CCCTMA invested with Environics Analytics to map the Cariboo Chilcotin Coast for data reporting to Destination Canada and Destination BC and conducted baseline research into who is visiting the region and top potential audiences.

Partner Programming

CCCT expanded opportunities for operators to participate in regional marketing through complimentary digital listings, Travel Guide and Map Pad advertising, consumer newsletters, marketing roadshows, special offers and strategic marketing partnerships. 230 operator digital listings were published on LandWithoutLimits.com, representing a 9.5% increase year over year. Marketing roadshows reached communities across the region through in-person and virtual sessions, engaging 87 in-person attendees across 12 roadshow locations. Bundled sales packages and partnerships with organizations including BC Magazine, BC Road Trips, MediaPlanet and The Weather Network provided operators with additional exposure and opportunities to leverage available marketing.


Nikki Pixs Photography


Jonny Bierbaum

Referrals

CCCT continued to strengthen direct connections between travellers and regional tourism operators through digital listings, Book Now listings, email referrals, special offers, online shopping and operator links embedded throughout website stories, Things to Do and blog content. Referrals and leads to operators reached 54,574 in 2025-26, up 12% year over year. FY2026 reporting now tracks these referrals more comprehensively, demonstrating continued growth in the number of visitors being directed to operator websites and booking opportunities.


Tyler Cave

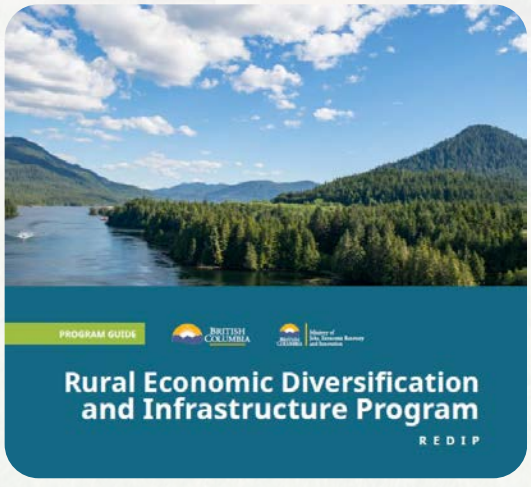


REDIP – Building a More Resilient Tourism Sector

CCCTMA wrapped up implementation of the Rural Economic Diversification and Infrastructure Program (REDIP), a multi-year initiative focused on strengthening the long-term resilience and capacity of the Cariboo Chilcotin Coast tourism sector. Over the life of the project, REDIP and CCCT investment totalled $584,107 ($500,000 REDIP plus $84,107 CCCT), delivering six milestones and three provincial outcomes. The project connected workforce development, housing, digital transformation, Indigenous collaboration, research and industry education, with a focus on building stronger systems, partnerships and support for tourism operators and communities.









Tyler Cave

Co-op Marketing Fund Partnership

In 2025-26, CCCTMA continued to work with tourism operators and community partners through the Co-op Marketing Fund, providing a mechanism for partners to collaborate on targeted marketing initiatives and extend the impact of regional marketing investment.

CCCTMA worked directly with participating applicants to support initiatives, including consumer shows, photography and content development, digital marketing and other promotional activities. The program responded to the specific marketing needs of participants while creating opportunities to extend the reach and impact of their marketing investments.

The fund supported a diverse range of community and operator projects in the City of Quesnel, Village of Clinton, Bridge River Valley, District of 100 Mile House, Fishing Hwy 24, Cariboo Regional District, Squamish Lillooet Regional District, Thompson Nicola Regional Distrct and District of Lillooet.

Under the Board's MRDT-matching policy, programs including the Co-op Marketing Fund generated $2,629,098 in regional investments in 2025-26 — leveraging MRDT revenue with operator and partner contributions to undertake marketing activities at a greater scale.



Jonny Bierman

BOARD OF DIRECTORS & STAFF DIRECTORY



Board of Directors

Shannon Lansdowne, Bella Coola Mountain Lodge — Chair
Marshall Fremlin, Siwash Lake Wilderness Resort — Vice Chair
Mike Retasket, Aboriginal Affects Consulting — Secretary/Treasurer
Andre Kuerbis, AFK Consulting — Director
Angela Bissat, Lillooet District Historical Society — Director
Colleen Peters, Woodlands Fishin Resort — Director
Gerald Kirby, Tatla Lake Manor & Motel — Director

TEAM

Amy Thacker — Chief Executive Officer
Doane Grant Thornton LLP – Audit team
Independent Bookkeeping – Finance team

CCCT Development Team

Alexandra Shuba — Director of Regenerative Tourism
Julia Gentsch— Trade and Media Coordinator
Maryclaire Snowball — Regional Tourism Advisor
Michael McMurray — Accessibility Program Assistant
Paige Call — Destination Development Manager
Patti Gerhardi — Regional Tourism Advisor
Sara Leverington — Regional Tourism Advisor
Tartanbond — PR & Digital Agency



Marketing Committee

Bobby Sherlock, Firvale Wilderness Camp
Brent Thibert, Sandman Hotel Group
Colleen Peters, Woodlands Fishin Resort
Irene Meili, Fawn Lake Resort
Jennifer Sprecher – Wehrli, Cariboo Bonanza Resort
Johannes Bordendorfer, Lillooet Chamber of Commerce
Lisa Cuthbert, King Pacific Lodge
Shannon Lansdowne, Bella Coola Mountain Lodge
Stewart Cawood, Barkerville Historic Town & Park

CCCT Marketing Team

Dakota Solmonson – Marketing Coordinator
Jenny Bakken — Marketing Manager
Marra Stewart — Project Manager
Terra Setterstrom— Digital Marketing & Social Media Specialist
Metrika Marketing – Social Media Agency
The Web Advisors – Lead digital Marketing & Strategy Agency

Tyler Cave

FUNDERS & PARTNER ACKNOWLEDGEMENTS

Thank You

Cariboo Chilcotin Coast Tourism Association and Cariboo Chilcotin Coast Tourism Marketing Association gratefully acknowledge the support of our funders and partners throughout 2025-26. Your investment sustains destination management, marketing and emergency response for the region — and strengthens the visitor economy that regional communities depend on.

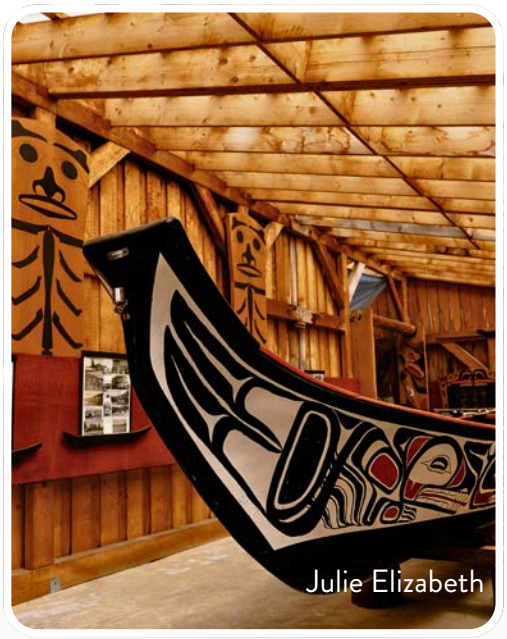
OUR FUNDERS

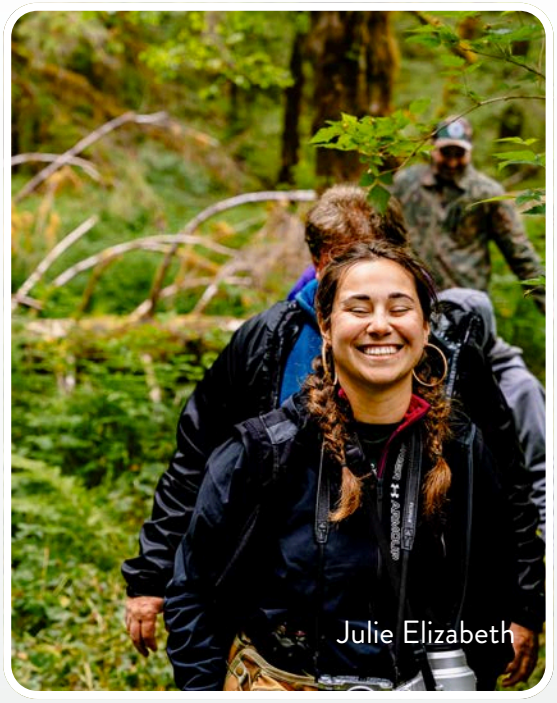
The Associations gratefully acknowledge the financial support of the Province of British Columbia through the Ministry of Tourism, Arts, Culture and Sport, Destination BC, Creative BC and the Rural Economic Diversification and Infrastructure Program (REDIP). Funding provided in part by the Province of British Columbia through the Municipal and Regional District Tax Program. We acknowledge the financial support of the Government of Canada via the Canada Summer Jobs program.

OUR PARTNERS

Thank you to BC Regional Tourism Secretariat, Indigenous Tourism Association of Canada, Indigenous Tourism BC, Destination Canada, Tourism Industry Association of BC and Tourism Industry Association Canada for your support and collaboration. To our digital and strategy partners Farpoint AI, Destination Think, TartanBond and The Web Advisors — thank you for your collaboration throughout 2025-26. Research and program partnerships with Environics Analytics, Symphony Tourism Services and Thompson Rivers University strengthen how we understand and serve operators and communities.

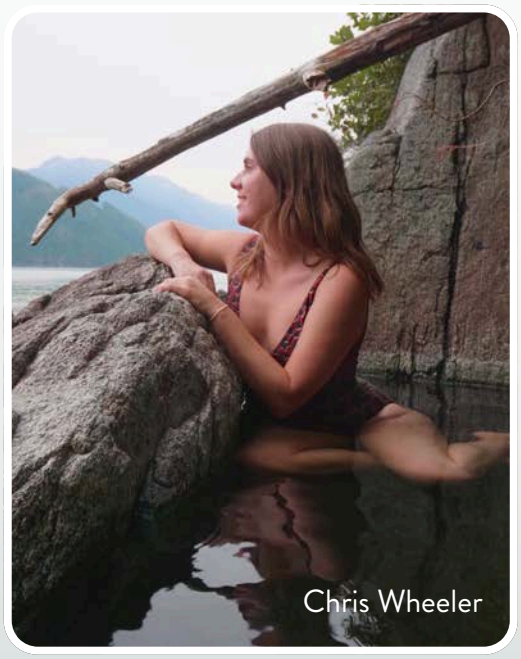
Your support helps visitors discover the land without limits.


Julie Elizabeth


Julie Elizabeth



Jen Thorpe


Chris Wheeler




Isabelle Call