

An aerial photograph of a vast vineyard in a valley. The foreground shows neat rows of green grapevines. In the middle ground, a river flows through the valley, surrounded by green fields and some buildings. The background features rolling hills and mountains under a bright blue sky with wispy clouds. A white contrail from an aircraft is visible in the upper left portion of the sky.

FISCAL YEAR 2027

MARKETING COMMUNICATIONS AND ADVOCACY PLAN

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LAND ACKNOWLEDGMENT

Wine Growers British Columbia is grateful to live, work, and be in relation with people from across many traditional and unceded territories throughout British Columbia.

We recognize the enduring relationship that Indigenous Peoples have with these lands and waters, and we honour their stewardship, knowledge, and cultural traditions.

As an organization representing wineries across the province, we acknowledge the diversity of Nations and communities whose territories sustain our industry, and we are committed to continued learning, respect, and meaningful relationship-building.

ABOUT THIS PLAN

This Operational Plan outlines how Wine Growers British Columbia will deliver on Board-approved priorities during Fiscal Year 2027. Operational plans are most effective when they move beyond broad statements of intent and clearly define priorities, responsibilities, and desired outcomes.

The plan translates strategic direction into defined tactics and measurable outcomes. It establishes the focus areas for the year and clarifies how WGBC's work supports industry growth, trade readiness, and government engagement.

While day-to-day tactics may evolve in response to market or policy conditions, the objectives and strategic direction outlined here provide the framework for decision-making throughout the fiscal year.

This document is intended to support alignment across the organization and provide transparency to the Board and membership regarding priorities, activities, and expected outcomes.

EXECUTIVE SUMMARY

Fiscal Year 2027 (FY'27) is a pivotal year for Wine Growers British Columbia. The industry continues to face pressures: shifting consumer behaviour, evolving government policy, interprovincial trade uncertainty, and increased competition for tourism and shelf space. At the same time, new opportunities are emerging, particularly around domestic market expansion and stronger coordination across industry leadership.

This document outlines how WGBC will focus its Advocacy, Communications, and Marketing efforts to respond to these conditions while delivering measurable value to members.

THE BOARD HAS IDENTIFIED THREE AREAS OF FOCUS FOR FY'27:

1. Advocacy
2. Marketing and Wine Tourism Growth
3. Clear, differentiated Member Value

These priorities are reflected across five strategic objectives that guide our strategies, tactics, and metrics for the year:

1. **Lead Interprovincial Trade Readiness.** Build the tools, data, and member capacity required for national expansion and increased BC VQA market share in key provinces.
2. **Modernize Consumer Marketing and Drive Wine Tourism Growth.** Shift toward contemporary, experience-led engagement that strengthens the Wines of BC brand, improves AI-enabled discoverability, and converts awareness into visitation and sales.
3. **Strengthen WGITF Integration and Long-Term Strategy.** Clarify WGBC's leadership role with the Task Force and prepare for post-2027 custodianship of a unified, industry-wide strategy.
4. **Enhance Member Value Across All Segments.** Deliver differentiated value for small, medium, large, and regional members; improve clarity of scope and expectations; and expand practical, value-added services.
5. **Maintain Advocacy Momentum.** Continue unified government engagement to protect and advance priorities such as the VQA rebate, LDB mandate reform, shelf-space growth, and sector support programs, supported by stronger economic impact data.

WINE BC 2030: STRATEGIC PILLARS

Wine Growers British Columbia acts as the peak organization responsible for communications, marketing, and advocacy for the BC wine industry.

Our *Wine BC 2030 Long-Term Strategic Plan* outlines a visionary roadmap with five strategic pillars that address the complexities of the BC wine ecosystem.



British Columbia transcends the "new" and "old" worlds – recognized for diversity in its elevated wines, super natural terroir, extreme beauty and dedicated people.

PILLAR 1

Building
Brand BC

PILLAR 2

Fostering Unity
& Community

PILLAR 3

Advancing
Sustainability

PILLAR 4

Executorial
Excellence

PILLAR 5

Celebrating
Diversity

These five pillars aim to create unity across the BC wine industry by guiding shared activities, messages, and imagery.

OBJECTIVE 1: LEAD INTERPROVINCIAL TRADE READINESS

Build the tools, data, and member capacity required for national expansion and increased BC VQA market share in key provinces.

STRATEGY	FOCUS	TACTICS	METRICS
Position BC VQA as a premium, quality-driven, distinctly Canadian wine category in priority provinces.	Marketing	<p>Educate trade & media: Expand the WGBC Ambassador Program (Level One) in priority provinces to build knowledge and advocacy for BC VQA wines.</p> <p>Show up where consumers already are: Sponsor and promote consumer events in priority provinces that showcase the quality and premium nature of BC VQA wines.</p> <p>Build awareness with new audiences: Run broad, targeted consumer marketing campaigns that introduce BC VQA wines and the experience of visiting BC Wine Country</p> <p>Sales Data: Purchase and identify key sales reports from priority Canadian markets.</p> <p>Develop and strengthen strategic partnerships: Proactively engaging key industry stakeholders (provincial liquor boards, buyers, distributors, and influential trade partners) to identify activation opportunities and co-create programs that elevate BC VQA presence</p>	<p>Education: Number of Level One certifications completed in priority provinces (determine baseline based on industry targets i.e. ON LCBO Product Consultants)</p> <p>Consumer Events: Baseline of BC wine presence at major national events. # of participating wineries</p> <p>Awareness & Reach:</p> <ul style="list-style-type: none"> Increase in Active Users¹ from priority provinces (note starting baseline number of new consumers reached through campaign digital ad buy, social and digital engagement (Paid Ad Clicks, Views², Page Views³, Engaged Sessions⁴) <p>Sales Data: Set benchmarks for growth of BC wine in priority markets.</p> <p>Trade Engagement</p> <ul style="list-style-type: none"> Number of collaborative activations executed Number of buyers/decision-makers hosted in BC
Enable BC wine market expansion across priority provinces.	Member Value	<p>Develop interprovincial trade resources.</p> <p>Launch a new 'Trade Readiness' newsletter sent every month following the announcement of the national DTC framework</p> <p>Host two annual industry trade briefings alongside inter-provincial partners</p>	<p>Delivery of interprovincial market intelligence report</p> <p>Delivery interprovincial market entry guides for producers</p>
Improve members' investment, support, and engagement with WGBC by asserting ourselves as an indispensable trade tool	Member Value	<p>Develop and deploy clear, segment-specific key messaging</p> <p>Create a trade readiness page on WineBC.com/Industry</p> <p>Publish regular plain-language summaries and infographics</p>	<p>Website visitor engagement</p> <p>Industry engagement with trade tools</p> <p>Percentage of members accessing trade-readiness tools</p>
Improve trade relationships with organizations and key decision makers in priority domestic markets	Member Value	<p>Develop and deploy clear, segment-specific key messaging</p> <p>Create a trade readiness page on WineBC.com/Industry</p> <p>Publish regular plain-language summaries and infographics</p>	<p>Website visitor engagement</p> <p>Industry engagement with trade tools</p> <p>Percentage of members accessing trade-readiness tools</p>

1. Active Users are defined as unique users who have initiated an engaged session.

2. Views are defined as the number of times your content was played or displayed, including videos, posts, stories, and ads.

3. Page Views are defined as the number of page views on a website.

4. An engaged session is defined as a session that lasts 10+ seconds, includes a conversion event, or has two or more page/screen views.

STRATEGY	FOCUS	TACTICS	METRICS
<p>Improve trade relationships with organizations and key decision makers in priority domestic markets</p>	<p>Advocacy</p>	<p>Develop and maintain a structured engagement plan for priority provinces</p> <p>Host at least one joint roundtable with Wine Growers Canada and provincial partners on interprovincial trade</p>	<p>Engagement plan completed, priority contacts identified, and regular meetings scheduled</p> <p>Roundtable delivered, resulting in clear alignment on priority actions</p>
<p>Secure workable framework for interprovincial DTC market access without new additional fees or mark-ups.</p>	<p>Advocacy</p>	<p>Execute joint advocacy action with national and provincial partners, targeting government decision-makers, elected officials, and key media contacts</p> <p>Develop a member-informed trade-readiness plan to manage production, inventory, and distribution as national demand increases</p>	<p>Number of coordinated advocacy actions that achieve defined influence signals</p> <p>Percentage of targeted members actively using the trade-readiness plan to inform production, inventory, or distribution decisions; number of wineries taking concrete trade-readiness actions</p>
<p>Build and communicate a clear economic case for interprovincial trade expansion.</p>	<p>Advocacy</p>	<p>Demonstrate consumer demand for BC wine in other provinces to support trade reform</p> <p>Update WGBC's economic impact numbers (jobs, tax revenue, domestic sales contribution etc)</p> <p>Create a short, plain-language briefing document explaining the economic impact of BC VQA and the benefit of interprovincial access</p> <p>Explore opportunities to improve B2B DTC channels for BC wineries in other Canadian provinces</p>	<p>Completion of demand analysis in priority markets; number of government or stakeholder engagements in priority markets where demand data is used to support trade reform discussions</p> <p>Number of times WGBC economic data is cited or used by government, media, or industry partners</p> <p>Number of priority decision-makers (Ministers, MLAs, senior officials) who receive and engage with the briefing</p>



OBJECTIVE 2: MODERNIZE CONSUMER MARKETING AND DRIVE WINE TOURISM GROWTH

Focus toward contemporary, experience-led engagement that strengthens the Wines of BC brand, improves AI-enabled discoverability, and converts awareness into visitation and sales.

STRATEGY	FOCUS	TACTICS	METRICS
Modernize BC wine marketing through experience-led storytelling to drive brand relevance, tourism, and sales.	Marketing	<p>Tell real, human stories: Feature winemakers, viticulturists, sommeliers, chefs, and winery teams to bring authenticity and personality to BC wine</p> <p>Connect stories to action: Embed clear "next steps" in all campaigns - buy online, join wine clubs, visit wineries - and link and promote restaurant and retail sales and experiences through the Pour More program</p> <p>Showcase BC wine as part of the tourism experience: Position BC wine within culinary travel, outdoor adventure, seasonal moments, and cultural events in ways that inspire visitation and exploration of BC Wine Country</p> <p>Align with tourism partners for greater reach: Integrate BC wine into Destination BC's Iconic experiences and align with their priority audiences (Outdoor Explorers and Refined Globetrotters)</p>	<p>Engagement & Content Performance:</p> <ul style="list-style-type: none"> • Increase Active Users¹ and Engaged Sessions² on WineBC.com. • Number of creator/industry collaborations • Views³, Video Views, Interactions • Growth in The Vine newsletter audience <p>Traffic & Consideration</p> <ul style="list-style-type: none"> • Website Views and Active Users • Outbound links clicks to winery, restaurant, and retail partners <p>Sales:</p> <ul style="list-style-type: none"> • Growth in Winery Direct Sales • Increase 100% BC wine market share by Increase 100% BC wine market share by 4%. This includes 100% BC, BC VQA, and Crafted in BC
Improve discoverability	Marketing & Communications	<p>Optimize and monitor website structured data, SEO, GEO, B2Bot</p> <p>Engage with new GEO tools</p>	<ul style="list-style-type: none"> • Establish a baseline for SEO and GEO monitoring for future strategy and growth
Increase earned media coverage through strengthening relationships	Member Value	<p>Proactively pitch travel, food, and lifestyle editors</p> <p>Maintain and update a priority media list by location</p> <p>Produce high-quality and educational shareable earned content to include in media releases</p>	<p>Annual growth in Wines of BC media mentions</p> <p>Track media pitches</p> <p>Increase clickthrough rate on media releases (FY'26 average 2%)</p>

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OBJECTIVE 3: STRENGTHEN WINE GRAPE INDUSTRY TASK FORCE (WGITF) INTEGRATION AND LONG-TERM STRATEGY

Ensure the continued success of the WGITF by aligning WGBC's role to task force key outcomes and supporting a unified, industry-wide transition beyond 2027.

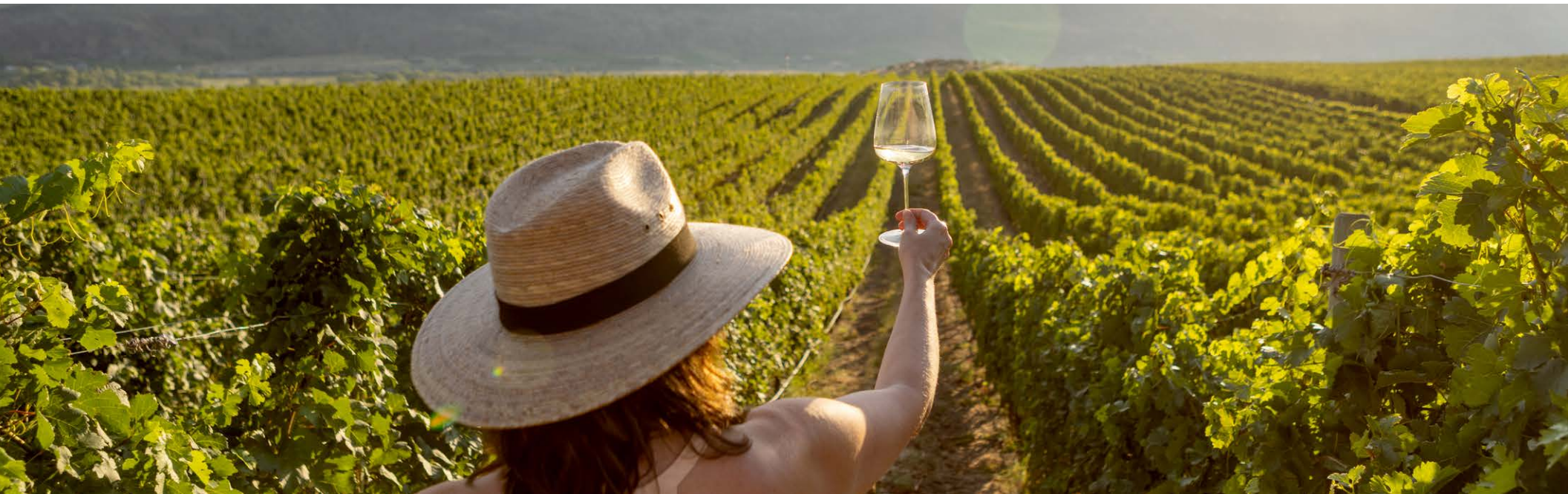
STRATEGY	FOCUS	TACTICS	METRICS
Drive member understanding, engagement, and ownership of WGITF initiatives and long-term strategy	Advocacy	Host touchpoints between Deloitte long-term strategy process and members (ex. Insight Conference, Town Halls, one-on-one interviews) Promote WGITF calls-to-action in WGBC communications	Percentage of members participating in at least one WGITF engagement opportunity Evidence of member input reflected in WGITF strategy outputs (i.e. percentage of key strategy themes that can be directly linked to member input)
Establishing WGBC as the clear, trusted coordinating body for industry alignment beyond WGITF	Advocacy	Define which initiatives will sunset, transfer, or be integrated into WGBC ongoing operations Clearly document roles and responsibilities for post-2027 coordination Plan for continuation of the advisory committee through an annual cross-association summit to align operational objectives WGITF round-table on agenda for every Board of Directors meeting Plan for a dedicated WGITF information page or hub on winebc.com/industry	Board-approved post-2027 governance and coordination model in place Percentage of WGITF initiatives with clearly assigned future ownership (WGBC, partner, or sunset) Alignment achieved among key industry partners on post-2027 structure Percentage of members who understand WGBC's role in post-2027 coordination
Update WGBC's Mission, Vision, and Values to more clearly align with our operations	Advocacy	Conduct Board and leadership review of current Mission, Vision, and Values Draft revised language and solicit feedback Once approved, integrate revised language across website, reports, and member communications	Board approval of updated Mission, Vision, and Values aligned with WGBC strategic priorities Percentage of WGBC strategic initiatives and communications aligned with updated Mission, Vision, and Values Consistent use of updated Mission, Vision, and Values across all major external communications and platforms Percentage of members who report understanding of and support for WGBC's role and priorities
Clearly document and communicate WGBC's contributions to the WGITF	Advocacy	Produce a WGITF impact summary and infographic outlining WGBC's contributions Include regular WGITF updates in member communications Present annual WGITF progress update at AGM or town hall	WGITF impact report and supporting materials produced and distributed Percentage of members who believe WGBC is effectively coordinating industry's long-term strategic success Percentage of members who believe WGBC is effectively contributing to WGITF outcomes

OBJECTIVE 4: ENHANCE MEMBER VALUE ACROSS ALL SEGMENTS

Deliver differentiated value for small, medium, large, and regional members; improve clarity of scope and expectations; and expand practical, value-added services.

STRATEGY	FOCUS	TACTICS	METRICS
Ensure each member segment clearly understands, accesses, and realizes value from WGBC programs and services	Marketing & Comms	<p>Redefine member personas and develop a one-page value proposition for each segment</p> <p>Create an infographic detailing member benefits</p> <p>Create and implement a simplified recruitment process, including recruitment marketing with BCWA</p> <p>Increase/enhance member touchpoints with WGBC leadership and staff, including via the Member Account Manager program</p>	<p>Increase in membership</p> <p>Percentage of members who understand WGBC's value and offerings</p> <p>Percentage of members (by segment) who report WGBC delivers relevant value to their business</p> <p>Percentage of members actively engaging with at least one WGBC program, event, or service</p> <p>Percentage of members who believe WGBC delivers value or would recommend membership i.e. a net satisfaction score of 75% in the annual member survey (FY'26 = 71%)</p>
Deliver member value in identified high-impact WGBC programs and events	Marketing & Comms	<p>Reposition the Wines of BC Ambassador Program Level Two as standard training for winery employees to support growth through knowledge</p> <p>Launch the Wines of BC Ambassador Level Three targeted at winery management to lead their teams with in-depth, comprehensive knowledge of the BC wine industry as a whole</p> <p>Deliver an exclusive member, trade and media tasting; SWIRL Around BC Wine Expo</p> <p>Explore consumer-facing activation opportunities aligned with existing programs</p>	<p>Certify 350 new Level Two BC Wine Ambassadors</p> <p>Certify 40 new Level Three BC Wine Ambassadors</p> <p>Improve SWIRL Around BC Wine Expo winery satisfaction rating from 60% to 75%</p>
Ensure members clearly understand, trust, and can see the impact of WGBC marketing activities on their business and the industry	Marketing & Comms	<p>Close the reporting gap between marketing campaigns and results for members by creating a new marketing campaign reporting system</p>	<p>Marketing campaign reporting system implemented and used consistently across major campaigns</p> <p>Percentage of members who believe WGBC marketing activities deliver value to their business or the industry</p> <p>Track member engagement with campaign reports and summaries</p> <p>Percentage of members participating in at least one WGBC marketing initiative of program</p>

STRATEGY	FOCUS	TACTICS	METRICS
Create a seamless, intuitive member experience that enables easy access to tools, data, and support that drive business decisions	Member Value	<p>Improve navigation and page design on WineBC.com/Industry</p> <p>Enhance the Member Portal with expanded resources and tools, including a research and data dashboard to support member decision-making</p>	<p>Percentage of members who report they can easily find relevant information and tools on WineBC platforms</p> <p>Percentage of members actively using the Member Portal or Industry Hub at least once per quarter</p> <p>Percentage of members who report using WGBC tools/data to inform business decisions</p> <p>Average number of meaningful interactions per active user and repeat usage rate</p>
Ensure members clearly understand the tangible benefit of WGBC membership for their business	Member Value	<p>Develop clear annual member value key messaging to program into all related communications</p> <p>Create clear membership benefits visuals by winery size and category</p> <p>Create and schedule member stories and testimonials that show direct benefit from WGBC programs</p>	<p>Percentage of members who believe WGBC membership delivers value for their business</p> <p>Percentage of members who can identify at least 1–2 specific benefits they've received from WGBC</p> <p>Maintain high NPS score of 8 on member satisfaction survey</p>
Establish a partner vendor program that delivers measurable, high-value benefits to WGBC members and strengthens industry partnerships	Member Value	<p>Develop criteria, standard operating procedures, and tiers for launching a structured partner/vendor/sponsor program to support members and key WGBC events</p>	<p>Partner vendor program launched with defined structure and digital presence</p> <p>Percentage of members accessing or using partner benefits</p> <p>Percentage of members who report the program delivers value to their business</p>



OBJECTIVE 5: MAINTAIN ADVOCACY MOMENTUM





Continue unified government engagement to protect and advance priorities such as the VQA rebate, LDB mandate reform, shelf-space growth, and sector support programs, supported by stronger economic impact data.

STRATEGY	FOCUS	TACTICS	METRICS
Increase transparency and visibility of advocacy progress and impact.	Member Value	<ul style="list-style-type: none"> Deliver a regularly updated Advocacy Roadmap / Dashboard with status tracking Share clear progress updates, milestone summaries, and retrospectives when outcomes are reached 	<ul style="list-style-type: none"> Percentage of members who understand WGBC advocacy priorities and progress Percentage of members who feel confident WGBC is transparent about advocacy progress and outcomes Track member engagement with advocacy roadmap and updates
Strengthen coordinated advocacy through aligned industry partnerships (provincially and federally)	Advocacy	<ul style="list-style-type: none"> Establish formal alignment and joint action plans on priority advocacy files Execute coordinated advocacy actions (government engagement, submissions, media) and maintain structured partner engagement cadence (quarterly and issue-specific) Develop and distribute shared messaging and advocacy toolkits Monitor and reinforce alignment across partners 	<ul style="list-style-type: none"> Number of coordinated advocacy actions that generate government or media response Number of priority files with formally aligned industry positions Number of joint engagements with government decision-makers
Ensure member priorities inform and shape advocacy efforts	Advocacy	<ul style="list-style-type: none"> Create and maintain an active advocacy committee Audit committee representation and activity 	<ul style="list-style-type: none"> Percentage of members who feel their priorities are represented in WGBC advocacy Number of member-informed priorities incorporated into advocacy agenda
Advance priority advocacy files through coordinated, high-impact government engagement	Advocacy	<ul style="list-style-type: none"> Identify and prioritize top advocacy files with defined success outcomes Develop data-driven business cases and policy proposals Execute structured engagement with key government decision-makers Coordinate aligned industry advocacy actions on priority issues Leverage economic and demand data in all advocacy efforts 	<ul style="list-style-type: none"> Number of priority advocacy files advancing in stages toward defined outcomes. Number of senior-level government engagements on priority files



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