



Ref: 38524

January 17, 2020

Dawn Black
Chair, Board of Directors
Destination British Columbia
12th Floor-510 Burrard Street
Vancouver, BC V6C 3A8

Dear Dawn Black:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your organization and helping Government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia (BC). The expectations of BC citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister Responsible for Destination British Columbia (Destination BC), on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching Government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to BC families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbian's Standard of Living to policy development, we will ensure that equity is reflected in Government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect Government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of BC.

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Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, Government passed the *Declaration on the Rights of Indigenous Peoples Act* (Act) which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in BC. All Crown Agencies are expected to incorporate the Act and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future—with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with Government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as Government works to support strong public sector boards that reflect the diversity of BC.

As the Minister Responsible for Destination BC, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Ensure Destination BC programs and investments are aligned with the Strategic Framework for Tourism in BC, and other emerging government priorities.
- Create opportunities for strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of BC to advance marketing capabilities to drive long-term competitiveness of BC's visitor economy.
- Continue to work with the Ministry of Tourism, Arts and Culture and the Regional Destination Marketing Organizations on the strategic planning and reporting of the Destination Development Program to ensure alignment with provincial tourism priorities outlined in the Strategic Framework for Tourism in BC.
- Enable greater seasonal and geographic dispersion of visitors and responsible travel by promoting travel routes with strong dispersion potential throughout rural BC.
- Help make BC a more inclusive and accessible tourism destination.

- Champion tourism as a leading export industry with diverse, well-paying jobs and support Government's commitment to represent BC's tourism sector on trade missions.
- Continue to address the Truth and Reconciliation Commission Calls to Action in the areas of: professional development and training for public servants (#57) and business and reconciliation (#92).

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.


I look forward to continuing to work with you and your Board colleagues to build a better BC.

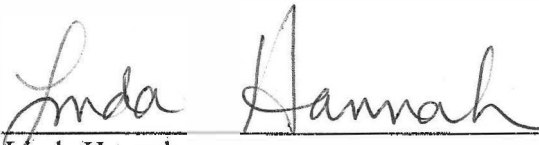
Sincerely,

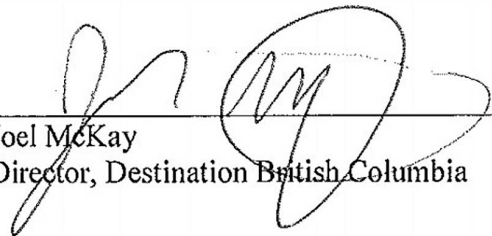
A handwritten signature in cursive script, reading "Lisa Beare".

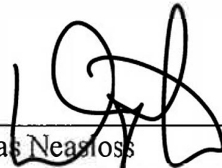
Lisa Beare
Minister of Tourism, Arts and Culture

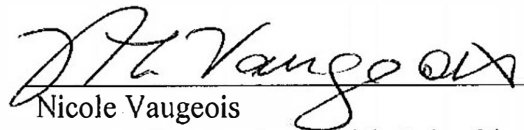

Dawn Black
Chair, Destination British Columbia



Sheila Bouman
Director, Destination British Columbia


Linda Hannah
Director, Destination British Columbia


Joel McKay
Director, Destination British Columbia


Douglas Neasloss
Director, Destination British Columbia


Nicole Vaugeois
Director, Destination British Columbia


Penny Roberta Wilson
Director, Destination British Columbia

pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shauna Brouwer
Deputy Minister
Ministry of Tourism, Arts and Culture

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Nicole Vaugeois
Director
Destination British Columbia

Penny Roberta Wilson
Director
Destination British Columbia

Marsha Walden
Chief Executive Officer
Destination British Columbia