



Ref: 107292

JAN 15 2015

Ms. Andrea Shaw  
Chair of the Board of Directors  
Destination British Columbia  
12th floor – 510 Burrard Street  
Vancouver, BC V6C 3A8

Dear Ms. Shaw:

*Andrea;*

**Re: 2015/16 Mandate Letter**

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The province of British Columbia (BC) is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of Government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny, and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is Government's commitment to controlling spending and balancing the budget.

Destination British Columbia is directed to take the following specific strategic priority actions for 2015/16:

1. Improve alignment of provincial, regional, community and sector marketing investments. For example, Destination British Columbia will:
  - create and implement a provincial strategy, informed by industry and community input;
  - lead system-wide efforts to align provincial, regional and community marketing actions and investments with the provincial strategy while also supporting regional/community economic priorities and needs;

.../2

Ministry of Jobs, Tourism and  
Skills Training and Minister  
Responsible for Labour

Office of the Minister

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- reduce duplication and overlap in the system and streamline administrative costs to maximize the amount of funds available for promotions and marketing; and,
- proactively promote cooperation and information sharing among all levels of Destination Marketing Organizations and tourism sector associations, on a regular and on-going basis (e.g. by hosting annual provincial conferences).

2. Enhance marketing capacity and effectiveness.

By 2016/17, as a result of various administrative and program improvements and other measures, the effectiveness of Destination BC's domestic, national and international marketing efforts will be increased, in line with BC's re-invigorated Super, Natural British Columbia® tourism brand.

3. Deliver world-class visitor experiences.

Starting in 2015/16, implement a forward-thinking visitor services strategy that meets the changing needs of today's traveller, Government's commitment to invest in and upgrade visitor services, and contributes to ongoing increases in British Columbia being promoted as a destination of choice.

4. Expand British Columbia's tourism offerings, businesses and jobs.

Working with regional and community organizations, Destination British Columbia will ensure that processes are in place to create regional tourism development strategies to create tourism experiences, businesses and jobs across the province by March 31, 2016. The regional strategies must consider each region's unique opportunities and needs, and align with the provincial destination development strategy. In addition, Destination BC is to continue providing support for the expansion of Aboriginal cultural tourism experiences in BC. This includes the continuation of financial support for the Aboriginal Tourism Association of BC (AtBC), to support AtBC in reaching its goals of increasing Aboriginal tourism revenues and the number of market ready-Aboriginal tourism businesses and jobs.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16-2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of Government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Premier Christy Clark in June 2014. Through the implementation of the Taxpayer Accountability Principles, public sector organizations are developing a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

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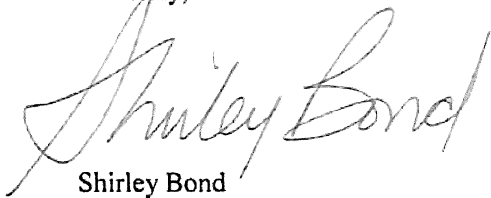
Destination British Columbia is expected to fully adopt the Taxpayer Accountability Principles – cost-consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website on February 17, 2015.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between Government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of Government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of Destination British Columbia and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,

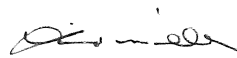


Shirley Bond  
Minister

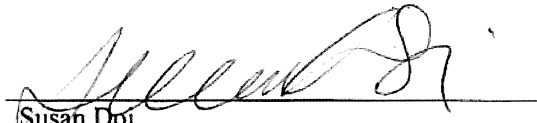
Enclosure



Andrea Shaw  
Chair, Destination British Columbia



Laird M. Miller  
Vice Chair, Destination British Columbia



Susan Doi  
Director, Destination British Columbia



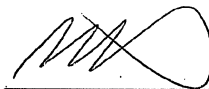
Gordon Fitzpatrick  
Director, Destination British Columbia

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Chief Clarence Louie  
Director, Destination British Columbia



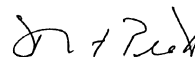
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Matt Mosteller  
Director, Destination British Columbia



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Loring Phinney  
Director, Destination British Columbia



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Robert Pratt  
Director, Destination British Columbia



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Alan Raine  
Director, Destination British Columbia

pc: Honourable Christy Clark  
Premier

Honourable Naomi Yamamoto  
Minister of State for Tourism and Small Business

Mr. John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Ms. Athana Mentzelopoulos  
Deputy Minister  
Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour

Ms. Marsha Walden  
Chief Executive Officer  
Destination British Columbia

Board Members  
Destination British Columbia

## BC Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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|---|--|---|
| 1 | <b>Cost Consciousness (Efficiency)</b> | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| 2 | <b>Accountability</b>                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 | <b>Appropriate Compensation</b>        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| 4 | <b>Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| 5 | <b>Respect</b>                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| 6 | <b>Integrity</b>                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |

