



Ref: 32175

January 22, 2018

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

Dear Ms. Shaw:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government which should inform the preparation of your three-year Service Plan for *Budget 2018*. This Mandate Letter also confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and Crown agencies are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We expect all public sector organizations to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by Crown agencies. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

As the Minister Responsible for Destination British Columbia, I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in the Service Plan:

- Support the Minister of Jobs, Trade and Technology (JTT) and the Minister of State for Trade to deliver on government's commitment to represent British Columbia's tourism sector on trade missions;
- Champion tourism as a job creator by working in partnership with industry and training organizations to deliver innovative marketing and industry development programs;
- Drive strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities and strengthen B.C.'s brand in the global marketplace;
- Ensure alignment with emerging government programs and priorities by continuing the delivery of innovative programs, including Destination Development, Industry Training, and Visitor Services, that expand tourism marketing efforts, foster remarkable experiences and guide industry development to maintain B.C.'s competitive advantage as a preferred destination; and
- Foster alignment with the Aboriginal Tourism Association of BC (AtBC) to build and implement a robust Indigenous tourism strategy, supported by the Aboriginal Tourism Association of Canada and Destination Canada, to lead the country in the sustainable development of culturally rich Indigenous tourism experiences.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of Crown agencies.

Destination British Columbia is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

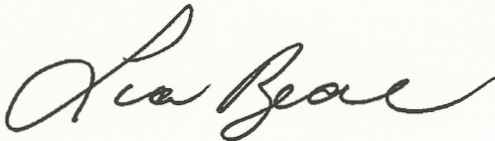
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Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 20, 2018 to coincide with the release of your organizations' Service Plan.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible.

Once again, thanks to you and your Board of Directors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,





Lisa Beare
Minister of Tourism, Arts and Culture



Andrea Shaw
Chair, Destination British Columbia



Laird M. Miller
Vice Chair, Destination British Columbia


Susan Doi
Director, Destination British Columbia
Alan Raine
Director, Destination British Columbia
Josephine Tyabji
Director, Destination British Columbia
Penny Wilson
Director, Destination British Columbia

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pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Sandra Carroll
Deputy Minister
Ministry of Tourism, Arts and Culture

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Laird M. Miller
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Susan Doi
Director, Destination British Columbia

Alan Raine
Director, Destination British Columbia

Josephine Tyabji
Director, Destination British Columbia

Penny Wilson
Director, Destination British Columbia

Marsha Walden
Chief Executive Officer
Destination British Columbia