



BRITISH
COLUMBIA

FEB - 4 2016

Ref: 111863

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:*

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by Destination British Columbia over the past year and congratulations on the efforts made towards the following achievements:

- Releasing Destination BC's Corporate Strategy, with a bold new plan for marketing BC in the globally competitive market place; and,
- Launching a revitalized *Super, Natural British Columbia*[®] tourism brand, to industry and media acclaim at home and abroad.

Last year, government established a common set of principles for the BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instil a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complementary to the fiduciary duty to their organizations.

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

Office of the Minister

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One of government's core values is respect for the taxpayer's dollar. It is critical that Public Sector Organizations (PSO) operate as efficiently as possible, in order to ensure British Columbians are provided with effective 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 the government's commitment to controlling spending and balancing the budget.

Government provided the following mandate direction to Destination British Columbia under the *Destination BC Corp. Act*:

- Lead the marketing of British Columbia as a tourism destination to domestic, national and international travellers. Within this role, Destination BC is responsible for leading the alignment of the marketing by communities, regions and industry partners, to strengthen BC's marketing messaging in the competitive global tourism market place.
- Destination BC also delivers programs and initiatives to enable communities and tourism businesses to deliver remarkable experiences for travellers, to increase repeat visitation and recommendation of BC's tourism experiences – the most persuasive form of marketing.

To achieve this mandate, Destination British Columbia is directed to take the following strategic actions:

1. Collect, create and curate marketing content that inspires visits from key markets.
2. Create and implement a strategy to enable industry and communities to form a powerful marketing network to make BC a stronger, more formidable global competitor.
3. Establish stable and predictable financial support for the Aboriginal Tourism Association of BC (AtBC) through a multi-year contract and work with AtBC to forge stronger connections with RDMOs and other government and tourism industry partners.
4. Develop sub-regional destination development plans across the province to support and guide the creation of the tourism products and experiences that draw travellers and enhance the attractiveness of sub-regions as destinations.
5. Work to develop opportunities to support government's commitments to BC on the Move, the Accessibility 2024 strategy, and red tape reduction.

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To achieve this, several actions as detailed in the 2014 TAP Transition Letter are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/taxpayer_accountability_principles.pdf.

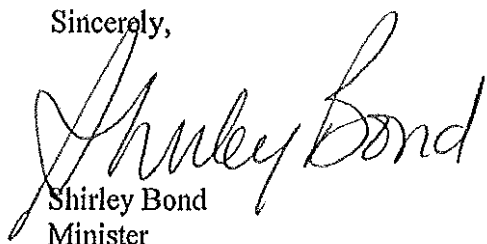
In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, <http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/public-sector-organization-accountabilities.pdf>.

Government is committed to continuing to revitalize the relationship between government and PSO's. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of any issues which may affect the business of Destination BC and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.

Sincerely,



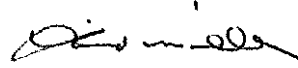
Shirley Bond
Minister

Enclosure

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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



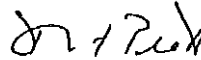
Chief Clarence Louie
Director, Destination British Columbia



Matt Mosteller
Director, Destination British Columbia



Loring Phinney
Director, Destination British Columbia



Robert Pratt
Director, Destination British Columbia



Alan Raine
Director, Destination British Columbia

pc: Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson
Deputy Minister
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

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Athana Mentzelopoulos
Deputy Minister
Ministry of Jobs, Tourism and Skills Training

Laird M. Miller
Vice Chair, Destination British Columbia

Susan Doi
Director, Destination British Columbia

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Robert Pratt
Director, Destination British Columbia

Alan Raine
Director, Destination British Columbia

Marsha Walden
Chief Executive Officer
Destination British Columbia

B.C. Taxpayer Accountability Principles

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

- 1 **Cost Consciousness (Efficiency)** 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 **Accountability** 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 **Appropriate Compensation** 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 **Service** 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 **Respect** 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 **Integrity** 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.