



Our Ref. 30873

September 5, 2017

Andrea Shaw, Chair  
Board of Directors  
Destination British Columbia  
12<sup>th</sup> Floor – 510 Burrard Street  
Vancouver BC V6C 3A8

Dear Ms. Shaw,

On behalf of Premier Horgan and our new government, thank you for your service to the people of British Columbia. I look forward to working with you in the months and years to come to help deliver on government's priorities, and provide effective programs and services to the people of our province.

This Mandate Letter lays out the principles of this government and you are to take these into consideration when revising your Service plan for the *Budget 2017 Update*. It is expected that Destination British Columbia will manage its programs and initiatives within its existing budget targets, unless otherwise directed.

Going forward you are to begin the process of working with me as the Minister responsible to develop strategic actions through the 2018 Mandate letter process for *Budget 2018*. I will provide further direction. The Ministry of Finance will provide guidance on preparation for *Budget 2018*.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. We expect all public service organizations to work to contain costs, and to be conscious of the impact of every decision on the daily cost of living of families and businesses.

Our second commitment is to deliver the services that people count on. In many cases, critical programs and services are delivered by Crown Corporations, and ministers will work with Board Chairs to ensure your organizations remain focused on maintaining and improving levels of service to citizens.

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

To support true and lasting reconciliation with First Nations in British Columbia, our government will be 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. Please ensure that going forward your organization incorporates the UNDRIP and Calls to Action, given the specific mandate and context of your organization.

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As the Board Chair of a Crown agency, your primary accountability to government is through me as the Minister responsible. My expectation is that regular dialogue and engagement between the ministry and your organization will continue, starting with regular meetings between us over the coming weeks and months. Included in these meetings will be regular meetings between your communications staff and Government Communications and Public Engagement staff responsible for the communication of Ministry-related matters.

The Crown Agencies Resource Office (CARO) has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework. CARO has now integrated with the Board Resourcing and Development Office (BRDO) which provides leadership in the merit based appointment of qualified and competent individuals to the Crown Agencies. All Crown corporations and other public agencies are asked to work closely with this Office on Board member appointments, all governance matters including orientation and training of Board members, and on accountability to government generally.

I look forward to regular meetings to discuss progress on your strategic priorities and to ensure you and your organization are supported in delivering your mandate on behalf of the people of British Columbia.

Sincerely,



Lisa Beare  
Minister of Tourism, Arts and Culture



Date:

Andrea Shaw  
Chair, Destination British Columbia

pc: Distribution List to Follow

pc: Honourable John Horgan, Premier

Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary

Ms. Lori Wanamaker, Deputy Minister of Finance

Mr. David Galbraith, Associate Deputy Minister and Secretary to Treasury Board

Ms. Lynne Holt, Executive Lead, Board Resourcing and Development Office

Ms. Sandra Carroll, Deputy Minister of Tourism, Arts and Culture

Mr. Laird M. Miller, Director, Destination British Columbia

Ms. Susan Doi, Director, Destination British Columbia

Chief Clarence Louie, Director, Destination British Columbia

Mr. Matt Mosteller, Director, Destination British Columbia

Mr. Loring Phinney, Director, Destination British Columbia

Mr. Robert Pratt, Director, Destination British Columbia

Mr. Alan Raine, Director, Destination British Columbia

Ms. Josie Tyabji, Director, Destination British Columbia