

# Destination BC

## Organizational Overview

### Who We Are:

Established on November 2, 2012 under the *Business Corporations Act* and continuing as a statutory Crown corporation pursuant to the *Destination BC Corp. Act*, Destination BC Corp. is wholly owned by the Province of British Columbia and commenced operations on April 1, 2013.

Operating as Destination British Columbia (Destination BC), the industry led Crown corporation works collaboratively with tourism stakeholders across the province to coordinate tourism marketing at the international, provincial, regional and local levels, and to support regions, communities and Aboriginal people in developing or expanding tourism experiences, businesses and jobs.

Destination BC is responsible for executing key components of [Gaining The Edge: 2015-2018](#), the provincial government's tourism strategy. Destination BC's first three year [Corporate Strategy and Marketing Plan](#) was released on November 4, 2014 articulating Destination BC's new vision, mission and goals.

### Mandate:

Destination BC has a mandate to:

- Market British Columbia domestically, nationally and internationally as a tourist destination;
- Promote the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry, including, without limitation, by:
  - Providing support for regional, sectoral and community tourism marketing;
  - Providing industry leadership in tourism marketing;
  - Promoting training and development in relation to tourism marketing;
  - Providing support for visitor centres; and
  - Conducting tourism-related market research;
- Enhance public awareness of tourism and its economic value to British Columbia;
- Provide advice and recommendations on tourism-related matters; and
- Administer and perform agreements assigned to it by the Minister.

### Organizational Structure:

Destination BC has approximately 100 staff positions, primarily based in BC (Vancouver and Victoria). The organization is multi-national, with in-market representation in the United Kingdom, Germany, Japan, China, and Australia. Destination BC is structured in three functional areas: Global Marketing, Destination and Industry Development, and Corporate Strategy, Research and Communications.

### Global Marketing

The Global Marketing team deploys a combination of media relations, travel trade, consumer-direct and co-operative marketing initiatives worldwide to drive demand, increase provincial tourism revenues, and encourage the geographic and seasonal distribution of visitors to and within BC. All activities are integrated and strategically targeted to increase demand for British Columbia as a preferred travel destination and secure the highest Net Promoter Score in North America. The team includes North America Marketing, Overseas Marketing, eMarketing and Marketing Communications, and is responsible for marketing the *Super, Natural British Columbia®* brand to the world.

### **Destination & Industry Development**

The Destination & Industry Development team works in collaboration with other parts of government, communities, destination marketing organizations, sectors, and industry stakeholders to enhance the global competitiveness of the travel experiences within BC. Program areas include Destination Development, Remarkable Experiences and Visitor Services, which all work to leverage tourism investments to meet the expectations of BC's priority and emerging markets. The team also includes Tourism Product Management, which connects visitors to travel information and individual tourism businesses, motivating visitors to extend their stay and travel all regions of the province. [WorldHost Training Services](#) help partners to increase industry professionalism and address shortages in BC's tourism workforce.

### **Corporate Strategy, Research & Communications**

The Corporate Strategy, Research & Communications team works to build and communicate a knowledge-base that supports insight driven and strategic decision-making and program evaluation by Destination BC, other parts of government, communities, destination marketing organizations, sectors, and the tourism industry as a whole. Program areas include Research, Planning and Evaluation, Corporate Communications, and Corporate Transformation. The Research team partners with other federal, provincial and local agencies (the Destination Canada, other Provincial and Territorial Destination Marketing Organizations, British Columbian Regional and Community Destination Marketing Organization) on research projects of joint and strategic interest. Corporate Transformation provides change management and human resources support to Destination BC staff. Programs include the development of human resources policies and plans which are consistent with the Public Service Agency (PSA). Corporate Communications works with industry partners around the province to ensure BC's tourism stakeholders receive timely information on the programs and services provided by the Corporation, and are aware of the important economic contributions tourism makes to BC's economy.

Additional information about Destination BC can be found at [DestinationBC.ca](http://DestinationBC.ca).

### **Corporate Governance:**

Destination BC is governed by a Board of Directors comprised of nine private sector Directors, appointed by the Minister responsible for tourism, based on recommendations provided by the tourism industry. Of the nine members, only four may be currently

involved in the tourism or hospitality sector.

The Directors are chosen on the basis of their business experience and the expertise required on the Board, against a well-defined board skills matrix. The Board is responsible for providing leadership and strategic direction to Destination BC, in accordance with Destination BC's mandate, Government's strategic direction, [Gaining The Edge: 2015-2018](#), and Destination BC's Mandate Letter, as well as overseeing management in the conduct of the organization's business.

This includes to:

- Set vision and strategic direction, and empowering and directing management;
- Ensure appropriate fiscal and management policies, controls and accountabilities are in place;
- Approve the Corporation's annual budget and service plan;
- Ensure appropriate risk-management measures are in place;
- Hold management accountable for defined performance measurements;
- Ensure effective use of resources;
- Develop strategies to engage and partner with key stakeholders in the marketing of tourism; and
- Report to government, stakeholders and the public.

### **Board Governance Disclosure**

Destination BC adheres to the disclosure requirements included in the Provincial Government's Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations. This includes terms of reference for the Board which can be found [here](#).

Director attendance records and the number of board and committee meetings held during the year can be found [here](#).

The Chair is responsible for the effective leadership and performance of the Board and is the liaison between the Board and the Minister responsible for tourism. The Chair works with the CEO to ensure effective relations with tourism stakeholders and government.

Directors have a fiduciary duty to act in the best interests of Destination BC. They are guided in fulfilling their mandate by Destination BC's partners and stakeholders and, in particular, British Columbia's tourism industry.

#### Board of Directors

- Andrea Shaw (Chair)
- Laird Miller (Vice-Chair)
- Susan Doi
- Chief Clarence Louie
- Matt Mosteller
- Loring Phinney
- Robert Pratt

- Alan Raine
- Josephine Tyabji

Individual biographies of the Board Chair and Directors can be found [here](#).

The Board will meet at least quarterly during 2017/18.

The Board Chair is an ex-officio member of all committees and each Director serves on one or more of four standing committees:

### **1. Tourism Marketing Committee**

Committee Role: The Tourism Marketing Committee provides strategic advice to the Destination BC Board and CEO related to:

- Marketing strategies for the organization;
- Performance metrics to track the success of the organization’s tourism marketing activities, and the performance of the tourism sector; and
- Ways to use Destination BC funds to leverage private and public sector tourism marketing funds.

Chair: Marsha Walden.

Board Members: Loring Phinney and Josephine Tyabji

Others: Up to 21 representatives from across the province.

### **2. Finance and Audit Committee**

Committee Role: The Finance and Audit Committee assists the Board in fulfilling its oversight responsibilities related to internal controls, audit processes, compliance with laws, regulations and policies, risk management and other related financial management matters. The committee ensures that all necessary reporting is carried out in a timely manner.

Chair: Laird Miller

Board Members: Josephine Tyabji, Robert Pratt and Al Raine.

### **3. Human Resource and Compensation Committee**

Committee Role: The Human Resource and Compensation Committee assists the Board in fulfilling its obligations relating to human resource and compensation issues. The committee maintains a focus on the performance and development of the CEO and on key strategic human resource priorities such as the development of Employee Standards of Conduct.

Chair: Robert Pratt

Board Members: Susan Doi, Loring Phinney, Chief Clarence Louie and Matt Mosteller.

### **4. Governance Committee**

Committee Role: The Governance Committee is responsible for ensuring that Destination BC and its Board develop and implement an effective approach to corporate governance. This enables the business and affairs of the organization to be carried out, directed and managed with the objective of ensuring compliance with governance practices and sound ethical principles.

Chair: Susan Doi

Board Members: Laird Miller, Alan Raine, Chief Clarence Louise and Matt Mosteller.

The Board has developed a Terms of Reference for each committee that can be viewed [here](#).

### **Governance Principles**

Destination BC's governance principles are:

- Directors are independent of both government and Destination BC management;
- Terms of Reference clearly define Chair, Director and committee responsibilities;
- Oversight of management is meaningful;
- Board and employees follow a rigorous code of conduct;
- Governance improves continuously through professional development of directors and annual Board assessments; and
- Governance practices are transparent.

### **Executive Management:**

Responsibility for day-to-day management of Destination BC is delegated to the CEO. The CEO leads the organization in achieving the corporate goals and priorities set by the Board, sets standards for organizational conduct, and recommends new initiatives to the Board. After a global search, conducted by a leading executive search firm, Marsha Walden was appointed as Destination BC's first permanent President and CEO in October 2013.

### **Accountability and Transparency:**

As a Crown corporation, Destination BC is accountable to the taxpayers of British Columbia through the Minister for tourism, and operates in a manner consistent with the policies and directives of the Provincial Government and the [Taxpayer Accountability Principles](#). An annual Mandate Letter outlines these expectations.