

# 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 Indigenous people in developing or expanding tourism experiences, businesses and jobs.

Destination BC's [2017/18 – 2019/20 Corporate Strategy](#), related *Global Marketing* and *Destination Development Strategies*, and the revitalized *Super, Natural British Columbia*® brand, all align with Destination BC's 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 B.C. (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 Management and Corporate Development.

## **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 B.C. 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 the Global Marketing Partnerships, Global Marketing Channels, Global Content and Digital Platforms business units, and is responsible for marketing the Super, Natural British Columbia® brand to the world.

## **Destination Management**

The Destination Management team works in collaboration with municipal, and provincial government departments, communities, destination marketing organizations, sectors, tourism businesses, and other industry stakeholders to enhance the global competitiveness of the travel experiences within B.C. Program areas include Destination Development, Industry Learning and Development including the Remarkable Experiences Program, Visitor Services, and the Co-operative Marketing Partnerships Program, which all work to leverage tourism investments to meet the expectations of B.C.'s priority and emerging markets. The team also works in partnership with the Aboriginal Tourism Association of BC to help strengthen the development and marketing of B.C.'s Indigenous tourism experiences.

## **Corporate Development**

The Corporate Development team ensures the efficient and effective operation of the corporation. The team also 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 Corporate Services, People Development, Research & Analytics, and Corporate Communications. The team ensures 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 B.C.'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, 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
- Alan Raine
- Josephine Tyabji
- Penny Wilson

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

The Board will meet at least quarterly during 2018/19.

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.

## **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.

## **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.

## **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.

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 responsible for tourism, and operates in a manner consistent with the policies and directives of the Provincial Government. An annual Mandate Letter outlines these expectations.