



Ref: 105857

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:

Re: Taxpayer Accountability Principles Addendum to 2014/15 Government Letter of Expectations

Further to the Taxpayer Accountability Principles (enclosed) recently announced by Premier Christy Clark, this letter amends the Destination British Columbia 2014/15 Government Letter of Expectations (GLE).

The principles recognize that the boards of public sector organizations (PSOs) have a higher accountability to the taxpayer – in addition to their traditional fiduciary duty to the organization. These principles are to be built into the ongoing operations of the Destination British Columbia to ensure that its decisions reflect the priorities and values of government and the shareholders – the citizens of BC.

The following Taxpayer Accountability Principles actions are to be implemented this fiscal year, in addition to the existing direction outlined in the 2014/15 GLE:

1. Adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity for your board and throughout your organization.
2. Complete and make publically available your organization's revised comprehensive Code of Conduct by November 2014, as per the July 2014 letter from the Minister of Finance, containing government's guidance about standards of conduct – including but not limited to conflict of interest provisions and post-employment restrictions.
3. Develop and implement, in collaboration with the Deputy Minister responsible for your organization, a strategic engagement plan for 2014/15.

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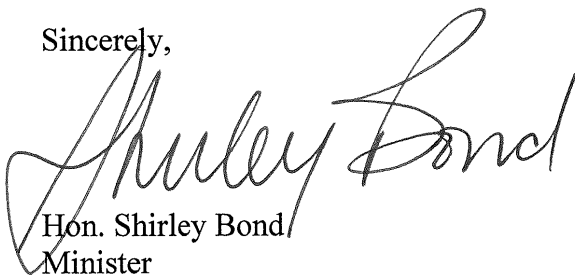
4. Demonstrate that your organization has undertaken comprehensive and appropriate communication, orientation and training on the Taxpayer Accountability Principles, accountability framework and roles and expectations for the board and executive.
5. Participate in regular meetings with myself, and ensure your CEO meets regularly with the Deputy Minister to focus on performance against the Taxpayer Accountability Principles, results and strategic decision making.
6. Complete an annual Chair/CEO letter, which will be published in the 2014/15 Annual Service Plan Report that reports on your organization's performance in relation to the mandate letter. This can be done for 2014/15 by using the table format outlined in Annual Report Guidelines available at: http://www2.gov.bc.ca/assets/gov/topic/FB2FBD12F48B66D4EAD8FDED9E739C96/ca/ro/annual_report_guidelines.pdf and must include a Taxpayer Accountability Principles implementation progress report.
7. Work with the Ministry to develop an evaluation plan with specific efficiency and performance measures as determinates of the organization's health and performance against the Taxpayer Accountability Principles, which may include annual feedback from government. A "transitional" phase one evaluation plan may be used for 2014/15 and published in the 2014/15 Annual Service Plan Report. The fully developed evaluation plan is to be used in 2015/16 and reported in the 2015/16 Annual Service Plan Report.

The Taxpayer Accountability Principles are being implemented to enhance public sector governance, increase accountability, promote cost control, and ensure the provincial public sector organizations operate in the best interest of the taxpayers. To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this addendum to the 2014/15 GLE, by September 30, 2014, and the new 2015/16 mandate letter, when finalized later in the year. This signed addendum is to be posted publicly on your organization's website.

The principles have a strong focus on improved two-way communication between government and the provincial public sector entities, to ensure a complete understanding of expectations. I look forward to working with you further on the implementation of Taxpayer Accountability Principles.

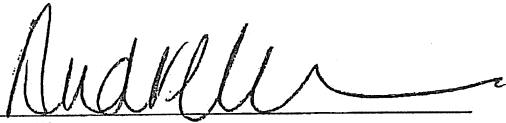
Should you have questions please contact Ms. Athana Mentzelopoulos, the Deputy Minister of the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

Sincerely,



Hon. Shirley Bond
Minister

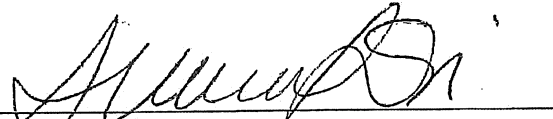
Enclosure 1: BC Taxpayer Accountability Principles
Enclosure 2: Standards of Conduct Guidelines for the BC Public Sector



Andrea Shaw
Chair
Destination British Columbia



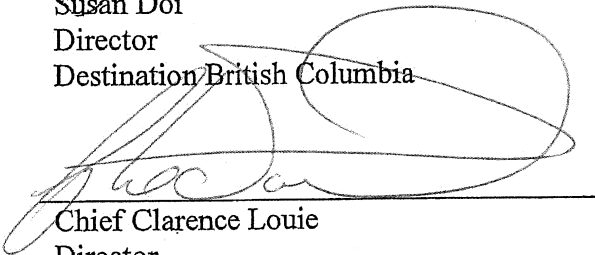
Laird M. Miller
Vice Chair
Destination British Columbia



Susan Doi
Director
Destination British Columbia



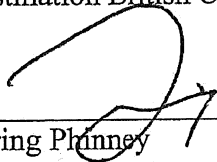
Gordon Fitzpatrick
Director
Destination British Columbia



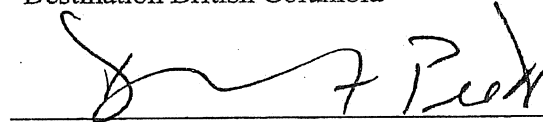
Chief Clarence Louie
Director
Destination British Columbia



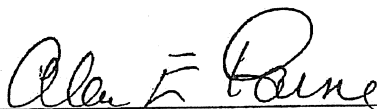
Matt Mosteller
Director
Destination British Columbia



Loring Phinney
Director
Destination British Columbia



Robert Pratt
Director
Destination British Columbia



Alan Raine
Director
Destination British Columbia

Ms. Andrea Shaw

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pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Athana Mentzelopoulos
Deputy Minister
Ministry of Jobs, Tourism and Skills Training
and Intergovernmental Relations Secretariat

Ms. Marsha Walden
Chief Executive Officer
Destination British Columbia

Board Members
Destination British Columbia

BC 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.