



JAN 24 2017

Ref: 114994

Ms. Andrea Shaw, Chair  
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 2017/18 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:

- Partnering with the tourism industry across all regions of BC to ensure tourism remains a catalyst for jobs and economic growth;
- Initiation of a new Destination Development program, Co-op Marketing Partnerships Program and Remarkable Experiences Program to enhance BC as a destination of choice;
- Signing of a new 3-year, \$3 million contract with the Aboriginal Tourism Association of BC (AtBC) and continuing to support AtBC's efforts to foster stronger connections with tourism marketing organizations and other industry partners;
- Driving the growth of domestic tourism in BC through Explore BC;
- Supporting delivery of world-class sporting events such as the Men's World Rugby Sevens Series through the Tourism Events Program; and,
- Creation of a Visitor Services Innovation Fund to expand and enhance the quality and delivery of visitor services for the future.

BC's Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of BC.

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It is critical that public sector organizations 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. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

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

- Lead the marketing of BC as a tourism destination to domestic, national and international travellers. Within this role, Destination BC is responsible for leading the alignment of 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 BC is directed to take the following strategic actions:

1. Enhance marketing capacity and effectiveness, drive greater alignment and coordination and provide opportunities for increased tourism revenues from our domestic and international markets across each of the six tourism regions:
  - By continuing to inspire BC residents to explore all parts of the province through the Explore BC campaign;
  - By building on the success of other DBC programs, such as Co-op Marketing Partnerships and Remarkable Experiences; and,
  - By exploring opportunities for joint marketing and data sharing with key stakeholders, in accordance with current privacy laws, to support greater market alignment. This includes expanding the use and function of shared resources such as digital and data platforms, brand identity, and/or consumer relations management tools across all six tourism regions.
2. Complete Destination Development Strategies for all planning areas in BC's tourism regions to inform a provincial strategy by end of fiscal 2017/18, and report back on successes in implementing the Ministry's Letter of Instruction.

3. Support and facilitate the development of tourism products, businesses and jobs in emerging growth sectors, including Aboriginal tourism and BC's creative industries. This includes:
  - Expanded partnerships with both Creative BC and the Aboriginal Tourism Association of BC (AtBC); and,
  - Forward-looking visitor services that leverage the Visitor Services Innovation Fund to anticipate and meet consumer demands for visitor information through online and offline channels.
4. Proactively support government's commitments to the *BC Jobs Plan*, *BC on the Move*, *Accessibility 2024* strategy, and red tape reduction.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link: [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging 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. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

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: [PSO Accountability Summary](#).

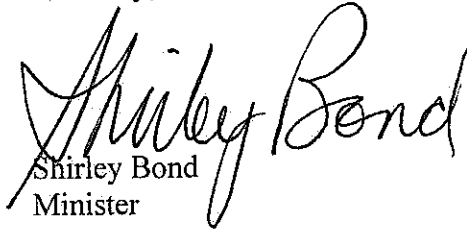
Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website, and a copy signed by all board members provided to the ministry and made available to the public upon request.

Ms. Andrea Shaw

Page 4

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

Sincerely,

A handwritten signature in black ink that reads "Shirley Bond". The signature is written in a cursive, flowing style. The first name "Shirley" is written with a large, stylized 'S' and 'H'. The last name "Bond" is written with a large, stylized 'B' and 'D'. The signature is positioned above the printed name and title.

Shirley Bond  
Minister

Enclosure



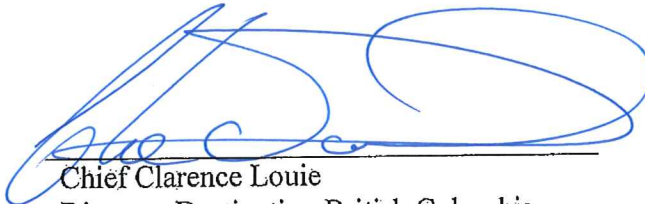
Andrea Shaw  
Chair, Destination British Columbia



Laird M. Miller  
Vice Chair, Destination British Columbia



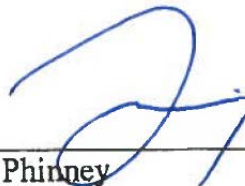
Susan Doi  
Director, Destination British Columbia



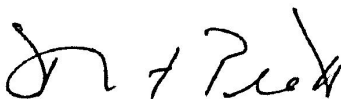
Chief Clarence Louie  
Director, Destination British Columbia



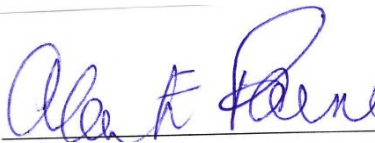
Matt Mosteller  
Director, Destination British Columbia



Loring Phinney  
Director, Destination British Columbia



Robert Pratt  
Director, Destination British Columbia



Alan Raine  
Director, Destination British Columbia



Josie Tyabji  
Director, Destination British Columbia

pc: Honourable Christy Clark  
Premier

Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

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

Andrea Shaw  
Chair, Destination British Columbia

Laird M. Miller  
Vice Chair, Destination British Columbia

Susan Doi  
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

Josie Tyabji  
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>

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| <b>1 Cost Consciousness (Efficiency)</b> | 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.                 |
| <b>2 Accountability</b>                  | 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. |
| <b>3 Appropriate Compensation</b>        | 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.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | 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.   |
| <b>6 Integrity</b>                       | 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.        |