

Destination British Columbia

2022/23 – 2024/25 Service Plan

February 2022



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Board Chair's Accountability Statement



The 2022/23 - 2024/25 Destination British Columbia (Destination BC) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan, and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 20, 2022, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Destination BC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Destination BC's operating environment, forecast conditions, risk assessment, and past performance.

A handwritten signature in black ink, appearing to read 'Scott Fraser'. The signature is stylized and fluid, with a large initial 'S'.

Scott Fraser
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic, with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths, while looking to seize opportunities to improve outcomes for all British Columbians, will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change, and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 Service Plan outlines how Destination BC will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

Destination BC is already contributing to several of these priorities by:

- Working towards making tourism more inclusive and accessible through the creation and implementation of a provincial three-year tourism accessibility action plan.
- Destination BC will continue to support the work of Indigenous Tourism BC (ITBC), building on a well-established and collaborative relationship.
- Improving Diversity, Equity & Inclusion, and Accessibility (DEIA) through the creation and implementation of a corporate DEIA Strategy. The Strategy is a thoughtful approach to defining and setting actions to ensure the organization accurately reflects and celebrates the diversity of all the peoples and voices of British Columbia.
- Continuing to work with the Regional Destination Management Organizations (RDMOs) on the implementation and reporting of Destination BC's Destination Development Program to drive visitation, increase tourism revenues, and create long-term competitiveness of B.C.'s tourism industry. Through implementing their Destination Development Strategies, many local and regional destinations are actively working on sustainability efforts, including, but not limited to, reducing the use of plastics, waste reduction, improving energy efficiencies, and reducing greenhouse gas emissions.

Destination BC's [2020/21-2022/23 Corporate Strategy](#), related Global Marketing and Destination Development Strategies, and the *Super, Natural British Columbia*[®] brand all align with Destination BC's purpose, as articulated in the [Destination BC Corp. Act](#).

Operating Environment

Tourism industry growth is a key indicator of the success of the province's visitor economy and Destination BC's activities; however, from year to year, many factors may affect the tourism industry's performance.

In 2021, the combination of weather-related emergencies such as unprecedented heatwaves, wildfires, and severe flooding, continued and increasing labour shortages, the COVID-19 pandemic, and related restrictions on travel and public gatherings, all had a significant impact on B.C.'s tourism industry. Destination BC will continue to actively engage with key partners regionally, nationally, and internationally to support the industry, and actively participate in ongoing dialogue for the successful rebuilding of B.C.'s vital tourism sector.

The relatively high uptake of COVID-19 vaccines in Canada and in key international markets has led to the gradual re-start of longer-haul travel – a significant step toward the industry's eventual recovery. Despite this, an immediate rebound of tourism in 2022/23 is not anticipated, as nations around the world continue to face challenges with new viral variants. As well, ongoing requirements for travel such as multiple negative COVID-19 tests, and lack of flights and capacity may also contribute to a hesitancy to travel internationally. The tourism and hospitality sectors also face labour shortages, exacerbated by the pandemic, sometimes leading to reduced hours/capacity or business closures.

As a result, Destination BC has revised industry performance forecasts for 2022/23 and beyond. Performance will depend on the extent and duration of pandemic impacts and other external factors such as

- Travel restrictions and requirements for domestic and international visitors, from the Provincial Government, the Government of Canada, and governments of key international markets;
- Health and safety guidelines from the Provincial Health Officer that could impact and limit a business' ability to operate, or operate in a manner that provides a positive visitor experience;
- COVID-19 case numbers and B.C. resident sentiment toward welcoming visitors;
- Visitor confidence in returning to travel;
- Climate-induced emergencies that may occur during the year, which can significantly impact the tourism industry, and could require a shift in Destination BC's marketing plans; and
- Global geopolitical events that may impact international visitation to British Columbia.

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021

floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

This Service Plan outlines Destination BC's goals for the 2022/23 to 2024/25 fiscal years and the strategies to achieve them. The goals, objectives, strategies, performance measures, and targets are reflective of Destination BC's mandate and the input of Destination BC's [Tourism Marketing Committee](#), which provides advice to the organization on marketing matters. In addition, regular communication will continue to take place between Destination BC and the Minister of Tourism, Arts, Culture and Sport to ensure ongoing alignment with ministerial direction as outlined in the [Mandate Letter](#).

Destination BC's goals, objectives and strategies are closely aligned with the [2020/21-2022/23 Corporate Strategy](#) and its three pillars – Invest in Iconics, Destination Stewardship, and Integrated Industry as well as with related Global Marketing and Destination Management Strategies. They are also closely aligned with the [Strategic Framework for Tourism in B.C.](#) and support the tourism industry to increase the net social, cultural, environmental, and economic benefits for all British Columbians. Destination BC will continue to work in lockstep with the Province and industry partners to ensure that collective COVID-19 pandemic recovery efforts are aligned.

Goal 1: Growth of Overnight Visitor Expenditures

To increase industry revenue, a critical component of the tourism industry's recovery from the COVID-19 pandemic, British Columbia needs to attract high-yield visitors, once again – international travelers contribute the most to the visitor economy through multiple day and overnight visits, and higher-than-average expenditures on B.C.-produced goods and services. In 2022/23, Destination BC's marketing plan will continue to encourage domestic travel by British Columbians and Canadians, and to attract high-yield U.S. and international visitors in alignment with changing travel restrictions and requirements, thus generating revenue for businesses and creating employment for British Columbia's residents.

Objective 1.1: B.C. travel content captivates travellers and creates emotional urgency to visit British Columbia

Key Strategies

- Provide captivating travel content through online and offline channels that will inspire potential visitors to British Columbia.
- Promote travel within British Columbia to residents by encouraging and promoting travel to all areas of the province during all seasons of the year.
- Enable greater seasonal and geographic dispersion of visitors and responsible travel by promoting travel routes with strong dispersion potential throughout rural B.C.
- Respond quickly to changing market conditions locally and globally (e.g. border and port openings, air routes, visa requirements, natural disasters, competition, the COVID-19 pandemic, etc.).

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Consumption of B.C. travel content promoted by Destination BC (in million [M]) ¹	30 M	Maintain or Improve	Maintain or Improve	Maintain or Improve
1.1b B.C. tourism industry revenue ²	0%	+50%	+60%	+10%

¹ Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

² Data Source: BC Stats. Measured on a calendar year basis.

Linking Performance Measure to Objective

1.1a: The consumption of, and engagement with, content promoted by Destination BC measures success in captivating potential visitors, which increases their sense of urgency to visit British Columbia, and hence, visitor volume and expenditure. Content consumption includes video ads watched to completion, engagements on social media, and web pages read on Destination BC’s consumer website.

1.1b: Tourism industry revenue measures the money received by businesses, individuals, and governments due to tourism activities. It reflects Goal 1, growth of overnight visitor expenditures through multiple night stays, as well as promoting travel across all four seasons and to all parts of B.C.

Discussion

1.1a: Destination BC anticipates that content consumption in future years will fluctuate compared to previous years due to privacy changes introduced by Apple’s iOS 14 in 2021, and significant changes to how digital marketing will be conducted in 2023 (driven by platform changes by Apple, Google, Facebook, etc.), as paid digital media activities will drive the majority of Destination BC’s content consumption. Destination BC expenditures on content consumption and distribution are expected to remain stable through 2022/23 to 2024/25, assuming there are no changes in Destination BC’s annual appropriation. Destination BC expects to meet the revised ‘2022/23 Target’ of ‘Maintain or Improve’ (originally ‘Maintain’) and future targets. By meeting the ‘Maintain or Improve’ targets in 2022/23 and in future years, Destination BC is demonstrating efficiency and effectiveness in use of marketing funds.

1.1b: Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. For 2022/23 and beyond, the targets for tourism revenue growth have been revised based on updated Destination BC forecasts for the recovery of international markets. Assuming health and safety orders and recommendations are not needed in 2022/23, tourism industry revenue is expected to increase 50%.

Objective 1.2: Destination BC’s work amplifies traveller advocacy for British Columbia

Key Strategies

- Cultivate a community of brand advocates for British Columbia to recommend travel to B.C. through their networks.
- Forge new relationships with both tourism and non-tourism partners to increase awareness and distribution of the ‘Explore BC’ message, promoting travel within the province.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Size of Destination BC’s global social media community of brand advocates (in million [M]) ¹⁻²	1.9 M	2.1 M	2.3 M	2.5 M

¹ Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

² This measure indicates the number of followers of all Destination BC’s social media channels (currently including YouTube, Facebook, Instagram, Twitter, Pinterest, Weibo, WeChat).

Linking Performance Measure to Objective

1.2a: The size of Destination BC’s global social media community of brand advocates is a key measure of the success of programs designed to encourage people to recommend British Columbia as a travel destination to their family, friends, and colleagues.

Discussion

1.2a: For 2021/22, Destination BC anticipates its global social media community of brand advocates will reach 1.9 million, and potentially surpass this goal. Future targets anticipate a resumption of growth as the pandemic comes to an end. Once international travel resumes, Destination BC’s ability to amplify traveller advocacy will be an important component of the tourism industry’s recovery from the COVID-19 pandemic.

Objective 1.3: Increase direct and indirect customer leads to tourism businesses

Key Strategies

- Generate customer leads and facilitate purchases for British Columbia’s tourism businesses, once interest is captured, by connecting visitors (directly or indirectly through third parties) to B.C.’s tourism products and services.
- Deliver programs to drive tourism sector marketing innovation and help create well-paying jobs in every region of the province.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3a Number of customer leads for industry directly generated by Destination BC through digital marketing activities ¹	650,000	845,000	Maintain or Improve	Maintain or Improve

¹ Data Source: Numbers aggregated by Destination BC based on reporting from diverse sources including Destination BC, its digital marketing agencies, and marketing partners.

Linking Performance Measure to Objective

1.3a: The number of customer leads for industry through Destination BC’s digital marketing activities measures success in generating leads for tourism businesses, online travel agencies, and the travel trade, enabling them to translate those leads into bookings and sales.

Discussion

1.3a: Due to COVID-19, Destination BC has redirected much of its marketing funding to promote travel domestically. In 2022/23, Destination BC will be reinitiating international marketing campaigns, in addition to focusing on domestic travel in BC. It is expected this balanced approach will continue until 2023/24 to support recovery.

Future targets have been revised to ‘Maintain or Improve’ as more work will be needed to determine the impact of expected privacy changes within key digital marketing platforms (i.e. information is yet to be released from Apple, Google, Facebook, and other platforms). Destination BC’s ability to generate leads for the tourism industry is critical to its recovery from the COVID-19 pandemic, however consumer tracking may be impacted due to the privacy changes.

Goal 2: Remarkable Guest Experiences

Destination BC aims to assist industry to deliver a world-class guest experience and secure the highest [Net Promoter Score®](#) in North America for British Columbia.

Objective 2.1: Work in partnership with industry and training organizations to assist tourism businesses to meet and exceed guest needs and expectations

Key Strategies

- Deliver online and on-demand industry training and resources that are available to tourism organizations across the province, including rural communities that are diversifying, growing, and strengthening their economies.
- Work collaboratively with Destination BC’s Visitor Services Network members, community partners, local businesses, and Government of B.C. partners to create more contemporary, innovative, and authentic approaches to meeting guests’ information needs as they travel throughout the province.
- Encourage communities to continue to adopt visitor services with enhanced accessibility, and promote the hiring of persons with disabilities across the tourism sector.
- Encourage community visitor centres to adopt re-opening and operating guidelines during the COVID-19 pandemic.
- Help make British Columbia a more inclusive and accessible tourism destination.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Visitor satisfaction with visitor information services ¹	Establish New Baseline	NA	Maintain or Improve	NA
2.1b Competitive ranking of British Columbia’s Net Promoter Score ²	NA	Establish New Baseline	Maintain or Improve	Maintain or Improve

¹ Data Source: Destination BC’s Visitor Satisfaction with Visitor Services Information Study (conducted by independent third-party research firm). Visitor satisfaction with visitor services is measured every second year.

² Data Source: Destination BC’s Key Performance Indicator Study (conducted by independent third-party research firm). [Net Promoter Score®](#) measures the likelihood of visitors to recommend B.C. to their friends or family.

Linking Performance Measure to Objective

2.1a: Visitor satisfaction with information services measures the success of the Visitor Services Network members in assisting travellers to have memorable trips in British Columbia.

2.1b: British Columbia’s ranking, by an independent third-party research firm against key North American markets, measures our success, relative to competing destinations, in assisting tourism businesses to create remarkable on-the-ground experiences for their guests in today’s fiercely competitive global tourism market.

Discussion

2.1a: Due to the impact of the COVID-19 pandemic, Destination BC established a new baseline for the biennial ‘Visitor satisfaction with visitor information services’ survey; therefore,

comparisons to past years surveys cannot be made. For 2022/23 and beyond, Destination BC will continue this survey every two years.

2.1b: This measure is closely aligned with its corporate goal: to be the ‘most highly recommended destination in North America’. B.C.’s key North American competitor markets include Alberta, Ontario, Washington, and California. Due to the ongoing impact of the pandemic, a new baseline will be established in 2022/23 for Destination BC’s annual competitive ranking of British Columbia’s Net Promoter Score, recognizing that a) the pandemic may have affected visitor perceptions of B.C. and our key competitors in unpredictable ways, and b) British Columbia had very few visitors in 2021 from Washington and California because the U.S. border was closed to non-essential travel until August 9, 2021, and U.S. visitation was limited after the U.S. border opened.

Goal 3: A Powerful Marketing Network

Destination BC uses the term ‘marketing’ in the broad sense, including destination and product development, advertising, promotion, and distribution of content across key digital marketing platforms (e.g. Google, Facebook, YouTube, etc.). In alignment with the Province’s tourism priorities, Destination BC will collaborate with Indigenous Tourism BC, other tourism partners, and communities to align and focus collective marketing and development efforts, in order to amplify British Columbia’s competitive position in the global marketplace.

Objective 3.1: Collaborate with Regional Destination Management Organizations, and other key partners and communities to align and focus on collective marketing and destination development efforts

Key Strategies

- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the RDMOs on the strategic planning and reporting of Destination BC’s Destination Development Program to ensure alignment with provincial tourism priorities outlined in the [Strategic Framework for Tourism in B.C.](#), and Destination BC’s ‘Invest in Iconics’ strategy.
- Continue Destination BC’s Co-Op Marketing Partnerships Program to leverage public and private funds effectively, enhance the Corporation’s marketing capacity, and drive greater alignment and coordination across each of British Columbia’s six tourism regions.
- Work with B.C.’s Indigenous cultural tourism partners by providing support for ITBC to activate the implementation of the [Indigenous Tourism Alignment Strategy](#), increasing revenues, jobs, and the number of market-ready Indigenous tourism businesses across the province, and partnering with ITBC in the development of the ‘Invest in Iconics’ strategy.
- Create opportunities for strategic alignment of marketing and data technologies to advance capabilities across tourism organizations and businesses in all regions of B.C.
- Execute tourism marketing and industry development (i.e. training and learning) activities that improve industry’s ability to compete globally.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Tourism businesses' satisfaction with Destination BC programs and services ¹	7.48 (out of 10)	Improve	Improve	Improve
3.1b Net Promoter Score of Participants (combined score) in all ongoing Destination BC delivered workshops or webinars ²	50.0 or greater	50.0 or greater	50.0 or greater	50.0 or greater
3.1c a) Number of communities and sectors participating in Destination BC's application-based Co-op Marketing Partnerships Program	120 (total)	120 (total)	120 (total)	120 (total)
b) Number of participating communities outside Metro Vancouver, Victoria and Whistler ³	100 (regional)	100 (regional)	100 (regional)	100 (regional)

¹ Data Source: Destination BC's Annual Stakeholder Survey (conducted by independent third-party research firm). Tourism businesses comprise one of the six strata whose satisfaction is tracked through the corporate stakeholder survey. Scores of the other strata are reported elsewhere and are used to inform corporate planning and program evaluation.

² Data Source: Destination BC survey of workshop and webinar participants. Note: Excludes one-time webinars, etc. (e.g. COVID-19 response).

³ Data Source: Destination BC's program area [public document](#) confirming participants and funding.

Linking Performance Measure to Objective

3.1a: Destination BC's annual tourism businesses' survey measures success in terms of satisfaction with Destination BC's programs and services, while strengthening communications and relationships with key industry and cross-government partners (e.g. Destination Canada).

3.1b: The workshops or webinars' Net Promoter Scores are a key measure of success in assisting tourism businesses in their efforts to deliver outstanding guest experiences, increase their digital marketing skill sets, and manage the impacts of the COVID-19 pandemic are key elements to help the industry rebound in 2022/23 and increase their ability to compete globally.

3.1c: The level of participation in Destination BC's application-based Co-op Marketing Partnerships Program measures success in encouraging the collaboration and alignment of marketing activities of community Destination Management Organizations (CDMOs) across British Columbia.

Discussion

3.1a: Tourism businesses' satisfaction rose to 7.48 (on a scale of one to ten) in 2020/21. Destination BC continues to review, revise, and improve programs and services based on feedback from tourism businesses and other partners, and anticipates incremental improvements in tourism businesses' satisfaction over time. In 2022/23, Destination BC will work towards maintaining and improving tourism businesses' satisfaction. Future targets will remain as 'Improve'.

3.1b: In 2020/21 Destination BC redesigned workshops and webinars to be shorter and more targeted, allowing tourism operators to select programs that met their pandemic-induced needs. That said, for 2022/23 and beyond, Destination BC amended the performance measure definition from ‘trimmed mean’ to ‘combined score’, in order to allow the programs to evolve and continue to meet the needs of the tourism industry, and to ensure program performance is captured. Destination BC anticipates meeting the 2022/23 Forecast of ‘50.0 or greater’. Future targets will remain consistent because 50.0 is a strong long-run equilibrium score for these types of training programs.

The tourism industry’s ability to compete globally, which is enhanced by training, will be a key driver of the rate at which the tourism industry recovers from the COVID-19 pandemic, once international travel resumes.

3.1c: Destination BC’s investment will not change in 2022/23. Market penetration of the program is high as most communities and sectors already participate. Accordingly, Destination BC anticipates meeting its 2022/23 Target of 120 (total) and 100 (regional) participating communities. Destination BC has kept its future targets consistent, which are determined as a feasible level of participants for the health of the program. Without changes in Destination BC’s budget, minor fluctuations in the number of participants from year to year will reflect isolated changes in the circumstances of participants, rather than changes in Destination BC’s funding or reach of the program. The Co-op Marketing Partnerships Program will continue to play a critical support role for the tourism industry as it moves towards recovery from the COVID-19 pandemic.

Goal 4: Business Efficiency

Conduct business efficiently and improve productivity in a changing environment.

Objective 4.1: Conduct business efficiently to ensure cost effective provision of support services that meet evolving business requirements

Key Strategies

- Lower support services costs to increase the funds available for industry-facing programs.
- Make programs, systems, and knowledge more accessible, user-friendly, and shareable for tourism partners, while simplifying application processes and accountability reports to make it easy to do business with Destination BC.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Percentage of Destination BC funds allocated to support services ¹	<10%	<10%	<10%	<10%

¹Data Source: Destination BC’s annual [Financial Statements](#) (Corporate Services expenditures).

Linking Performance Measure to Objective

4.1a: The percentage of funds allocated to support services measures Destination BC’s ability to ensure cost effectiveness in meeting business requirements while improving the ability to compete in the global tourism market, by dedicating more funds to industry-facing programs.

Discussion

4.1a: For 2022/23, Destination BC anticipates meeting this measure’s forecasted target of <10% of funds allocated to support services. The percentage of funds allocated to support services measures Destination BC’s ability to ensure cost effectiveness in meeting business requirements, while improving the ability to compete in the global tourism market by dedicating more funds to tourism marketing and the provincial Destination Development Program. Support services costs include accounting operations, facilities, administration, human resources, the Chief Executive Officer’s office, and Board of Directors’ expenses. Targets have been met and exceeded in the past through an ongoing commitment to economical and efficient program delivery.

Goal 5: Our People

Build a collaborative, insight-driven, results-focused team.

Objective 5.1: Attract, retain, and develop highly skilled and engaged people

Key Strategies

- Maintain the annual evaluation of employee satisfaction and engagement to assist the Board of Directors and senior management in identifying opportunities to build engagement, continue talent development by providing employees with ongoing learning opportunities, increase capacity to innovate, strengthen Destination BC’s ability to compete for top talent, and uphold commitments to diversity and inclusion to maintain a stable and thriving workplace.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
5.1a Employee engagement ¹	4.16 (out of 5)	Maintain or Improve	Maintain or Improve	Maintain or Improve

¹ Data Source: Destination BC’s Annual Employee Engagement Survey (conducted by independent third-party research firm).

Linking Performance Measure to Objective

5.1a: Destination BC’s annual Employee Engagement Survey enables the organization to measure success in attracting, retaining, and developing highly skilled and engaged people, and enhancing their collective capabilities.

Discussion

5.1a: During the COVID-19 pandemic, Destination BC has focused on monitoring and maintaining the mental wellness, remote office needs, and productivity of Destination BC employees. In 2022/23, Destination BC will work towards maintaining and increasing employee satisfaction and engagement.

Financial Plan

Financial Summary

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Contribution from Province	56.400	54.793	53.343	52.793
Contribution from Other Governments	1.143	0.000	0.000	0.000
Deferred Capital Contributions	0.256	0.223	0.086	0.060
Other Revenue	0.148	0.120	0.120	0.120
Total Revenue	57.947	55.136	53.549	52.973
Total Expenses				
Marketing	37.969	36.094	34.821	34.282
Destination Management	12.570	10.930	10.746	10.746
Strategy, Research & Communications	2.675	3.383	3.383	3.383
Corporate Services	4.373	4.401	4.397	4.397
Amortization	0.360	0.328	0.202	0.165
Total Expenses	57.947	55.136	53.549	52.973
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Total Liabilities	7.609	7.386	7.300	7.240
Accumulated Surplus (Deficit)	1.558	1.558	1.558	1.558
Capital Expenditures	0.175	0.290	TBD	TBD
Dividends/Other Transfers	0	0	0	0

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Key Forecast Assumptions, Risks and Sensitivities

Revenue and Expense forecasts for 2022/23-2024/25 include conservative estimates of Other Revenue. Destination BC will manage any fluctuations through continued sound financial management practices, within a culture of cost-consciousness, that helps ensure Government of B.C. funded program spending remains affordable and flexible within Destination BC's business planning. There have been no changes in assumptions from the 2021/22-2023/24 Service Plan. There are no substantive forecast risks to Destination BC's financial plan.

As part of the Crown's performance-based funding model, recently revised in 2021/22, Destination BC is required to report annually on its corporate performance. The 2022/23-2024/25 Service Plan includes four measures of corporate performance, specifically measures 1.2a, 1.3a, 3.1b and 3.1c.

Management's Perspective on the Financial Outlook

Destination BC is primarily funded through Provincial Government appropriations. Provincial funding is expected to remain as identified in the 2022/23-2024/25 Financial Plan, thus limiting financial risks to Destination BC. As described in this Service Plan, Destination BC allocates this funding to programs that deliver on its mandate.

Destination BC is subject to significant financial pressures from the effects of increasing costs of digital marketing world-wide and the depreciation of the Canadian dollar against the cost of marketing in the United States and other international markets. Destination BC works to mitigate these pressures by investing in continual improvement of workforce productivity, developing innovative new marketing partnerships, and ensuring efficient cost-effective program delivery. If performance-based funding measures are achieved and base funding increases, the incremental resources will be applied to marketing and destination management programs.

Appendix A: Additional Information

Corporate Governance

Destination BC is governed by a Board of Directors that is responsible to the Minister of Tourism, Arts, Culture and Sport for the implementation of Government direction. The Board's direction is implemented by management, which carries out the day-to-day operations of Destination BC under the supervision of the Chief Executive Officer. For more information on Corporate Governance, please see the [Executive Leadership](#) section of Destination BC's corporate website.

Organizational Overview

For an overview of Destination BC, please see Destination BC's [Organizational Overview](#).

Appendix B: Crown Mandate Letter from the Minister Responsible



Ref: 42217

May 17, 2021

Dawn Black
Chair, Board of Directors
Destination British Columbia
12th Floor–510 Burrard Street
Vancouver, BC V6C 3A8

Dear Dawn Black:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Destination British Columbia, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Destination British Columbia about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey — one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of B.C. will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of B.C. within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Destination British Columbia, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2021/22 Service Plan:

- Ensure Destination British Columbia programs and investments, including its Pandemic Response, Recovery, and Resilience marketing approach, are aligned with the Strategic Framework for Tourism in B.C., and other emerging Government priorities.
- Continue to create opportunities for strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities to drive long-term competitiveness of B.C.'s visitor economy.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Marketing Organizations to ensure that investments in destination development and tourism infrastructure align with provincial tourism priorities, support the industry's recovery from the COVID-19 pandemic, and increase the long-term global competitiveness of the B.C. tourism industry.
- Support COVID-19 recovery efforts of the B.C. visitor economy by:
 - a. working to deliver on the recommendations of the Tourism Task Force;
 - b. promoting areas of greatest need to enable seasonal and geographic dispersion of visitors;
 - c. enhancing industry's skills and capacity through the Industry Learning Centre and help businesses adapt their products and experiences;

- d. providing research and insights on tourism industry performance and outlook;
 - e. implementing Destination British Columbia's Corporate Strategy; and;
 - f. continuing to champion tourism as a leading export industry with diverse, well-paying jobs.
- Continue to help make B.C. a more inclusive and accessible tourism destination, ensuring responsible travel, and addressing the Truth and Reconciliation Commission's calls for action and further UNDRIP.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



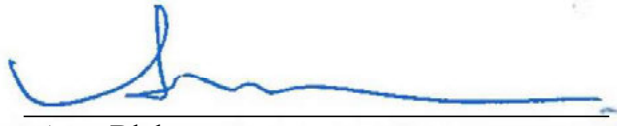
Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister of Tourism, Arts, Culture and Sport

Date: May 17, 2021

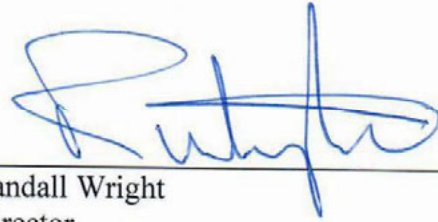
Enclosure



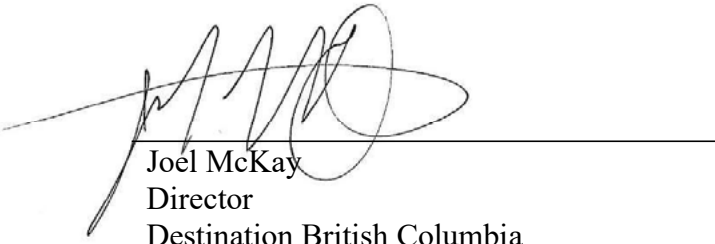
Dawn Black
Chair, Board of Directors
Destination British Columbia



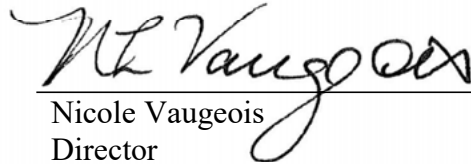
Amy Blakeney
Director
Destination British Columbia



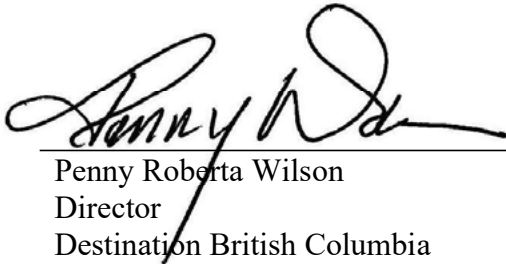
Randall Wright
Director
Destination British Columbia



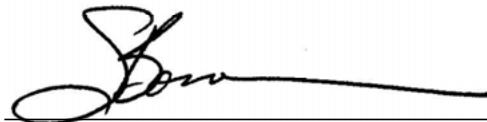
Joel McKay
Director
Destination British Columbia



Nicole Vaugeois
Director
Destination British Columbia



Penny Roberta Wilson
Director
Destination British Columbia



Sheila Bouman
Director
Destination British Columbia

Dawn Black
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cc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Neilane Mayhew
Deputy Minister
Ministry of Tourism, Arts, Culture and Sport

Amy Blakeney
Director
Destination British Columbia

Randall Wright
Director
Destination British Columbia

Joel McKay
Director
Destination British Columbia

Nicole Vaugeois
Director
Destination British Columbia

Penny Roberta Wilson
Director
Destination British Columbia

Sheila Bouman
Director
Destination British Columbia

Richard Porges
Chief Executive Officer/President
Destination British Columbia