

Destination British Columbia

2023/24 – 2025/26 Service Plan

February 2023



For more information on Destination BC contact:

12th Floor, 510 Burrard Street

Vancouver, B.C. V6C 3A8

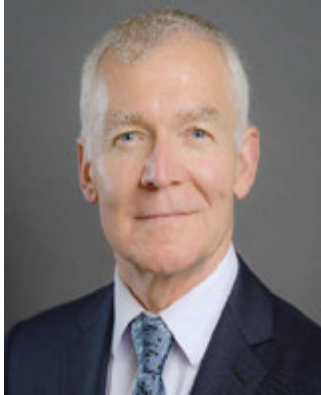
Email: ContactTourism@DestinationBC.ca

or visit our website at

www.DestinationBC.ca

Published by Destination BC

Board Chair's Accountability Statement



The 2023/24 – 2025/26 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 2023 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.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'Scott Fraser', written over a light grey dotted grid background.

Scott Fraser
Board Chair, Destination BC
January 26, 2023

Table of Contents

Board Chair’s Accountability Statement..... 3

Strategic Direction..... 5

Purpose of the Organization and Alignment with Government Priorities..... 6

Operating Environment..... 6

Annual Economic Statement..... 7

Performance Planning..... 8

Financial Plan 18

Appendix A: Mandate Letter from the Minister Responsible20

Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean, and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how Destination BC will support the government’s priorities and selected action items identified in the most recent Destination BC 2021/22 [Mandate Letter](#).

Destination BC is already contributing to several of these priorities:

- **Lasting and Meaningful Reconciliation:** Continuing to support the work of [Indigenous Tourism BC](#), building on a well-established and collaborative relationship, and supporting reconciliation efforts across the province.
- **Equity and Anti-Racism:** 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 and will evolve to support tourism partners in their journey.
- **A strong, sustainable economy that works for everyone:** Continuing to work on the [‘Invest in Iconics’](#) strategy, together with the support of Indigenous Tourism BC, Regional Destination Management Organizations (RDMOs), B.C.’s tourism industry, and communities throughout the province. It is a long-term strategy to responsibly increase tourism revenue to British Columbia through dispersion, compelling travellers to visit more places in the province across all seasons using Place Branding and Destination Development to competitively differentiate B.C. on the world stage. Tourism goes well beyond branding and marketing and includes the management of a destination and its assets – both the supply and demand side of the equation.
- **A Better Future Through Fighting Climate Change:** Through implementation of 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 new three-year Corporate Strategy (March 2023), related Global Marketing and Destination Management Strategies, and the *Super, Natural British Columbia*® brand all align with Destination BC's purpose, as articulated in the [Destination BC Corp. Act](#).

Purpose of the Organization and Alignment with Government Priorities

The tourism industry generates economic, social, and cultural benefits for all British Columbians by supporting the viability of community level economies, jobs, and amenities and by increasing international exposure to our heritage, education system, trade opportunities, and immigration prospects.

Destination BC, operating under the [Destination BC Corp. Act](#), plays a critical role in:

- Maximizing long-term tourism industry growth by providing a unifying and consistent brand and marketing strategy that motivates travellers from around the world to visit, and encourages B.C.'s residents to travel within their province.
- Providing leadership and direction for the expansion and strengthening of B.C.'s tourism destinations, products and experiences, including Indigenous cultural tourism. Destination BC delivers branding, marketing and destination development planning activities directly and through contracted third parties.

These services promote thousands of businesses, hosting millions of guests, making a significant economic and social contribution to the province. Destination BC plays an important role in marketing B.C. domestically and internationally as a remarkable destination while promoting the development, enhancement, and growth of the tourism industry throughout the province.

Destination BC is committed to working with the Minister to achieve the specific priorities outlined in the most recent Destination BC 2021/22 [Mandate Letter](#).

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.

The combination of weather-related emergencies, such as unprecedented heatwaves, wildfires, and severe flooding, ongoing economic recovery from the COVID-19 pandemic, and continued labour shortages have all had a significant impact on B.C.'s tourism industry. As a result, Destination BC has revised industry performance forecasts for 2023/24 and beyond. Performance will depend on the extent and duration of future events. Destination BC will continue to monitor:

- Travel requirements for domestic and international visitors associated with the COVID-19 pandemic, 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 affect a tourism business' ability to operate, or operate in a manner that provides a positive visitor experience;
- B.C. resident sentiment toward welcoming visitors;
- Visitor confidence in the travel experience;
- 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 and destination management plans;
- Global geopolitical events in key markets that may impact international visitation to British Columbia;
- Fluctuations in the value of the Canadian dollar, which can have impacts on visitation from key international markets;
- Changes in the price of oil, which could affect transportation costs for all visitors; and
- Additional disruptions in traveler air access, including temporary airport closures, security issues, changes in visa requirements, etc. which may cause short term impacts on visitation to British Columbia.

Annual Economic Statement

B.C.'s economy has been resilient to pandemic, geopolitical and climate-related disruptions. However, higher interest rates are expected to weigh on the economy in the coming years. Following a rapid recovery from the economic impacts of the COVID-19 pandemic, high inflation led to successive interest rate increases from the Bank of Canada in 2022. The impact of higher interest rates has been evident in housing markets and there is uncertainty over its transmission to the rest of the economy in B.C. and among our trading partners. B.C. is heading into this challenging period in relatively strong position, with a low unemployment rate. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 3.0 per cent in 2022 and expects growth of 0.5 per cent in 2023 and 1.6 per cent in 2024. Meanwhile for Canada, the EFC estimates growth of 3.4 per cent in 2022 and projects national real GDP growth of 0.5 per cent in 2023 and 1.5 per cent in 2024. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook center around interest rates and inflation, such as the risk of further inflationary supply chain disruptions, the potential for more interest rate increases than expected, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, the emergence of further COVID-19 variants of concern and lower commodity prices.

Performance Planning

This Service Plan outlines Destination BC's goals for the 2023/24 to 2025/26 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 between Destination BC and the Minister of Tourism, Arts, Culture and Sport to ensure ongoing alignment with ministerial direction, as outlined in the most recent Destination BC 2021/22 [Mandate Letter](#).

Destination BC's goals, objectives and strategies are closely aligned with its new three-year Corporate Strategy (to be released in March 2023), the [Strategic Framework for Tourism in B.C.](#) and [StrongerBC Economic Plan](#), the [Declaration on the Rights of Indigenous Peoples Act Action Plan](#), and the [Clean BC Roadmap 2030](#). Destination BC will continue to support the tourism industry to increase the net social, cultural, environmental, and economic benefits for all British Columbians.

Goal 1: Growth of Overnight Visitor Expenditures

To increase industry revenue, a critical component of the tourism industry's success, British Columbia needs to continue to attract targeted visitors, international travellers that contribute the most to the visitor economy through multiple day and overnight visits, higher-than-average expenditures on B.C.-produced goods and services, and those who are respectful of the places they visit and people they meet. In 2023/24, Destination BC's marketing plan will continue to encourage domestic travel by British Columbians and Canadians, attract target U.S. and international visitors, and inspire travellers to experience more of B.C.'s people, places, and remarkable experiences throughout the year, thus generating revenue for businesses and creating employment for B.C. residents.

Objective 1.1: Captivate travellers and create an emotional urgency to visit British Columbia.

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.

Key Strategies

- Deliver captivating B.C. travel content through online and offline channels that will inspire potential visitors to B.C.
- Amplify Destination BC's global social media community of brand advocates.
- Promote travel within B.C. to residents by encouraging and promoting travel to all areas of the province, during all seasons of the year.

Discussion

In 2023/24, Destination BC will continue to focus on captivating the interest of our target travellers by creating an emotional connection to *Super, Natural British Columbia*® through compelling brand storytelling, delivering inspiring travel content, and amplifying global brand advocates.

Destination BC will continue to focus on developing immersive, compelling multimedia content, and stories that inspire, educate, or entertain audiences in an authentic way, designed to create emotional urgency to visit British Columbia, and tailored to motivate our target markets in the right channels at the right time.

Destination BC will continue to develop new tools to enable content collaboration across B.C.'s tourism network, including an innovative, collective approach to digital asset management and user-generated content.

Word-of-mouth referrals and recommendations are powerful marketing tools in the travel industry. By listening and responding to potential and on-the-ground visitors, curating, and amplifying high-quality user-generated content, sharing highly relevant content optimized for different platforms, and building a community of passionate B.C. advocates in key global markets, Destination BC can drive word-of-mouth marketing on a global scale. In 2023/24, Destination BC will focus on maintaining the size of our global social media community of brand advocates, working with global influencers and brand ambassadors to drive awareness and advocacy via social media channels to reach new audiences.

Performance Measures

Performance Measures	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1a] B.C. tourism industry revenue. ¹	\$13.5 B	+40%	+10%	+5%	+5%
[1b] Number of customer leads for industry directly generated by Destination BC through digital marketing activities. ²	740,500	845,000	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'
[1c] Consumption of B.C. travel content promoted by Destination BC (in million [M]). ³	31.1 M	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'
[1d] Size of Destination BC's global social media community of brand advocates (in million [M]). ^{4,5}	2.1 M	2.1 M	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'

¹Data Source: BC Stats. Measured on a calendar year basis.

²Data Source: Numbers aggregated by Destination BC based on reporting from diverse sources including Destination BC, its digital marketing agencies, and marketing partners.

³Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

⁴Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

⁵This measure indicates the number of followers of all Destination BC's social media channels (currently including YouTube, Facebook, Instagram, Twitter, Pinterest, Weibo, WeChat).

Discussion

1a: Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. It measures the money received by businesses, individuals, and governments due to tourism-related 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 British Columbia. For 2022/23 and beyond, the targets for tourism revenue growth have been revised based on updated information from Statistics Canada which formed BC Stats revenue estimate for 2021/22, and Destination BC forecasts for the recovery of international markets. The tourism industry revenue data is provided annually by BC Stats and involves revenue estimates from several related sectors. The 2021/22 tourism industry revenue results were selected as a baseline, as they are the most recent, and form the basis on which targets for future years were revised.

1b: The number of 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, which may then be converted into bookings. The effectiveness of Destination BC's marketing and strategic choice of channels are key factors in generating leads. Future targets are revised as representing a 'Maintain or Improve 2021/22 Baseline' as the impact of expected privacy changes on consumer tracking within key digital marketing platforms (i.e. information is yet to be released from Apple, Google, Facebook, and other platforms) are still being determined. Results are aggregated by Destination BC based on reporting from diverse sources, including Destination BC, its digital marketing agencies, and marketing partners. Results are audited annually by an independent firm.

1c: The consumption of, and engagement with, content promoted by Destination BC measures success in motivating potential visitors and increasing their sense of urgency to visit British Columbia, and hence producing greater visitor volumes and expenditure. Measurement of content consumption includes video ads watched to completion, engagements on social media, and web pages read on HelloBC.com, Destination BC's consumer website. Destination BC's expenditures on content consumption and distribution are expected to remain stable through to 2024/25, assuming there are no changes in its annual appropriation. Destination BC anticipates that content consumption in future years will remain stable compared to previous years. Due to privacy changes introduced by Apple's iOS 14 in 2021, significant changes to how digital marketing will be conducted are expected (driven by platform changes by Apple, Google, Facebook, etc.), as paid digital media activities will drive the majority of Destination BC's content consumption. By maintaining and improving upon the 2021/22

baseline results in future years, Destination BC is demonstrating efficiency and effectiveness in the use of marketing funds. The 2021/22 content consumption results were selected as a baseline for this measure as they reflect the year travel restrictions were lifted, which allowed Destination BC to resume marketing campaign activities in international markets. Results are aggregated by Destination BC based on reporting from diverse sources, including Destination BC, its digital marketing agencies, and marketing partners.

1d: The size of Destination BC's global social media community of brand advocates is a key measure of the success of Destination BC programs designed to encourage people to advocate for British Columbia as a travel destination to their family, friends, and colleagues. Word-of-mouth referrals and recommendations are powerful marketing tools in the travel industry, and influence trip planning. Accordingly, Destination BC works to ensure real life stories and positive experiences from travellers to British Columbia are heard. This measure indicates the number of followers on all of Destination BC's consumer-facing social media channels (which currently includes Facebook, Instagram, Weibo, and WeChat) in Destination BC's key target markets. Destination BC has adjusted targets for 2023/24 and beyond to 'Maintain or Improve 2021/22 Baseline' based on our ability to grow social media audiences organically. Social media channels continue to change their algorithms away from building organic audiences towards an environment where the vast majority of content consumers see is paid advertising. Despite these challenges, Destination BC will continue to nurture existing audiences, who are important in terms of the organization's ability to amplify traveller advocacy. Results are reported using a third-party tracking tool.

Goal 2: B.C.'s tourism industry delivers remarkable guest experiences

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

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

Relative to competing destinations, assist tourism businesses to create remarkable on-the-ground experiences for their guests in today's fiercely competitive global tourism market.

Key Strategies

- Deliver online and on-demand industry training and resources to tourism organizations across the province, as well as to rural communities that are diversifying, growing, and strengthening their economies.
- Work collaboratively with 'Visitor Services Network' members, community partners, local businesses, and government partners to create more contemporary, innovative, and authentic approaches to meeting guests' information needs as they travel throughout the province.

- Provide research and insights on tourism industry performance and outlook to support industry decision making.

Discussion

The delivery of remarkable on-the-ground guest experiences is essential in today's fiercely competitive global tourism market. The current pace of change and digital disruption in the tourism industry requires businesses to stay up to date on visitor motivations, experience development, marketing best practices, social media platforms, and digital readiness in order to build a competitive advantage for the province in the global tourism landscape. Destination BC has developed programs and services that assist businesses to meet and exceed visitor needs and expectations.

Destination BC provides industry access to resources and tools, best practices, workshops, training programs, and insights through its Learning Centre. In 2023/24, Destination BC will continue to host workshops and webinars, and further develop Learning Centre content that supports experience and product development, digital marketing, and industry research that reflect the evolving needs of the tourism industry.

The success of any tourism destination rests heavily on the quality of the visitor experience. Today's visitor services are about ensuring information is available when and where visitors need. Customer service expectations are rapidly rising, and B.C.'s tourism industry needs to keep pace with the convenience, speed, and channel availability expected by visitors, and deliver it in an exemplary way. In 2023/24, Destination BC will create more contemporary and innovative ways to connect with travellers online, and 'out and about' in communities. One key channel to communicate information to visitors is the Visitor Services Network. Destination BC provides support and resources to the 130 community-owned Visitor Centres throughout B.C. that make up the Visitor Services Network Program. Destination BC is also committed to featuring compelling tourism product information on [HelloBC.com](https://www.hellobc.com) through the Listings Program to inspire visitors and help them find businesses that support their travelling dreams.

Destination BC conducts tourism industry research that is used by B.C.'s tourism industry, various levels of government, media organizations, and educational institutions. In 2023/24, Destination BC will continue to provide industry partners with data and insights which help to enhance the effectiveness of future marketing and development projects, including data on industry performance, market research, and resident perceptions research.

Performance Measures

Performance Measures	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Competitive ranking of British Columbia’s Net Promoter Score. ¹	Ranked #1 in 3 of 5 key North American markets	Maintain or Improve ‘2021/22 Baseline’	Maintain or Improve ‘2021/22 Baseline’	Maintain or Improve ‘2021/22 Baseline’	Maintain or Improve ‘2021/22 Baseline’
[2b] Net Promoter Score of Participants in all ongoing Destination BC delivered workshops or webinars. ²	69.1 (out of 100)	50.0 or greater	50.0 or greater	50.0 or greater	50.0 or greater

¹Data 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.

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

Discussion

2a: B.C.’s ranking by other 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. B.C.’s key North American markets include B.C., Alberta, Ontario, Washington, and California. B.C. ranked first in Net Promoter Score amongst competitors in all key domestic markets, second in Washington State and fifth in California. The annual survey is conducted by an independent third-party research firm.

2b: 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 support industry, post COVID-19, to address the evolving needs of the traveler. These are key factors in helping the industry increase their ability to compete globally. The Net Promoter Score is measured through a post-program survey of workshop and webinar participants administered by Destination BC.

Goal 3: A powerful marketing network that is aligned and focused on collective marketing and destination development efforts

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 in order to amplify B.C.’s competitive position in the global marketplace.

Objective 3.1: Collaborate with Indigenous Tourism BC, regional, city, community and sector organizations, and other key partners and communities to align and focus on collective marketing and destination development efforts.

Strengthen communications and relationships with key industry and cross-government partners in an effort to deliver outstanding guest experiences and increase collaboration, alignment, and sophistication of marketing and development activities in order to compete globally.

Key Strategies

- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Management Organizations (RDMOs) on the strategic planning and reporting of the Destination Development Program, to ensure alignment with provincial tourism priorities outlined in the [Strategic Framework for Tourism in British Columbia](#), and Destination BC's ['Invest in Iconics'](#) strategy.
- Continue Destination BC's Co-operative Marketing Partnerships Program to effectively leverage public and private funds, enhance Destination BC's marketing capacity, and drive greater alignment and coordination of marketing efforts across each of B.C.'s six tourism regions.
- Work with B.C.'s Indigenous cultural tourism partners by providing support for Indigenous Tourism BC 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 Indigenous Tourism BC in the development of the ['Invest in Iconics'](#) strategy.
- Continue to create opportunities for the strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of British Columbia to advance marketing capabilities, to drive the long-term competitiveness of B.C.'s visitor economy.

Discussion

Destination BC will continue to collaborate with Indigenous Tourism BC, regional, city, community and sector organizations, and other key partners and communities through the implementation of a number of key strategies that focus on alignment, and collective marketing and destination development efforts.

Destination BC is transforming the way B.C. is seen through the eyes of travellers around the world. Together with the support of Indigenous Tourism BC, the tourism industry, and communities throughout the province, we are branding, marketing, and supporting the development of globally compelling places and routes that span the entire province. In 2023/24 Destination BC will continue the development and implementation of new and compelling place brands in an effort to disperse our visitors to more places in the province across all seasons.

The Destination BC Co-operative Marketing Partnerships Program (the Co-op Program) is an application-based program that provides co-operative, consumer-focused marketing and promotion support to community consortiums and sector organizations in B.C. The Co-op Program supports the [Strategic Framework for Tourism in B.C.](#), to sustainably grow the visitor economy through innovative marketing and to increase tourism revenues which provide social and economic benefits for residents of B.C., leverages private and public funds to maximize the impact of marketing, drives consumer demand, and increases tourism revenues by investing resources where and when capacity exists. The Co-op program creates deep collaboration to enhance B.C.'s global competitiveness and support necessary capabilities, such as a strong provincial tourism brand (*Super, Natural British Columbia*®), shared data and content, and industry digital readiness. The Co-op Program will return to a full, application-based intake process for 2023/24.

In alignment with the Declaration on the Rights of Indigenous Peoples Act Action Plan, Destination BC will continue to partner with Indigenous Tourism BC to grow and promote a sustainable, culturally rich Indigenous tourism industry. Indigenous Tourism BC is dedicated to raising awareness of the diverse and enriching Indigenous tourism experiences available in B.C., and communicates directly with consumers, travel trade, and travel media creating interest in Indigenous tourism experiences, activities, and products. In 2023/24, Destination BC will continue to work with Indigenous Tourism BC to include Indigenous tourism in all areas of its program delivery, promoting Indigenous cultural tourism within B.C.'s destination brand and marketing activities, including travel trade, travel media, and familiarization trips, and ensuring the destination development programs support Indigenous tourism development throughout the province.

In 2023/24, Destination BC will also continue to develop the industry-leading co-operative Tourism Data Hub that enables a collaborative, digitally-savvy, insight-driven tourism network across the province. The outputs of the Tourism Data Hub are used to provide richer predictive insights into website users, create custom audiences for activation across the Google Marketing Platform, and inform media planning.

Performance Measures

Performance Measures	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Tourism businesses' satisfaction with Destination BC programs and services. ¹	7.79 (out of 10)	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'	Maintain or Improve '2021/22 Baseline'
Performance Measures	2021/22 Actual	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3b] a) Number of communities and sectors participating in Destination BC's application-based Co-op Marketing Partnerships Program.	184 (total)	160 (total)	120 (total)	120 (total)	120 (total)
b) Number of participating communities outside Metro Vancouver, Victoria, and Whistler. ²	144 (regional)	110 (regional)	100 (regional)	100 (regional)	100 (regional)

¹Data 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.

²Data Source: Destination BC's program area [public document](#) confirming participants and funding.

Discussion

3a: Destination BC's annual Stakeholder Survey enables the evaluation and improvement of the quality of programs and services delivered, and the effectiveness of communication with partners. Destination BC continues to review, revise, and improve programs and services based on feedback from tourism businesses and other key partners, and anticipates incremental improvements in tourism businesses' satisfaction over time. In Spring 2014, Destination BC launched the Stakeholder Satisfaction Survey, to obtain an initial baseline measurement of stakeholder views, allowing the organization to assess the fulfillment of its mandate and track changes in performance over time. The survey continues to be conducted annually by an independent third-party research firm. The results from the 2021/22 Stakeholder Survey were selected as an updated baseline, as they indicate the highest levels of satisfaction since the survey was launched.

3b: The level of participation in Destination BC's application-based Co-op Program measures success in encouraging the alignment of marketing by Community Destination Management Organizations (CDMOs) across B.C. and driving their collaboration in accessing funds,

providing access to matching dollars. The measure reflects the number of unique community and sector participants that participate in one or more Co-op marketing projects during the relevant fiscal year.

The actuals in 2021/22 are reflective of the flexibility and temporary changes to the program made by Destination BC, due to the pandemic's devastating impacts on industry revenues. In 2021/22, as part of those temporary changes, Destination BC waived the requirement for community and sector participants to contribute funds toward their Co-op application. As a result of those time-specific/temporary changes, there was a large increase in communities and sectors participating in the Co-op Program. Similar actuals are anticipated for 2022/23 given the continuation of those flexibilities and are reflected in the updated forecast. However, the Co-op Program will return to a full, application-based intake process for 2023/24, where the matched funding requirement has been reinstated with the overall program budget remaining the same. The target for 2023/24 returns to the performance baseline target set in 2019/2020 while industry visitation and revenues continue to recover to pre-pandemic levels. Destination BC anticipates meeting its 2023/24 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, and will continue to re-assess these targets each year as the industry recovery continues.

Financial Plan

Financial Summary

\$m	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Contribution from Province	55.278	55.189	54.774	54.774
Contribution from Other Governments	0.000	0.000	0.000	0.000
Deferred Capital Contributions	0.223	0.085	0.060	0.060
Other Revenue	0.420	0.187	0.120	0.120
Total Revenue	55.921	55.461	54.954	54.954
Expenses				
Marketing	36.173	35.755	35.215	35.215
Destination Management	12.040	11.003	11.038	11.038
Strategy, Research & Communications	3.073	4.047	4.066	4.066
Corporate Services	4.307	4.453	4.470	4.470
Amortization	0.328	0.203	0.165	0.165
Total Expenses	55.921	55.461	54.954	54.954
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	1.815	1.815	1.815	1.815
Capital Expenditures	0.100	80	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 2023/24-2025/26 include conservative estimates of Other Revenue. Destination BC will manage any fluctuations through continued sound financial management practices, within a culture of cost-consciousness, which 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 2022/23-2024/25 Service Plan. There are no substantive forecast risks to Destination BC's financial plan.

As part of the Crown's performance-based funding model, Destination BC is required to report annually on its corporate performance. The 2023/24-2025/26 Service Plan includes four measures of corporate performance, specifically measures 1b, 1d, 2b and 3b.

Management's Perspective on Financial Outlook

Destination BC is primarily funded through Provincial Government appropriations. Provincial funding is expected to remain as identified in the 2023/24-2025/26 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 and aligned with government priorities.

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: 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,

A handwritten signature in black ink that reads "Melanie Mark". The signature is written in a cursive, flowing style.

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

Date: May 17, 2021

Enclosure

Dawn Black

Dawn Black
Chair, Board of Directors
Destination British Columbia

Amy Blakeney

Amy Blakeney
Director
Destination British Columbia

Randall Wright

Randall Wright
Director
Destination British Columbia

Joel McKay

Joel McKay
Director
Destination British Columbia

Nicole Vaugeois

Nicole Vaugeois
Director
Destination British Columbia

Penny Roberta Wilson

Penny Roberta Wilson
Director
Destination British Columbia

Sheila Bouman

Sheila Bouman
Director
Destination British Columbia

Dawn Black

Page 6

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