



DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STRATEGY

BUILDING A BETTER WORLD, TOGETHER

British Columbia is one of the most beautiful places in the world to live, work, and visit. As the provincially funded, industry-led crown corporation responsible for sharing the stories of the people, places, and experiences in BC and enabling the development of the BC tourism industry, we have a responsibility to ensure everything we do is equitable and inclusive.



The province's beauty, strength, and identity are deeply rooted in Indigenous history, culture, and

traditions and the diversity

of people living here today. People differ in race, ethnicity, culture, gender, identity, ability—among others—and this is what makes us individually and collectively unique. Destination BC recognizes that we can champion this diversity, amplify the voices of all people living in BC, and more authentically connect people, places, and experiences.

Over two years, we worked with subject matter experts to delve deep into our organization and have bravely intimate conversations. This Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategy is the result of that challenging, yet humbling process. This people-first strategy was informed by a thorough internal DEIA Culture Audit that helped us better understand the representation of our workforce, the experiences of our employees, and some of the interlocking forces that contribute to barriers in our

processes and policies. We also underwent a collaborative Inclusive Marketing Audit, which revealed that there is much more we can do to authentically represent the diversity of people in BC.

This strategy acknowledges entrenched systemic inequality and sets our direction for long-term work. Equity deserving groups (women, Indigenous peoples, persons of colour, persons with disabilities, and/or LGBTQIA2S+ peoples) and DEIA principles are at the heart of this strategy and will

need to remain at the centre of our work as an organization to fulfill the commitments identified.

We will continue to learn and adapt as we become an organization and industry that truly represents all that is beautiful about BC, and its diverse people and places.

Imran Gill

*Chair and Champion—
Diversity, Equity, Inclusion, and Accessibility
Steering Committee*



How We Work Together is How We Thrive Together

This strategy sets our vision to be a more inclusive organization, with clear accountability for change. We started by listening to diverse voices within our organization, and we also engaged experts to help us. We now have clear, tangible actions to help us be a more inclusive team and encourage change within the tourism industry.

Tourism is one of the most diverse industries in the world, and changing systemic inequalities will take all of us working together—our employees, suppliers, partners, tourism communities, and the tourism industry as a whole. We have a great opportunity to better authentically represent communities in BC, understand how others encounter the world, and ensure tourism experiences are safe, accessible, and inclusive for everyone, and we will all be better for it.

Richard Porges
President & CEO



RESPECTING AND ACKNOWLEDGING INDIGENOUS LANDS IN BRITISH COLUMBIA

Destination British Columbia respectfully acknowledges the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətał (Tsleil-Waututh) Nations on whose territory we operate our main office.

We further recognize with gratitude that we carry out our work on the lands of Nations throughout the province. We honour our ongoing relationships with Indigenous Peoples and communities around BC, and we commit to continuing to work together.

BACKGROUND

As a provincial Crown corporation, Destination BC’s Diversity, Equity, Inclusion, and Accessibility Strategy is aligned with the provincial government’s focus on putting people first, lasting and meaningful reconciliation, equity, and anti-racism.

We have a responsibility to consider how our organization’s decisions maintain, protect, and enhance the public services people rely on, and we have a moral and ethical responsibility to tackle systemic discrimination in all its forms.



CRESTON | Photo: Creston Valley Tourism

The strategy also aligns with the work of the Gender Equity Office, Accessible BC Act, and the Diversity and Inclusion Strategy for the BC Public Service, to ensure our organization is reflective of our province and inclusive to equity deserving groups* by supporting an increasingly diverse workforce, enhancing inclusion in the workplace, building a strong foundation for lasting and meaningful reconciliation, and removing barriers to accessibility in the workplace.

The goals and actions within this three-year strategy are informed by the two audits Destination BC undertook. Further actions will be identified as the organization makes progress, and as the BC Public Service continues to implement their strategy and actions that directly affect our shared policies and processes; such as compensation, recruitment, procurement, and more. As such, this DEIA Strategy will continue to be evaluated to ensure alignment with the principles outlined in this document.

**Destination BC defines equity deserving groups as those who identify as women, Indigenous Peoples, persons of colour, persons with disabilities, and/or LGBTQIA2S+ peoples.*



VANCOUVER
Photo: Destination Vancouver



COBBLE HILL
Photo: Tourism Vancouver Island

PURPOSE

As a Crown corporation, we exist to improve the lives of people living in British Columbia through tourism. This strategy helps us achieve this by supporting a workplace culture that is reflective of the province and welcomes people of all backgrounds to ensure the way we operate our business, programs, and services are equitable, inclusive, and accessible to all. In doing so, we become a welcoming place to work and thrive, and our team members feel connected to each other and their work. Each individual is accepted for the unique value they bring to work and has a strong sense of belonging.

VISION

The principles of Diversity, Equity, Inclusion and Accessibility are embedded into Destination BC's organizational culture. Our board, employees, and suppliers represent the diversity of the people living in British Columbia, and our operations, programs, and services are equitable, inclusive, and accessible for each person.

As an organization, we are committed to the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada calls to action, the BC Declaration on the Rights of Indigenous Peoples Act, and the Declaration Act Action Plan. We are working with the Government of BC, Indigenous Tourism BC, and the tourism industry to develop and implement actions of reconciliation. This includes the development of an action plan for Destination BC and collaboration with Indigenous communities interested in the benefits of tourism.

OUR LENSES

This strategy has been developed through an inclusive process led by our employees, who each bring their lived experience to our workplace and apply their diverse lenses to our work. The DEIA Steering Committee has championed this work since the very beginning. Learn more below about why creating a better future is important to them.



As a biracial, cisgender woman who is Indigenous and Caucasian, my lived experiences from walking in both worlds are the catalyst behind my drive for a more equitable and inclusive society. When we share our truths and listen to the truths of those who have walked a different path than ours, collectively, we sow the seeds of empathy. This is how we grow, together, and how we can steward a more compassionate world for ourselves, for all our relations, and for those who are yet to be born.

—**Melissa Arnott**



The DEIA work we have committed to at Destination BC has the potential to have a huge impact on the tourism industry and BC as a whole, and therefore we cannot underestimate the importance and scale of the journey we are undertaking. Being an immigrant to BC, with multi-racial parents and a person who operates as a neurodivergent, I often approach new and difficult challenges with a unique perspective. My hope is that my lived experience will allow for a meaningful contribution to this important work.

—**Jordan Saunderson**



Working together on this strategy has been an incredible experience, one that I will cherish forever. My colleagues on the Steering Committee continue to inspire me, one by one, and I'm so thankful for all the sharing and learning, in a trusting and safe environment. The perspective I bring to the conversations and work is as a gay, Caucasian, cisgender man and young parent, and I'm eager to continue to elevate this work and move it forward. As an organization, as colleagues, and even as an industry, we must and can do better, and I strongly believe we're on that path.

- **Seppe Mommaerts**



I identify as a cisgender female, a daughter, a mother, a partner in marriage, an athlete, an ally, a mentor, a feminist, and someone who places high value on the distinct and beautiful qualities and strengths of individual people. DEIA is deeply important to me on a personal and professional level. As the daughter of an immigrant and neurodiverse father, I was taught to work hard. As the daughter of a mother who grew up in poverty, I was taught to be independent. As the daughter-in-law of an Indigenous mother, I was taught to lead with strength and an open heart. Every person you meet knows something you don't. I hope our continued mindfulness and action around DEIA will have a lasting and positive impact on our employee community, our tourism partners, visitors and residents to BC, and on our ability to achieve meaningful reconciliation through tourism.

—**Kate FitzPatrick**



I have worked on Destination BC's Accessibility Action Plan since 2019, so joining the Diversity, Equity, Inclusion and Accessibility Steering Committee was a natural progression of this work. As a care provider to a family member with complex cognitive and physical disabilities, I see firsthand how important it is that we create a province that is inclusive and welcoming to all, so that all people, regardless of their abilities, can enjoy all that BC has to offer. —**Kathleen Harvey**



Female. Chinese. Young. Poor. Canadian. Second generation. Middle-class. Middle-aged. Some facets of my identity have evolved and some have stayed the same, but my commitment to fairness and helping others has never wavered. Over the years, I have listened to the challenges faced by work colleagues due to facets of their identity and their lived experiences. I strive to support and encourage the quieter voices among us to speak up, be heard, and advocate for better than the status quo. —**Karen Homes**



Travel is one of the most human of experiences—it connects us, it fosters empathy, and it builds meaningful pathways to understanding and reconciliation. Before joining BC's tourism industry, I worked on child rights advocacy and programs for children and youth with support needs. By working with the Steering Committee, I've had the opportunity to blend these worlds in such a profound way. It is a privilege to work with and learn from such dedicated colleagues and partners, to ensure that BC's tourism sector is more diverse, equitable, inclusive, and accessible. I look forward to continuing this journey, together.

—**Clare Mason**



I joined the DEIA Steering Committee to contribute to a safer, inclusive work environment for all Destination BC staff and our industry no matter their background, culture, or identity. The lens I bring to this important work is from a disabled woman's perspective. I believe it is essential to view DEIA not just from my lens, but from an ally lens for other minority groups. Everyone should be comfortable bringing their whole selves to work and feel not just physically safe but psychologically safe as well. This internal work will then cascade outwards making our beautiful, diverse province a more inclusive destination for visitors and residents. Individually, we are each small ripples in the water but if we work together, we can create a wave of change.

—**Christina Musgrove**



Wow, what a journey we've taken so far! Joining the Steering Committee has given me an opportunity to identify opportunities and contribute to ideas on how to make our marketing strategy more inclusive and authentic. After all, BC is beautiful in its raw nature but what makes us unique and welcoming is the mosaic of vibrant cultures and heritages. If our brand and marketing activities truly reflect that, tourism in BC is really bringing out the best from visitors and the residents alike. This journey also allows me to learn from other people's perspectives and make myself a better person. I'm still on the journey of learning!

—**Leona Zheng**



Working alongside other Steering Committee Members to bring this Strategy to life has been some of the most important and meaningful work of my career. Understanding intersectionality has brought me face-to-face with my own privilege as a Caucasian woman and settler in Canada. Through intentional work on DEIA, and with a greater focus on intersectionality, we have an opportunity to do better and do more in ensuring BC's tourism experiences are safe and inclusive for everyone. We are all individuals, but at the same time—intertwined and entangled in a net of connections, sharing the same spaces. Embracing intersectionality applies to all aspects of our lives. To be human and truly champion DEIA is to understand there is no isolated self in this work.

—**Laura Blaker**

GUIDING DEIA PRINCIPLES

Destination BC is committed to supporting a healthy workplace for everyone. Our strategy will transform our organizational culture through eight guiding principles. We are committed to this change and recognize that these principles may evolve as we learn, unlearn, and relearn.

1

Recognize Diversity as Our Strength

British Columbia is made up of many races, ethnicities, national origins, identities, sexual orientations, age, social classes, religions, marital status, family status, and abilities and attributes. By reflecting this diversity in our organizational make-up, Destination BC enriches the work we do through a variety of voices and lived experiences.

2

Enable Fair and Equitable Treatment for All

Destination BC elevates fair treatment, access, opportunity, and advancement for all people. Our organization's culture is honest in identifying and removing barriers that stand in the way of creating a better future for all.

3

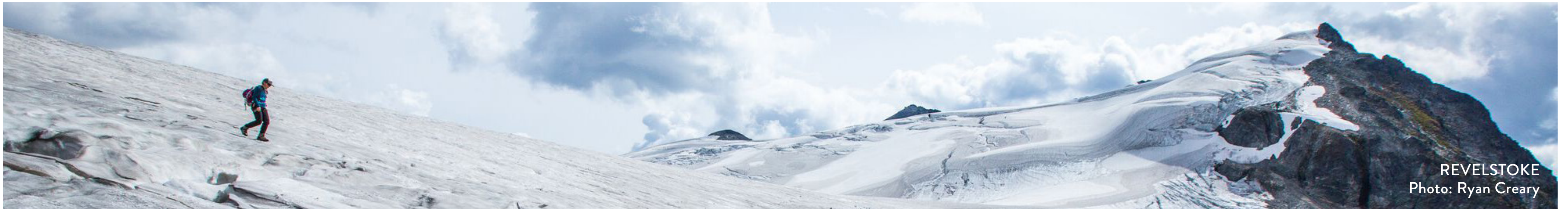
Foster an Inclusive Environment

By being inclusive, we recognize the inherent worth and dignity of all people to be their best, authentic selves. Destination BC promotes and sustains a sense of belonging by respecting the values and practices, talents, beliefs, perspectives, backgrounds, and ways of living of the peoples of British Columbia.

4

Create a Sense of Belonging

Destination BC will gives people the opportunity to be heard, clears barriers, appreciates one another for each person's unique backgrounds, and creates a safe space to do so. By embracing inclusion and being compassionate, respectful, and open-minded, people feel safe being their authentic selves and are appreciated for the unique value they bring to work.



5

Acknowledge Experiences as Unique

Everyone has their own unique experiences of discrimination and oppression, and we must consider everything that can marginalize people—such as gender, race, social class, sexual orientation, ability, and the cross-sections of identities. Destination BC applies an intersectional lens to all aspects of its culture and work by recognizing each person as unique.

6

Be Accessible for More People

By proactively identifying and breaking down physical, cognitive, and administrative barriers, Destination BC enables the full and equitable engagement of all abilities. We find ways to make it easier for each person to obtain accommodations when needed.

7

Adapt to Changing Needs

Destination BC is committed to the continuous process of learning and growth to ensure we adapt to the needs of people within and outside our organization. We are aware that unconscious biases exist within ourselves and our teams. We take steps to minimize these biases in the way we identify, engage, and interact with employees today and in the future.

8

Impact vs Intent

At Destination BC we recognize that how people are impacted by our work is more important than how we hope or believe it will be received. By acknowledging that our impact matters more than intent, we are able to incorporate the consideration of impact into all decision making processes. Being thoughtful, accountable, and receptive will support us in adopting this approach.

FROM WORDS TO ACTION

Destination BC’s strategy is a framework for diversity, equity, inclusion, and accessibility to shape meaningful change within our organization and across the tourism industry through our work. Our strategy embraces three core themes:



Each theme is supported by clear goals and actions that touch every part of our organization and will require all employees to develop and apply DEIA knowledge, skills, and behaviours to their work. Progress will be measured throughout the year to hold our organization accountable for the change we seek to achieve.



Top: LANGLEY, Hubert Kang
Right: SILVER STAR MOUNTAIN RESORT, Reuben Krabbe



A CULTURE OF BELONGING

A healthy organization has a strong culture of belonging at the centre, and that culture begins with each of us.

We must demonstrate a commitment to team members and our organization that we turn toward each other and not away. By listening to different perspectives, we become open to new ideas and demonstrate we are willing to create a safe place for everyone. When we show up in this way, we make it clear to each other that every team member is valued.

At Destination BC, we are purposefully designing safe opportunities to create a culture of belonging in three ways:

1. **Empowering a learning mindset** so each team and individual feel safe to grow, make mistakes, is encouraged to learn, unlearn, and relearn.
2. **Ensuring each team and individual knows how to grow their intercultural awareness, knowledge, and competence**, and has the skills for building respectful and effective relationships with each other, appreciating that many ways of working have legitimacy and deserve respect.
3. **Encouraging ongoing reflection and sustaining learning** so that each team and individual has development opportunities to continue to journey and evolve with understanding.

Teams across the organization will drive innovation and collaboration while supporting a transparent, honest, safe, and brave work culture. This will enable better decision making at every level of the organization.

FIVE GOALS will drive a culture of belonging:

1. Destination BC employees work effectively with others that have a different lived experience than their own
2. Equity Deserving Groups are represented within the Destination BC workforce
3. Equity Deserving Groups are included in decision making at Destination BC
4. Equity Deserving Groups feel valued at Destination BC
5. All Destination BC employees feel they belong in our workplace

We will attain these goals through clear action and accountability:

Leading the Change

While this work is the responsibility of every employee, Destination BC will recruit and hire a person to guide our strategy and actions, and ensure we attain our goals. This position will have dedicated resources that transcend all business units and ensure our organization makes measurable change. The cross-organizational DEIA Steering Committee will continue to play an important role in governance.

Learning and Training

We are prioritizing diversity, equity, inclusion, and accessibility to create an environment that includes, respects, and ultimately values individual lived experiences along varying dimensions. When individual lived experiences are acknowledged and recognized, we can collectively make meaningful change throughout all aspects of our organization.

Supporting each team member in their journey to learn and unlearn unconscious biases that hinder progress is an important part of this strategy. Destination BC is investing in the tools to support staff in their journey to greater intercultural awareness, intercultural knowledge, intercultural sensitivity, and ultimately intercultural competence.

These tools will help us understand and interact with individuals from diverse backgrounds by building our capacity to shift perspectives and behaviours to cultural similarities and differences.

Each individual team member's journey is different, and the initial focus is to help employees understand where they are in developing intercultural competence and make progress toward achieving this important skill. This will include having staff to develop these resources, access to consultants, and a learning plan to support each individual.

Representation

Destination BC will dive deeper into the organization's employee demographic data by applying an intersectional lens and benchmark against the Canadian census data for BC to identify where there is under-representation in the organization. From top-level management to new hires, employees will have an array of identities, abilities, backgrounds, cultures, skills, perspectives, and lived experiences that are representative of the current and evolving population of British Columbia.

Our employees have indicated they want to see themselves reflected in positions of leadership. Ensuring the representation of equity deserving groups in management and leadership roles is especially important to ensure better and stronger decision making overall, free from unintentional barriers.

Each person has their own lived experience, and there is no universal lens that can be applied to any community or equity deserving group. Equity deserving groups need to be considered and engaged in decision making. In each process, this may look different. What is important is that the perspectives of impacted equity deserving groups inform more inclusive decisions that do not create additional barriers and contribute to removing existing ones. This will lead to better and stronger decision making overall.



Hiring More Inclusively

We want to create a space where shared humanity is real, where we belong, listen to each other, and share with each other. Ensuring our processes, systems, language, attitudes, and behaviour are free from discrimination is necessary to create a fair, just, and equitable environment where equity deserving groups feel like they belong and are ultimately valued.

Destination BC will target recruitment efforts to reach diverse communities. Job boards and partnerships, as well as Indigenous employment service agencies are some of the ways we will increase diversity in recruiting.

A Welcoming Place

It is not enough to simply include people at the table—we must amplify new voices and recognize unique backgrounds. As Destination BC continues to improve how we welcome everyone, we will need to create psychological safety for all within our organization from the moment they first engage with us. We are creating the tools to support onboarding of new and diverse employees. We are also re-imagining or developing processes that will allow us to gather continuous feedback from staff and their employment experiences.

BARRIER FREE AND INCLUSIVE POLICIES, PROCESSES, AND PROGRAMS

Destination BC's policies, processes and programs impact equity deserving groups both inside and outside of the organization. From human resources and corporate policies to funding programs, visitor information services, research and others, it is important that all areas of the organization are continuously examined to identify barriers and remove them.

Destination BC's goal is to ensure that all programs are easily accessible to each person of ability, age, race, gender, sexual orientation, or other dimensions of diversity. This work encompasses multiple aspects/elements of our business, including policies, procurement, recruitment, and more, that make up our internal and external programs. In addition to implementing the findings from our audits to remove barriers for equity deserving groups, we will be on a continuous journey of identifying barriers and removing them.

The reality or perception of unfair corporate policies and processes occurs when they are not clearly understood, when they are applied inconsistently, or when they do not consider the barriers faced by equity deserving groups. Sentiments of (un)fairness vary amongst Destination BC's equity deserving groups. We will continuously seek ways to improve our policies and processes to ensure a fair and just workplace for all.

Two key goals will support barrier-free and inclusive practices:

1. Destination BC programs are easy to access (internal and external)
2. Destination BC employees feel that policies and processes are applied fairly

The actions to attain these goals are:

Tailoring the Workplace: Recognizing the BC Human Rights Code, Destination BC will aim to tailor workplace policies to meet the needs of the individual employee to provide access to employment opportunities and fair treatment in the workplace.

Valuing the Individual: By streamlining the disparate human resources policies into a single, accessible handbook, we have the opportunity to create a culture messenger that makes it easy for employees to find and access policies that matter to them. Managers will be trained and supported. Additional policies such as disciplinary actions for non-compliance with the policies will be put in place or made clearer. Our systems of recognition will be enhanced to ensure greater equity and fairness by focusing on what each person values.

Inclusive and Accessible Language: Being more inclusive means we will also revise our policies to avoid biases or expressions that discriminate against groups of people. Inclusive language will resonate with more of our team members, and ensure we are speaking and writing in more impartial ways. A key action is to conduct inclusive language, accessibility, and visual audits of our corporate website and communication channels to begin this process. This work will ensure that the language we use is inclusive and accessible and does not negatively impact those seeking justice, equity and inclusion.

AN INCLUSIVE AND ACCESSIBLE TOURISM INDUSTRY

An inclusive and accessible tourism industry means eliminating and preventing barriers to ensure greater opportunities for equity deserving groups. This work spans well beyond our built environment and includes employment and marketing efforts, and it begins by creating awareness.

Destination BC actively supports the development and improvement of accessible tourism products, services, and activities to help ensure every person can participate in BC's transformative experiences. Our commitment to building a province that is accessible to all travelers of varying abilities started with "Toward an Inclusive and Accessible British Columbia Tourism Industry", a three-year strategic framework and action plan that was developed in 2019. This framework aims to build capacity within the industry and champion meaningful tourism employment opportunities for people with disabilities.

While Destination BC was in its third year of implementing the action plan in 2022, we recognize we can play a greater role in supporting a more inclusive destination for women, Indigenous peoples, persons of colour, people with disabilities and/or the LGBTQIA2S+ community, all who continue to face systemic barriers in society.

In doing so, Destination BC will build greater capacity in the tourism industry by providing more tools and resources to support inclusion. By working with partners in the tourism ecosystem to identify roles and responsibilities and understanding where we can provide the best value for supporting the inclusion of equity deserving groups within the tourism industry and amongst visitors.



REVELSTOKE
Photo: Hubert Kang

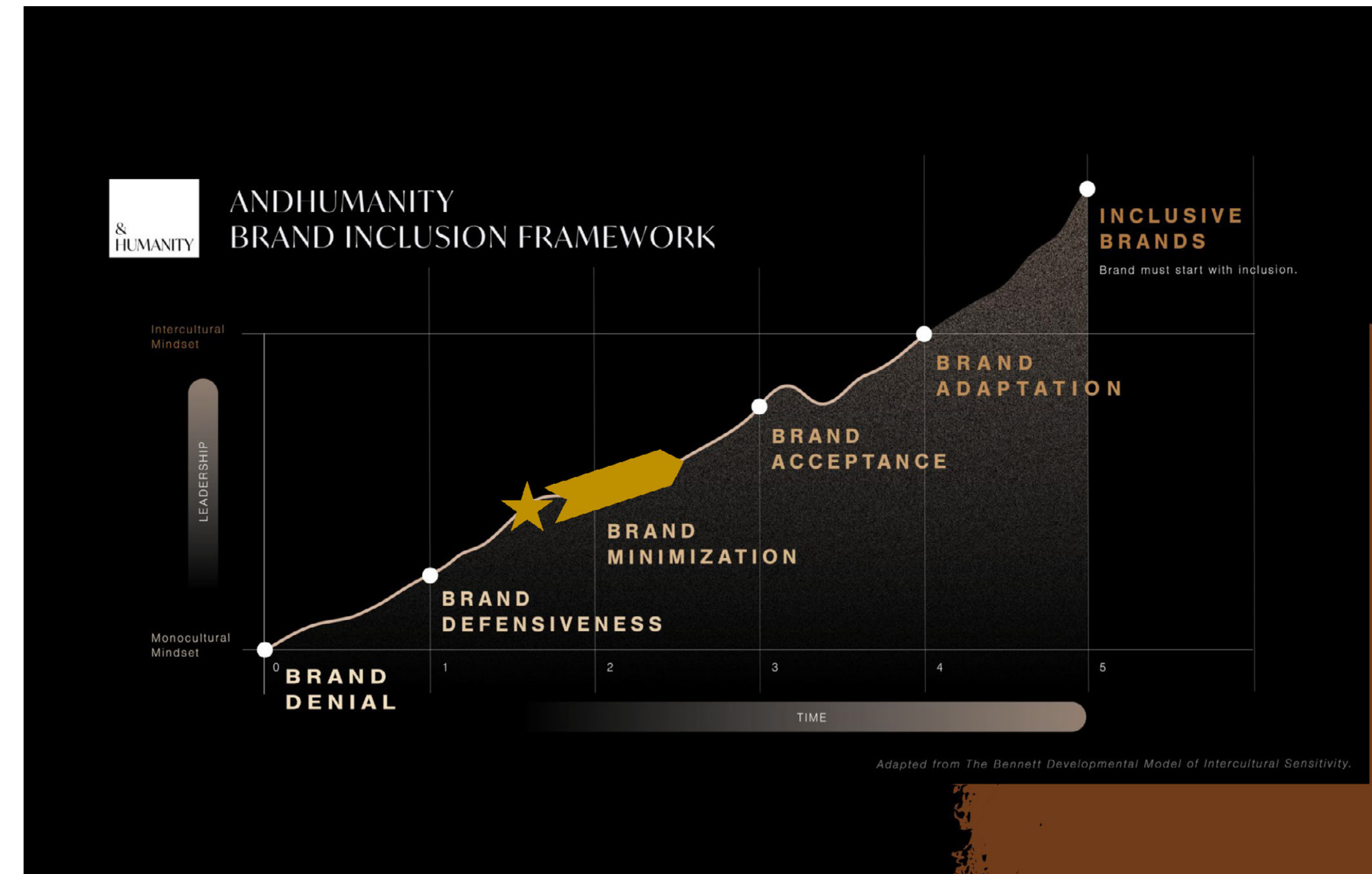
The Importance of Brand Inclusion

We acknowledge that our consumer brand and marketing must become more inclusive. To become more inclusive, we must first understand why this is important and where we are starting from, as authentic inclusion requires not only an understanding of the work ahead, but also understanding and acknowledging where we are now.

An outcome of our Inclusive Marketing Audit was to benchmark where Destination BC's consumer-facing brand, *Super, Natural British Columbia*, is currently positioned along the brand inclusion maturity curve (the [Brand Inclusion Framework](#) developed by AndHumanity). Based on what we learned in the audit, we were able to identify that *Super, Natural British Columbia* is currently at the Brand Minimization

stage—"brand minimization is when a brand has begun to embrace diversity, but primarily focuses on universal experiences or the aspects of diversity that are most palatable for the dominant culture."—this means that while we are on our way, we still have work to do.

Our audience is responding to our efforts to be more inclusive, however, they also indicate Destination BC still needs to implement key actions for *Super, Natural British Columbia* to become a truly inclusive brand. Destination BC is committed to true, authentic, and meaningful inclusion. We recognize that our approach needs to be varied, and that this and that this work needs to be done alongside equity deserving groups.



Destination BC's Global Marketing team has developed an action plan that prioritizes the following nine key areas. Action items included here are initial areas of focus and will continue to be built upon as we learn and progress.

Two key goals will support an inclusive and accessible industry:

1. Industry has the skills and tools to deliver inclusive and accessible tourism experiences
2. Destination BC authentically represents the diversity of people in British Columbia in our marketing.

1. Inclusive Storytelling

Through our Inclusive Marketing Audit, we learned the current perceptions of our content by people from underrepresented communities are that we speak from an ethnocentric lens (or with a dominant culture gaze). To address this, we will create more space in our brand, content, and advertising to elevate stories from underrepresented equity deserving groups. To build a more authentic approach to inclusion, and help us avoid defaulting to the dominant lens, we want to seek out ways to incorporate lived experience in the process of developing our marketing materials as well as in the content itself, so we'll invite those with relevant lived experiences to speak from their personal lens instead of telling their stories through the dominant lens. How we interact, reflect, and share opinions around topics from these communities can help demonstrate to others how these communities should be engaged.

2. Content Accessible to All

We acknowledge that accessibility needs to blend best practice as well as individual needs. We recognize it is not possible for every element of our marketing to be wholly accessible, but we commit to all content being created with accessibility in mind and to be done so with intentionality and care for impact. This includes addressing specific barriers to information, who might be excluded, and determining how best to meet the needs of a diversity of people.

While we have taken positive initial steps in making our HelloBC.com website more accessible as part of the implementation of Destination BC's Accessibility Strategic Framework and Action Plan, the data from our Inclusive Marketing Audit indicates that there is still room for improvement across all of our digital channels and specifically in areas such as vision and hearing accessibility.

3. Inclusive Language and Tone

We will follow best practises for inclusive marketing communications and be intentional with the words we use and the tone we set. Based on the feedback gathered through our Inclusive Marketing Audit, we have the opportunity to improve how we challenge norms and stereotypes through practise, such as avoiding non-inclusive language and increasing the use of plain language. We are committed to growing our brand into one that creates space for everyone to participate in the conversation about tourism in BC.

4. Inclusive Visuals

While Destination BC has made some progress with our visual marketing, the audit identified areas for improvement, including who we choose to represent in our visuals, the types of experiences those individuals are having in the images, and our overall approach to photography and video (which tends to minimize the identity of the individuals in the photo). As a brand known for and reliant upon impactful visuals, we have a responsibility and important opportunity to meaningfully share the peoples, places, and experiences in British Columbia through the photography, video, and other visual brand elements that we produce. To address this, we will embed best practises for inclusive visuals from the beginning and throughout all production stages. This means working with individuals with relevant lived experience both in front of and behind the lens to ensure we accurately and authentically represent travel experiences for a diversity of people.

5. Incorporate Lived Experience

We will establish processes to ensure more people with lived experience are invited to provide guidance and advice on the development of marketing materials for *Super, Natural British Columbia*. This extends to Destination BC staff or external partners or contractors and will support us in our long-term goal of shifting to a more ethno-relative approach to marketing. Destination BC commits to ensuring equity deserving groups are included in decision making.

6. Improve Indigenous Representation

Our Inclusive Marketing Audit identified a clear desire from people of all identities to see an increased and more authentic representation of Indigenous peoples in our marketing. We recognize when representing Indigenous peoples and cultures in our marketing, it's important that we invite those with lived experience to the table to ensure that we aren't depicting Indigenous culture in a one-dimensional or stereotypical way. In partnership with Indigenous Tourism BC, we will aim to better reflect the cultures, stories, and voices of Indigenous Peoples in British Columbia in our brand, content, and advertising.

7. Supporting and Developing the Global Marketing Team

For us to make progress along the brand inclusion curve in a meaningful and authentic way, we will offer additional training, development, and support specific to inclusive marketing to ensure the team is successful in implementing the action plan. We all need to understand the work we are doing, why we are doing it, and have the tools to action it to make meaningful progress.

8. Supporting Tourism Industry Partners

We will share our progress and learnings with our tourism industry partners, including enhancing our learning and training programs and tools, to create a more diverse and inclusive industry. As an industry leader in the BC tourism ecosystem, we recognize our influence. We have an opportunity to extend the reach and impact of our inclusive marketing efforts by encouraging and enabling others in the BC tourism industry to become more inclusive marketers alongside Destination BC. This effort has the potential to significantly improve BC residents' perceptions of the inclusiveness of BC tourism advertising more broadly.

9. Measuring Our Success

Alongside initiating this foundational work on our systems, processes, and approach to marketing, we will determine how we will measure the impact of our efforts in future years. This process will include consultation with those with lived experience and reflect authentic feedback, as well as metrics.



HOLDING OURSELVES ACCOUNTABLE

Lasting change needs to be measured and progress needs to be tracked.
We have elevated the responsibility for reporting on Destination BC's
DEIA activities.

Key performance indicators across the three themes and nine goals are listed
on the following pages to help us monitor progress.

We will continue to listen to feedback from our team members as we measure
progress against our stated goals.

CULTURE OF BELONGING

GOAL		MEASUREMENT	DATA SOURCE(S)
1	Destination BC employees work effectively with others that have a different lived experience than their own	<ul style="list-style-type: none"> TBD–New measure to be established through Intercultural Development Inventory. 	Intercultural Development Inventory
2	Equity Deserving Groups are represented within the Destination BC workforce	<ul style="list-style-type: none"> % of Equity Deserving Groups to Destination BC’s total workforce % of Equity Deserving Groups in excluded management roles 	Destination BC employee engagement survey
3	Equity Deserving Groups are included in decision making at Destination BC	<ul style="list-style-type: none"> % of Equity Deserving Groups in excluded management roles % of Equity Deserving Groups that feel their perspectives/ideas are included in decision making % of Equity Deserving Groups that believe decision making is inclusive 	Destination BC employee engagement survey
4	Equity Deserving Groups Feel Valued at Destination BC	<ul style="list-style-type: none"> Avg Equity Deserving Group rating of feeling heard and acknowledged for their truth and lived experience Avg Equity Deserving Group rating of those who feel their contributions are valued 	Destination BC employee engagement survey
5	All Destination BC employees feel they belong in our workplace	<ul style="list-style-type: none"> % of Destination BC employees who feel they belong Avg Equity Deserving Group rating of sense of belonging 	Destination BC employee engagement survey



BARRIER-FREE AND INCLUSIVE POLICIES, PROCESSES, AND PROGRAMS

GOAL		MEASUREMENT	DATA SOURCE(S)
1	Destination BC programs are easy to access (internal and external)	TBD—measures to be established by program.	
2	Destination BC employees feel policies and processes are applied fairly	TBD—new measures to be established.	

AN INCLUSIVE AND ACCESSIBLE TOURISM INDUSTRY

GOAL		MEASUREMENT	DATA SOURCE(S)
1	Industry has the skills and tools to deliver inclusive and accessible tourism experiences	TBD	
2	Destination BC authentically represents the diversity of people in British Columbia in our marketing	TBD	

OUR ACTIONS

The following is a full list of actions that Destination BC is committed to implementing from 2023–2025. Actions within this document may shift or change as we continue on our journey of learning, unlearning, and relearning.

2023

- Hire dedicated staff and/or consultants to support the implementation of the strategy; provide dedicated annual budget
- Introduction to intercultural competence training and completion of assessments for all staff
- Development and implementation of a multi-year curriculum learning plan. All employees to dedicate a minimum average of ½ day per month to DEIA learning annually
- Creation of inventory of resources to support staff in developing individual intercultural competence
- Incorporate best practices of DEIA into exit interview templates
- Compare Destination BC employee demographic data to new BC October census data. Identify the level and areas of under-representation
- Comply with Accessible BC Regulation by establishing an advisory committee to assist Destination BC in identifying barriers to individuals in or interacting with the organization, and to advise on how to remove and prevent barriers
- Survey staff who identify as having a disability to further understand needs, barriers to belonging and inclusion; develop an action plan
- Establish a corporate process to understand what makes each employee feel valued and how they wish to be recognized
- Update procurement process to include social impact procurement criteria
- Formalize process for gathering continuous staff input on progress of DEIA
- Completion of safe and brave spaces training for all business units
- Comply with Accessible BC Regulation by developing a tool to receive feedback on accessibility from the public
- Survey employees to determine their understanding of specific corporate policies and perceptions of unfairness; develop an action plan



2023 CONT'D

- Participation in committees included as a part of staff work plans; adjustments made to workload as required
- Implement year three of Destination BC Accessibility Framework and Action Plan
- Support tourism businesses with uploading their accessibility attributes on HelloBC.com
- Enhance accessibility tools for industry on Destination BC's Learning Centre
- Develop inclusive marketing tools and resources for industry
- Introduce and communicate guidelines to provide clarity and transparency around which jobs are posted internally, externally, and share with staff to reduce the perception of inconsistency and inequity
- Apply inclusive language to all job postings
- Include a disciplinary policy in HR procedures or a policy statement that references B.C. Public Service Agency materials for ease of access

INCLUSIVE MARKETING ACTIONS

- Build a more inclusive and intentional content calendar and content planning approach for Destination BC's digital channels
- Develop a more inclusive approach to identifying and working with content creators, media, and influencers
- Develop and implement guidelines for Destination BC's digital channels to ensure we're aligned with accessibility best practices; to start, this will focus on vision and hearing accessibility
- Develop and implement guidelines to improve the inclusivity of Destination BC's marketing communications
- Develop and pilot a more inclusive approach to visual production and the way we store and select photography and video for marketing content and advertising
- Identify an inclusive marketing firm or agency to support the implementation of this action plan
- Continue to deepen our collaborative partnership with Indigenous Tourism BC, including the development of co-created marketing materials
- Develop safe and equitable opportunities for Destination BC staff with lived experience to provide guidance and advice on marketing programs and initiatives
- Develop a shared action plan for marketing with Indigenous Tourism BC
- Provide practical, applied, and ongoing inclusive marketing training and tools for Destination BC marketing staff
- Publish and maintain guidelines and other learning tools on Destination BC's Learning Centre for access and use by other tourism industry organizations and businesses in BC
- Regular updates on progress and learnings through our industry communications channels

2024

- Work with partners to support the development or enhancement of a DEIA toolkit for industry
- Work with partners to better understand DEIA resource needs of the BC tourism industry
- Continue recruitment efforts to increase representation from under-represented equity deserving groups on Tourism Marketing Committee
- Implement year two of DEIA learning plan
- Develop and implement year two of Inclusive Marketing Action Plan
- Incorporate intercultural assessments and/or competencies into hiring and on-boarding
- Institute a Conflict Resolution Policy in combination with Conflict Resolution Training to ensure issues are dealt with consistently and equitably
- Undertake an audit of supplier diversity and develop measures, targets, and action plan
- Implement corporate approach to ensuring hiring Committees are more diverse and each member is aware of their biases
- Incorporate a “Culture of Inclusion Toolkit” as part of on-boarding process
- GBA+ incorporated into all project, policy and engagement processes
- Utilize targeted recruitment efforts to reach diverse communities where Destination BC has under-representation
- Update and refresh the accommodation policy and request process by consulting employees who have a disability
- Amalgamate HR policy documents into a single, accessible, streamlined employee handbook
- Conduct inclusive language, accessibility, and visuals audit of industry website and communications channels (e.g., newsletters); develop action plan
- Review and revise all current HR templates to use gender inclusive language consistently
- Align research processes with BC government anti-racism data legislation
- Training for Managers on processes to support consistent implementation of policies and processes, particularly around performance management, professional development, and training/rewards
- Leverage partnerships and existing research to provide industry with access to DEIA learning resources
- Support visitor centres in creating safe spaces for LGBTQIA2S+ visitors by becoming Rainbow Registered
- Facilitate retention check-ins to gather feedback from staff on their employment experience
- Complete analysis on how equity deserving groups have moved through the organization (achieved higher roles, pay, and their tenure); analyze for barriers

2025

- Implement year three of DEIA learning plan
- Develop and implement year three of Inclusive Marketing Action Plan
- Implement supplier diversity action plan
- Promote and educate employees on non-cash compensation elements
- Update risk matrix, best practices and policies related to DEIA (e.g., ongoing measurement and monitoring to assess progress towards DEIA goals)
- Create a more personalized and consistent approach to rewards and recognition, where broader milestones or contributions are recognized and celebrated
- Conduct DEIA audit of Industry Development and Learning program; develop action plan
- All Destination BC business units incorporate DEIA goals and actions into business plans, and plan to conduct DEIA assessments (if required)
- Audit Destination BC's approach to industry engagement through a DEIA lens
- Explore partnerships with existing DEIA groups to build lived-experience into Destination BC's industry engagement approach
- Conduct inclusive research to understand barriers for equity deserving groups when travelling in BC



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