



June 6, 2023

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

Dear Scott Fraser:

On behalf of the Honourable David Eby, Premier, and the Executive Council, I would like to extend my thanks to you, your board members, and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations—including Crowns, Health Authorities, and Post Secondary Institution Boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, and climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Destination British Columbia, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines, and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance is available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with Government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office will continue to support you and your board on recruitment, appointments, and professional development, as well ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy, and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Ensure Destination British Columbia's programs and investments are aligned with the Strategic Framework for Tourism in B.C., and other emerging government priorities.
- 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 tourism and hospitality sectors in rural and urban communities, and increase the long-term global competitiveness of the B.C. tourism industry.
- Support the B.C. visitor economy by:
  - a) continuing to promote rural and Indigenous tourism opportunities, taking advantage of B.C.'s unparalleled natural areas;
  - 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) working with the Ministry of Tourism, Arts, Culture and Sport and host cities and organizers of upcoming marquee events (Grey Cup in 2024, Invictus Games in 2025 and FIFA World Cup in 2026) and work with First Nations to support the bid for the 2027 North America Indigenous Games, to ensure these events provide positive benefits for businesses, communities, and the tourism sector;
  - e) providing research and insights on tourism industries performance and outlook;
  - f) implementing Destination British Columbia's Corporate Strategy; and
  - g) continuing to champion tourism as a leading 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 asked to sign this letter to acknowledge this direction from Government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Lana Popham  
Minister of Tourism, Arts, Culture and Sport  
Date: June 6, 2023

pc: Honourable David Eby, KC  
Premier

Shannon Salter  
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

Mary Sue Maloughney  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

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

Amy Blakeney  
Board Member  
Destination British Columbia

Annita McPhee  
Board Member  
Destination British Columbia

pc: Joel McKay  
Board Member  
Destination British Columbia

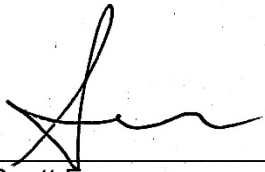
Lori Simcox  
Board Member  
Destination British Columbia

Mike Riediger  
Board Member  
Destination British Columbia

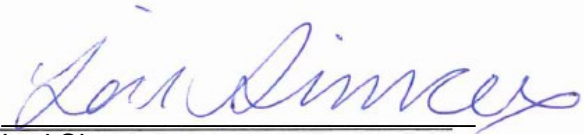
Penny Wilson  
Board Member  
Destination British Columbia

Randy Wright  
Board Member  
Destination British Columbia

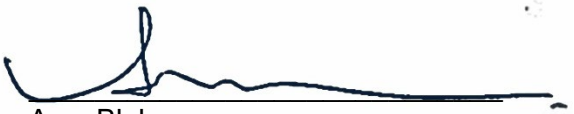
Richard Porges  
Chief Executive Officer/President  
Destination British Columbia



Scott Fraser  
Chair, Board of Directors  
Destination British Columbia  
Date: June 20, 2023



Lori Simcox  
Board Member  
Destination British Columbia  
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Amy Blakeney  
Board Member  
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Mike Riediger  
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