

Destination British Columbia

2024/25 – 2026/27 Service Plan

February 2024



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 2024/25 – 2026/27 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 2024 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 gray dotted grid background.

Scott Fraser
Board Chair, Destination BC
January 25, 2024

Table of Contents

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

Strategic Direction..... 5

Purpose of the Organization and Alignment with Government Priorities..... 5

Operating Environment..... 6

Annual Economic Statement 6

Performance Planning 8

Financial Plan 19

Appendix A: Mandate Letter from the Minister Responsible21

Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good quality of life. Public sector organizations will continue to support Government in delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean, and fair economy. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and deliver initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25-2026/27 Service Plan outlines how Destination BC will support the government's priorities and selected action items identified in the June 6, 2023, Destination BC [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

The tourism industry generates social, cultural, environmental, and economic 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:

- Optimizing the long-term net social, cultural, environmental, and economic benefits of the tourism industry to British Columbians by providing a unifying and consistent brand and marketing strategy that motivates travellers from around the world to visit, and encourages residents of B.C. to travel within their province.
- Providing leadership and direction for the expansion and strengthening of urban and rural tourism destinations in B.C., products and experiences. 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 sustainable growth of the tourism industry throughout the province.

Destination BC is committed to working with the Minister and staff of the Ministry of Tourism, Arts, Culture and Sport to achieve the specific priorities outlined in the June 6, 2023, Destination [BC Mandate Letter](#).

Operating Environment

The operational landscape for tourism in B.C. offers a wealth of future opportunities. Hosting major events, including the FIFA World Cup 2026, Invictus Games 2025, and upcoming cultural festivals, will create a global stage to showcase B.C.'s rich culture, landscapes, and diverse experiences. Continued investment in destination development is aimed at improving infrastructure, accommodations, and recreational facilities, ensuring visitors enjoy world-class experiences. Enhanced highways and transportation networks make it more convenient for travel to B.C.'s diverse regions and destinations. Respectful growth of Indigenous tourism provides opportunities for people in B.C. and visitors to understand the diversity of Indigenous Peoples in B.C. and share in authentic Indigenous experiences. Ongoing commitment to creating accessible and inclusive tourism products, services, and activities ensures safe and barrier-free opportunities for exploring B.C. Stewardship and sustainable tourism practices contribute to environmental protection and creating a sense of responsibility among visitors and the industry, preserving B.C.'s nature for future generations. Increasingly, visitors are seeking out responsible travel opportunities that help to preserve, rather than degrade, natural spaces and B.C. is well positioned to offer those travel experiences. These multifaceted opportunities will continue to position the province as a premier destination for sustainable, inclusive, and culturally immersive experiences.

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 in 2023, such as wildfires, severe flooding, landslides, and drought along with the ongoing economic recovery from the COVID-19 pandemic and ongoing labour shortages, have had a significant impact on B.C.'s tourism industry. As a result, Destination BC has revised industry performance forecasts for 2024/25 and beyond. Performance could be affected by the extent and duration of any unanticipated future events and Destination BC will continue to monitor potential impacts and adjust tactics, action and forecasts as required.

Annual Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5

per cent in 2024 and 1.9 per cent in 2025. 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 continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

Performance Planning

This Service Plan outlines Destination BC's goals for the 2024/25 to 2026/27 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 June 6, 2023, Destination BC Mandate Letter.

Destination BC's goals, objectives and strategies follow from its three-year [2023-2025 Corporate Strategy](#), 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 grow the social, cultural, environmental, and economic benefits for all people in B.C. by sharing the transformative power of B.C.'s tourism experiences with the world.

Goal 1: Growth of overnight visitor expenditures

To increase industry revenue, a critical component of the tourism industry's success, B.C. 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 2024/25, Destination BC's marketing plan will continue to encourage domestic travel by British Columbians and Canadians, attract 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 expenditures.

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 all areas of the province, during all seasons of the year.
- Build industry alignment around the strong and shared brand of *Super, Natural British Columbia*® and launch sub-brands to elevate visitor perceptions of B.C. and drive long-term sustained growth in all regions and seasons of B.C.

Discussion

In 2024/25, Destination BC will continue to focus on captivating the interest of target travellers in key markets by creating an emotional connection to *Super, Natural British Columbia*® through compelling brand storytelling, delivering inspiring travel content, and amplifying global brand advocates. With the addition of new place brands as sub-brands, Destination BC is creating a new family of brands. Each new place brand will play a distinct role in changing and enhancing a person’s perspective on an area of the Province and will differentiate B.C. from its competitors.

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 B.C., and tailored to motivate our target travellers 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 2024/25, Destination BC will continue to 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 Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[1a] B.C. tourism industry revenue. ¹	\$20.4 B ⁶	+5%	+5%	+5%
[1b] Consumption of B.C. travel content promoted by Destination BC (in million [M]). ²	31.1 M	Maintain or Improve	Maintain or Improve	Maintain or Improve
[1c] Size of Destination BC’s global social media community of brand advocates (in million [M]). ³⁻⁴⁻⁵	2.1 M	Maintain or Improve	Maintain or Improve	Maintain or Improve

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

²Data Source: Numbers aggregated by Destination BC based on reporting from 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.

⁴This measure indicates the number of followers of all Destination BC's social media channels (currently including YouTube, Facebook, Instagram, Tik Tok, Pinterest, Weibo, WeChat, X [formerly Twitter]).

⁵[1c] is 1 of 4 performance measures that supports 'Destination BC's performance-based funding model'.

⁶The '2022/23 Actual' (\$18.5 B) forms the basis of the '2023/24 Forecast' and revised future targets.

Discussion

In 2023/24, Destination BC removed the 'Number of customer leads for industry directly generated by Destination BC through digital marketing activities' performance measure. This change was made as a result of the inability to consistently measure results going forward due to recent known and potential future privacy changes within key digital marketing platforms.

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. In 2022, tourism revenue nearly fully recovered to 2019 values. The rapid recovery was due to strong demand for travel within B.C. by British Columbians exploring B.C. and by Canadians choosing to explore B.C. instead of venturing internationally. With significant returns in visitation from international markets in 2023, revenue for 2023 is expected to increase by 10 per cent from 2022 and will have surpassed the 2019 tourism industry revenue. The tourism industry revenue data is provided annually by BC Stats and involves revenue estimates from several related sectors. The 2022/23 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 consumption of, and engagement with, content promoted by Destination BC measures success in motivating potential visitors and increasing their sense of urgency to visit B.C., and hence producing greater visitor volumes and expenditure. Measurement of content consumption includes video ads watched to completion, engagements on social media, web pages read on [HelloBC.com](https://www.hellobc.com), and Destination BC's consumer website. Destination BC's expenditures supporting content consumption and distribution are expected to remain stable through to 2024/25, assuming there are no reductions to its annual appropriation. Destination BC anticipates that content consumption in future years will remain relatively stable compared to previous years. However, there is some vulnerability with the content consumption target following privacy changes introduced by Apple in 2021 and Google this past year, creating significant changes to how digital marketing is conducted. Further challenges are expected (driven by further platform changes by Apple, Google, Facebook, X [formerly Twitter], etc.), as paid digital media activities will drive the majority of Destination BC's content consumption. 'Maintain or Improve' (31.1 M) results in future years will require Destination BC to further increase efficiency and effectiveness in the use of marketing funds, and quickly adapt to future privacy changes impacting digital marketing.

1c: 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 B.C. 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 B.C. are heard. This measure indicates the number of

followers on all of Destination BC's consumer-facing social media channels (which currently includes YouTube, Facebook, Instagram, Tik Tok, Weibo, and WeChat X [formerly Twitter]) in Destination BC's key target markets. Destination BC has adjusted targets for 2024/25 and beyond to 'Maintain or Improve' (2.1 M) 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 seen by consumers is paid advertising. Despite these challenges, Destination BC will continue to nurture existing audiences which 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. Net Promoter Score measures the likelihood of visitors to recommend B.C. to their friends or family.

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

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.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport on the strategic planning and development of the B.C. Tourism Climate Resiliency Initiative, a foundational program to support a resilient tourism sector that is regenerative and prepared to adapt to climate change.
- Continue to support the Tourism Emergency Management Framework, supporting the long-term destination reputation of B.C. through planning and coordinating communications, initiating marketing campaigns, coordinating training delivery, and conducting research on tourism emergency management, when appropriate.
- Continue to help make B.C. a more inclusive and accessible tourism destination.

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 2024/25, 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 it. Customer service expectations continue to rise, 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 2024/25, Destination BC will create more contemporary and innovative ways to connect with travellers online, and 'out and about' in communities, including through the development of a new app to easily provide information to visitors of experiences and events happening in the communities they are visiting. Another key channel to communicate information to visitors is the Visitor Services Network. Destination BC provides support and resources to the more than 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 2024/25, 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.

Protecting the tourism industry is vital to B.C.'s economic strength and community health. The tourism industry is comprised primarily of small businesses and is extremely sensitive to disruption by disasters, both through direct impact and longer-lasting reputation damage. The number and severity of emergencies and disasters that challenge individuals, communities and all levels of government are increasing due to the diversity of extreme weather, seismic and human-caused hazards, climate change, and the ongoing expansion of the urban environment.

A resilient tourism sector that is regenerative and prepared to adapt to a changing climate is vital to the future success of the province's visitor economy. The B.C. Tourism Climate

Resiliency Initiative will strengthen efforts to build a resilient tourism ecosystem that protects people and our natural environment as B.C. adapts to climate change. The program is expected to:

- Provide visitors with inspiration and information to make informed decisions on sustainable travel options;
- Amplify and elevate tourism businesses and communities that are adopting sustainable and regenerative tourism practices;
- Support destination development efforts that enable tourism businesses, communities, and visitors to reduce greenhouse gas emissions, and to make adaptations in preparation for climate change impacts; and,
- Support the creation of sustainable and regenerative tourism and destination development plans.

Destination BC actively supports the B.C. Tourism Emergency Management Framework which provides a coordinated system for tourism partners to enhance all-hazard emergency mitigation, preparedness, response, and recovery for the tourism industry and to integrate with the B.C. Emergency Management System and its various agencies. The framework helps reduce the industry's vulnerabilities and risks and lessen the potentially adverse impacts to visitor experiences during emergencies.

An inclusive and accessible tourism industry means eliminating and preventing barriers to ensure greater opportunities for equity deserving groups. This work spans well beyond B.C.'s 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 B.C.'s transformative experiences. 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, we can understand where to provide the best value for supporting the inclusion of equity deserving groups within the tourism industry and amongst visitors.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[2a] Competitive ranking of British Columbia's Net Promoter Score. ¹	Ranked #1 in 2 of 5 key North American markets	Maintain or Improve	Maintain or Improve	Maintain or Improve
[2b] Net Promoter Score of Participants in all ongoing Destination BC delivered workshops or webinars. ²⁻³	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).

³[2b] is 1 of 4 performance measures that supports 'Destination BC's performance-based funding model'.

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.

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 to address the evolving needs of the traveller. 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.

A Net Promoter Score of 50 or greater is targeted for all Destination BC programs as it is an above average rating that represents high participant satisfaction and loyalty. Net Promoter Scores are tallied by deducting the percentage of detractors (rating 0 to 6) from the percentage of promoters (rating 9 to 10), making the best score 100 and the worst score -100. A Net Promoter Score is the most meaningful and commonly used indicator of intention and overall experience satisfaction currently available.

Goal 3: A globally competitive tourism marketing and development ecosystem

A globally competitive tourism ecosystem is all about how Destination BC works together with the tourism industry and through partnerships to meet needs and increase the capabilities and competitiveness of the sector and tourism businesses. We are better able to meet our goals, sustain profitable businesses, and provide benefits to the people living in B.C. by fully leveraging the ecosystem of partners across the industry, working cohesively to share intelligence, integrating go-to-market strategies and systems, and combining individual resources and expertise. In alignment with the Province's tourism priorities, Destination BC will continue to collaborate with [Indigenous Tourism BC](#), other tourism partners, and communities 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 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 Indigenous cultural tourism partners in B.C. and provide support for Indigenous Tourism BC to implement [Strengthening Our Roots and Branches: Corporate Strategy 2023-2027](#), 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 B.C. to advance marketing capabilities, to drive the long-term competitiveness of B.C.'s visitor economy.
- Continue working with the Ministry of Tourism, Arts, Culture and Sport and host cities and organizers of upcoming marquee events to ensure these events provide positive benefits for business, communities, and the tourism sector.

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 routes and places that span the entire province. In 2024/25 Destination BC will continue the development and implementation of new and compelling place brands in an effort to encourage our visitors to visit 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 will continue to provide co-operative, consumer-focused marketing and promotion support to community consortiums and sector organizations in B.C. The Co-op Program will continue to support 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., leveraging 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.

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 2024/25, 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 2024/25, Destination BC will also continue to develop the industry-leading co-operative BC Tourism Data Hub that enables a collaborative, digitally-savvy, insight-driven tourism network across the province. The outputs of the BC 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.

In 2024/25, Destination BC will continue 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) to ensure these events provide positive benefits for business, communities, and the tourism sector.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[3a] Destination Management and Tourism Sector Organizations’ satisfaction with Destination BC programs and services. ¹	8.0 (out of 10)	Maintain or Improve	Maintain or Improve	Maintain or Improve
[3b] a) Number of communities and sectors participating in Destination BC’s application-based Co-op Marketing Partnerships Program.	120 (total)	120 (total)	120 (total)	120 (total)
b) Number of participating communities outside Metro Vancouver, Victoria, and Whistler. ²⁻³	100 (regional)	100 (regional)	100 (regional)	100 (regional)

¹Data Source: Destination BC’s Annual Tourism Industry Partners Survey (previously called Stakeholder Satisfaction Survey) conducted by independent third-party research firm. Destination Management and Tourism Sector Organizations comprise one of the six strata whose satisfaction is tracked through the corporate partners 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 confirming participants and funding.

³[3b] is 1 of 4 performance measures that supports ‘Destination BC’s performance-based funding model’.

Discussion

3a: Launched in 2014, Destination BC’s annual 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, destination management, tourism sector organizations, and other key partners, and anticipates incremental improvements in satisfaction over time.

In 2023/24, Destination BC changed this performance measure from “Tourism businesses satisfaction with Destination BC programs and services” to “Destination Management and Tourism Sector Organizations’ satisfaction with Destination BC programs and services”. This change was made to better reflect Destination BC’s strategic approach to provide programs and services that help these organizations to service local communities and tourism businesses in our current three-year [2023-2025 Corporate Strategy](#).

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 incentivizing their collaboration by providing access to matching dollars. The measure reflects the number of unique community and sector

organizations that participate in one or more Co-op marketing projects during the relevant fiscal year.

The target for 2023/24 returns to the performance baseline target set in 2019/20 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	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Revenues				
Contribution from Province	56.609	56.268	56.268	56.268
Contribution from Other Governments	0	0	0	0
Deferred Capital Contributions	0.085	0.060	0.060	0.060
Other Revenue	0.618	0.640	0.640	0.640
Total Revenue	57.312	56.968	56.968	56.968
Expenses				
Marketing	36.981	36.496	36.496	36.496
Destination Management	11.597	11.673	11.673	11.673
Strategy, Research & Communications	4.063	4.116	4.116	4.116
Corporate Services	4.468	4.518	4.518	4.518
Amortization	0.203	0.165	0.165	0.165
Total Expenses	57.312	56.968	56.968	56.968
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	2.206	2.206	2.206	2.206
Capital Expenditures	0	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 2024/25-2026/27 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 2023/24-2025/26 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 2024/25-2026/27 Service Plan includes three of four measures of corporate performance, specifically measures 1c, 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 2024/25-2026/27 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, inflation in general, 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



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.

.../2

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

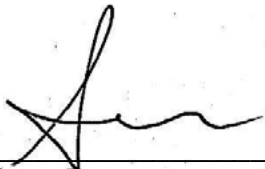
Lori Simcox
Board Member
Destination British Columbia

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
Date: June 20, 2023



Amy Blakeney
Board Member
Destination British Columbia
Date: June 20, 2023



Mike Riediger
Board Member
Destination British Columbia
Date: June 20, 2023



Annita McPhee
Board Member
Destination British Columbia
Date: June 20, 2023



Penny Wilson
Board Member
Destination British Columbia
Date: June 20, 2023



Joel McKay
Board Member
Destination British Columbia
Date: June 20, 2023



Randy Wright
Board Member
Destination British Columbia
Date: June 20, 2023



Richard Porges
Chief Executive Officer/President
Destination British Columbia
Date: June 20, 2023