

Destination British Columbia

2025/26 – 2027/28 Service Plan

March 2025



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Board Chair's Accountability Statement



The 2025/26 – 2027/28 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 February 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Destination BC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Destination BC's operating environment, forecast conditions, risk assessment, and past performance.

Signed on behalf of the Board by:

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

Scott Fraser
Board Chair, Destination BC
February 10, 2025

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

Economic Statement 6

Performance Planning 7

Financial Plan 13

Appendix A: Mandate Letter from the Minister Responsible 15

Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how Destination BC will support the government's priorities and selected action items identified in the most recent 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 economies, jobs, and amenities, and by increasing international exposure to the province's 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 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 B.C.'s tourism destinations, and products and experiences. Destination BC delivers branding, marketing, destination development, destination stewardship, industry learning, and emergency 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 Minister's January 16, 2025 [Mandate Letter](#) and Destination BC's June 6, 2023 [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, 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. 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 current and 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 tourism industry continues to face and respond to weather-related emergencies and conditions impacting business, such as wildfires, drought, and extreme heat and cold. In addition, inflation has influenced discretionary spending behaviour globally, impacting the tourism industry in B.C. The industry continues to seek sufficient labour to fill job shortages across B.C. Performance could be affected by the extent and duration of any unanticipated future events. Destination BC will continue to monitor potential impacts and adjust tactics, actions, and forecasts as required.

Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per

cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation. Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

Performance Planning

This Service Plan outlines Destination BC's goals for the 2025/26 to 2027/28 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.](#), the [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

A critical component of the tourism industry's success is to increase industry revenue. B.C. needs to continue to attract visitors who are respectful of the places they visit and people they meet. This includes highly engaged international travellers who contribute significantly to the visitor economy through multiple day and overnight visits, resulting in higher-than-average expenditures on B.C.-produced goods and services. In 2025/26, Destination BC's marketing efforts will continue to attract U.S. and international visitors, encourage domestic travel by British Columbians and Canadians, 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.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[1a] B.C. tourism industry revenue. ¹	22.5 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 ⁷	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	2.4 M	Maintain or Improve ⁸	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, Weibo, and WeChat).

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

⁶The ‘2023/24 Actual’ (\$22.1 B) forms the basis of the ‘2024/25 Forecast’ and revised future targets.

^{7/8}‘Maintain or Improve’ over ‘2024-25 Actual’ to be reported in Destination BC’s Annual Service Plan Report (August 2025).

Discussion

1a: Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. It measures the money received by businesses, individuals, and governments due to tourism-related activities. In 2023, tourism revenue saw continued growth with a +12.4% increase from 2022, surpassing 2019 tourism industry revenue. Growth was driven by international markets returning to British Columbia (all entry restrictions into Canada were removed on October 1, 2022), in addition to strong domestic travel. Tourism revenue for 2024 is estimated to have grown by about 2% (final estimates will be available in January 2026) with a softening of domestic travel offset by continuing recovery of international markets. Tourism industry revenue data is provided annually by BC Stats. Target tourism industry revenue results for future years have been established using 2023/24 results a baseline.

1b: Measurement of content consumption includes video ads watched to completion, engagements on social media, and web pages read on [HelloBC.com](https://www.hellobc.com), Destination BC's consumer website. Engagement with content promoted by Destination BC measures success in motivating potential visitors and increasing their sense of urgency to visit B.C. resulting in greater visitor volumes and expenditures. Content consumption results are expected to be impacted by evolving privacy changes on key technology platforms limiting the ability of advertisers to track ad engagement, and a shift to a greater focus on building brand awareness within Destination BC's marketing activities. 'Maintain or Improve' over prior year results in future years will require Destination BC to quickly adapt to future privacy changes.

1c: The size of Destination BC's global social media community of brand advocates is a key measure of brand affinity, or consumers' emotional connection, for the *Super, Natural British Columbia*® family of brands. Destination BC works to ensure real life stories and positive experiences from travellers to B.C. are shared. 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). Destination BC has adjusted targets for 2025/26 and beyond to 'Maintain or Improve' over prior year based on the changes that social media channels continue to make to their algorithms further restricting the ability for brands to reach their followers without the use of paid advertising. Despite these challenges, Destination BC will continue to nurture values aligned social media audiences that remain important to the organization's brand strategy, in addition to pursuing a broad-based social media approach. 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 support a resilient tourism sector that is regenerative and adapting 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.
- Continue to help make B.C. a more inclusive and accessible tourism destination.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[2a] Competitive ranking of British Columbia’s Net Promoter Score. ¹	Ranked #1 in 3 of 5 key North American markets	Maintain or Improve ⁴	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’.

⁴Maintain or Improve’ over ‘2024-25 Actual’ to be reported in Destination BC’s Annual Service Plan Report (August 2025).

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 represents an above average rating that indicates high participant satisfaction and loyalty. Net Promoter Scores are calculated 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 built on how Destination BC works together with the tourism industry and through partnerships to meet the needs and increase the capabilities and competitiveness of the sector and tourism businesses. Destination BC is better able to meet its goals, sustain profitable businesses, and provide benefits to all people living in B.C. by fully leveraging the ecosystem of industry partners, sharing intelligence, resources, and expertise, and integrating go-to-market strategies and systems. 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 and other key tourism industry 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 advancing Destination Development program efforts 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.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[3a] Destination Management and Tourism Sector Organizations' satisfaction with Destination BC programs and services. ¹	7.4 (out of 10)	Maintain or Improve ⁴	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.	130 (total)	120 (total)	120 (total)	120 (total)
b) Number of participating communities outside Metro Vancouver, Victoria, and Whistler. ²⁻³	115 (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'.

⁴'Maintain or Improve' over '2024-25 Actual' to be reported in Destination BC's Annual Service Plan Report (August 2025).

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.

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.

Financial Plan

Financial Summary

\$m	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Revenues				
Contribution from Province	58.591	56.268	56.268	56.268
Contribution from Other Governments	0.016	0	0	0
Deferred Capital Contributions	0.060	0.060	0.060	0.060
Other Revenue	0.640	0.520	0.520	0.520
Total Revenue	59.307	56.848	56.848	56.848
Expenses				
Marketing	37.408	35.383	35.383	35.383
Destination Management	13.216	12.220	12.220	12.220
Strategy, Research & Communications	3.955	4.468	4.468	4.468
Corporate Services	4.559	4.640	4.640	4.640
Amortization	0.169	0.137	0.137	0.137
Total Expenses	59.307	56.848	56.848	56.848
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	2.414	2.414	2.414	2.414
Capital Expenditures	10	70	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 2025/26-2027/28 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 2024/25-2026/27 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 2025/26-2027/28 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 2025/26-2027/28 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

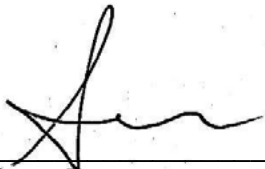
Lori Simcox
Board Member
Destination British Columbia

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



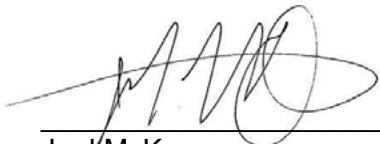
Mike Riediger
Board Member
Destination British Columbia
Date: June 20, 2023



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