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Dana Hayden  
Board Chair  
Partnerships British Columbia Inc.  
PO Box 9478 Stn Prov Govt  
Victoria BC V8W 9W6

Dear Dana Hayden:

Re: 2017/18 Mandate Letter

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2017/18 fiscal year.

On behalf of the Province of British Columbia, thank you for your leadership and the contributions made by Partnerships British Columbia (PBC) over the past year.

B.C.'s Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of B.C.

It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

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Government has provided the following mandate direction to PBC:

- PBC is to assist the Province in meeting its infrastructure needs by providing innovation, leadership and expertise in public capital procurement.

To achieve this mandate, PBC is directed to take the following strategic actions:

- 1.) Provide a summary of PBC's progress against the performance targets in the agency's Stakeholder Engagement Plan, as well as any emerging issues and mitigation strategies, to the Deputy Minister of Finance by May 1, 2017.
- 2.) Work with the Ministry of Finance to update priority sections of the Capital Asset Management Framework (CAMF), which provides policy guidance for the planning, acquisition, management and disposition of Government's capital assets. The procurement section, including related tools (e.g., capital procurement checklist), of CAMF will be updated by June 30, 2017.
- 3.) Work with the Ministry of Finance and other ministries/agencies, as necessary, to ensure that those provincial major capital projects for which PBC is engaged address the Government's commitments in the Climate Leadership Plan (Plan) within its fiscal plan affordability parameters. PBC will provide the Ministry of Finance with an interim report by April 28, 2017 and a final report by March 30, 2018, which summarizes how provincial major capital projects in the planning phase will address the relevant commitments in the Plan.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging issues which may affect the business of PBC and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, [CROWN ACCOUNTABILITIES](#).

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website, and a copy signed by all board members provided to the ministry and made available to the public upon request.

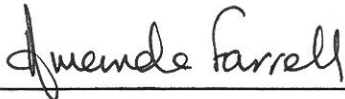
I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,



Honourable Michael de Jong, Q.C.  
Minister

Signed By:



Amanda Farrell, CEO  
Partnerships British Columbia

January 19/2017

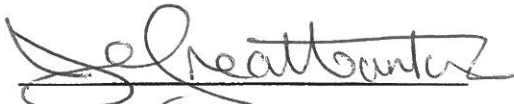
Date



Diane Delves, Director  
Partnerships British Columbia

January 19/2017

Date

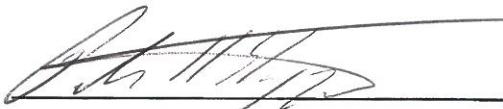


James Greatbanks, Director  
Partnerships British Columbia

January 19/2017

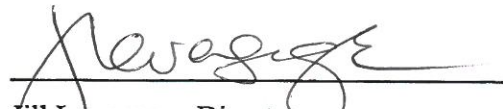
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Peter Kappel, Director  
Partnerships British Columbia

January 19/2017  
Date



Jill Leversage, Director  
Partnerships British Columbia

January 19/2017  
Date



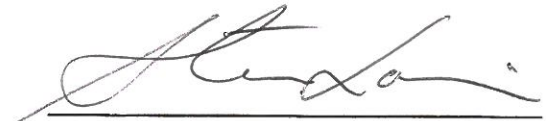
Julian Paine, Director  
Partnerships British Columbia

January 19/2017  
Date



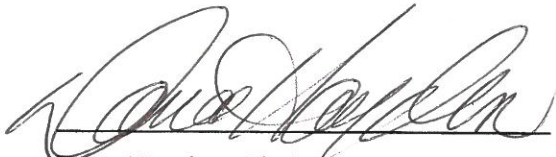
Roberta Stewart, Director  
Partnerships British Columbia

January 19/2017  
Date



Steve Lornie, Director  
Partnerships British Columbia

January 19/2017  
Date



Dana Hayden, Chair  
Partnerships British Columbia

January 19/2017  
Date

Attachment: Taxpayer Accountability Principles

cc: Honourable Christy Clark  
Premier

Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

- 1 Cost Consciousness (Efficiency)**

Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.
- 2 Accountability**

Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate.
- 3 Appropriate Compensation**

Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.
- 4 Service**

Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.
- 5 Respect**

Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.
- 6 Integrity**

Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.