

JAN 28 2016

348009

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

Dear Dana Hayden:

Re: 2016/17 Mandate Letter

This Mandate Letter confirms your organization's mandate, provides Government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

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

Last year, Government established a common set of principles for the BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by Government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complimentary to the fiduciary duty to their organizations.

One of Government's core values is respect for the taxpayer's dollar. 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. The foundation of this work is the Government's commitment to controlling spending and balancing the budget.

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Government has provided the following mandate direction to Partnerships BC:

- 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.) In PBC's 2016/17 – 2018/19 Service Plan, continue to improve the clarity of the strategies, performance measures and targets, and strengthen their linkages to the goals of the agency.
- 2.) 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.
- 3.) Provide the Ministry of Finance with a report that identifies recommendations for PBC's role in continuing to support Ministries' project boards for their major capital projects by June 30, 2016.
- 4.) Finalize and implement conflict of interest guidelines for PBC's board members by May 31, 2016.

To achieve this, several actions as detailed in the 2014 TAP Transition Letter, are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

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, [PSO Accountability Summary](#).

Government is committed to continuing 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 any 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.

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 the TAP, key results and working together to protect the public interest at all times.

Sincerely,



Michael de Jong, Q.C.
Minister of Finance

Date JAN 20 2016

Signed by:



Dana Hayden, Board Chair
Partnerships British Columbia Inc.

Date

James Greatbanks, Director
Partnerships British Columbia

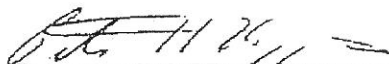
Date



Diane Delves, Director
Partnerships British Columbia

Feb 21, 2016

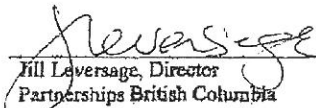
Date



Peter Kappel, Director
Partnerships British Columbia

4 Feb 2016

Date



Bill Leversage, Director
Partnerships British Columbia

Feb 22, 2016

Date



Julian Paine, Director
Partnerships British Columbia

March 2 / 2016

Date

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

Sincerely,



Michael de Jong, Q.C.
Minister of Finance

Date JAN 28 2016

Signed by:

Dana Hayden, Board Chair
Partnerships British Columbia Inc.

Date



James Greatbanks, Director
Partnerships British Columbia

February 11, 2016
Date

Diane Delves, Director
Partnerships British Columbia

Date

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

Date

Julian Paine, Director
Partnerships British Columbia

Date



March 2 2016

Roberta Stewart, Director
Partnerships British Columbia

Date:

Attachment: Taxpayer Accountability Principles

cc: Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Amanda Farrell
Chief Executive Officer
Partnerships British Columbia

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.