



January 14, 2015

Stuart McLaughlin, Chair  
Board of Directors  
BC Pavilion Corporation  
999 Canada Place, Suite 200  
Vancouver BC V6C 3C1

Dear Chair McLaughlin:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

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 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.

BC Pavilion Corporation (PavCo) is directed to take the following specific strategic priority actions for 2015/16:

1. Lead and report back on PavCo's domestic and international sales and marketing program for the Vancouver Convention Centre, that supports PavCo's achievement of its performance goals, including increasing non-resident delegate days. Ensure marketing strategies are aligned with Destination BC's overall marketing strategy. Status updates on the Program and non-resident delegate day results are to be provided by June 30, 2015 and December 31, 2015;
2. Lead and report back on plans to increase attendance to and economic benefits from BC Place Stadium events which support PavCo's achievement of its performance goals. Status updates are to be provided by June 30 2015 and December 31, 2015;
3. Work with the Ministry of Transportation and Infrastructure (the Ministry) to ensure all financial management and fiscal targets and reporting requirements, as identified in the Ministry budget letter to PavCo are met and inform the



Ministry in a timely manner of any pressures in meeting these financial targets and the related mitigation strategies; and

4. Continue to maximize private sector revenue for the public facilities owned/managed by PavCo and continue to maximize economic benefit to the Province of BC and minimize reliance on government funding.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16-17/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (attached) announced by Premier Christy Clark in June 2014. Through the implementation of Taxpayer Accountability Principles, leadership teams in public sector organizations are leading a change to a cost-conscious public sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

PavCo is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014 Transition Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see, <http://gov.bc.ca/crownaccountabilities>

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to support and ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of PavCo and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.



Todd G. Stone  
Minister of Transportation and Infrastructure  
and Minister Responsible for BC Pavilion  
Corporation

Date: January 14, 2015

Stuart McLaughlin, Chair  
BC Pavilion Corporation

Date:

*Jan 23/15*

Michael J. Ballingall, Director  
BC Pavilion Corporation

Date:

*Jan 23/15*

Theresa Breining, Director  
BC Pavilion Corporation

Date:

*Jan 23/15*

Frank W. Palmer, Director  
BC Pavilion Corporation

Date:

*Jan 23/15*

Stephanie Sharp, Director  
BC Pavilion Corporation

Date:

*Jan 23/15*

Don Zurowski, Director  
BC Pavilion Corporation

Date:

*Jan 23/15*



cc: Honourable Christy Clark  
Premier

John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Peter Milburn  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Grant Main  
Deputy Minister  
Ministry of Transportation and Infrastructure

Michael J. Ballingall, Director  
BC Pavilion Corporation

Theresa Breining, Director  
BC Pavilion Corporation

Frank W. Palmer, Director  
BC Pavilion Corporation

Stephanie Sharp, Director  
BC Pavilion Corporation

Don Zurowski, Director  
BC Pavilion Corporation

Ken Cretney, Interim President and Chief Executive Officer  
BC Pavilion Corporation

Attachment: Taxpayer Accountability Principles



## 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.