



February 16, 2017

Reference: 260582

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

Dear Chair McLaughlin:

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 BC Pavilion Corporation over the past year and congratulations on the efforts made towards the following achievements:

- Being the only two-time winner of the International Association of Congress Centres' APEX award for "World's Best Convention Centre";
- Being the first venue in the Americas and second in the world, to be accredited as a "Health Venue" by the World Obesity Federation;
- Successfully hosting the HSBC Canada (Rugby) Sevens in March, 2016 generating an estimated \$10 million in economic benefit from this single event and setting a new Canadian attendance record for rugby (with 60,000 in attendance); and
- Hosting the Men's FIFA World Cup qualifier in March 2016, where 54,798 fans watched Canada take on Mexico (another Canadian national record for attendance at a national team event, at home, in any sport).

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.

Government provided the following mandate direction to BC Pavilion Corporation under the *British Columbia Enterprise Corporation Act*.

To generate economic and community benefit for the people of British Columbia through the prudent management of public facilities: BC Place Stadium and the Vancouver Convention Centre.

To achieve this mandate, the BC Pavilion Corporation (PavCo) is directed to take the following strategic actions:

- Maximize private sector revenue for the public facilities owned/managed by PavCo and continue to maximize economic and community benefit to the Province of B.C., while minimizing reliance on government funding and increasing community interaction with events held at its facilities.
- By July 1st, 2017, submit an updated 5-year plan to the Ministry to articulate the specific measures that PavCo will undertake to achieve attendance and economic benefit targets from BC Place Stadium events and Vancouver Convention Centre conferences and events; which support PavCo's achievement of its performance goals. The plan is to have detailed performance measures and targets, with special consideration to anchor licensees.
- By April 1st, 2017, develop an engagement strategy outlining how PavCo intends to increase collaboration with its current anchor licensees and other major customers (e.g. working with the New Car Dealers Association to expand and enhance the Vancouver International Auto Show). The strategy should describe the measures PavCo will take to enhance its customer service focus related to its major tenants and customers and demonstrate how this will translate into increased revenue generation opportunities.
- By September 1st, 2017, submit a plan to the Ministry outlining how PavCo proposes to elevate the Vancouver Convention Centre's position as an environmental sustainability leader.
- Ensure all financial management and fiscal targets, cash flow forecasts and reporting requirements, as identified by government are met. Communicate to the Ministry in a timely manner regarding any pressures in meeting these financial targets and the related mitigation strategies. Update the Ministry on a quarterly basis on financial information, the Capital Asset Management Framework and the year to date actual financial results.



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 BC Pavilion Corporation 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: [Public Sector Organization 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.

A handwritten signature in black ink, appearing to read "Todd G. Stone".

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

Date: February 16, 2017



  
Stuart McLaughlin, Chair  
BC Pavilion Corporation

Date: February 20, 2017

  
Michael J. Ballingall, Director  
BC Pavilion Corporation

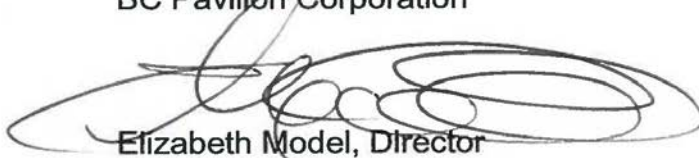
Date: February 20, 2017

  
Theresa Breining, Director  
BC Pavilion Corporation


Date: February 17, 2017

  
John Dyble, Director  
BC Pavilion Corporation

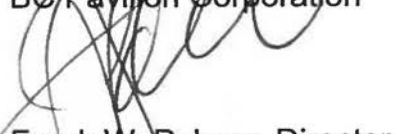
Date: February 17, 2017

  
Elizabeth Model, Director  
BC Pavilion Corporation

Date: February 17, 2017

  
Raghvir (Ron) Mundi, Director  
BC Pavilion Corporation

Date: February 18, 2017

  
Frank W. Palmer, Director  
BC Pavilion Corporation

Date: February 17, 2017

  
Jatinder Rai, Director  
BC Pavilion Corporation

Date: February 20, 2017



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

Grant Main  
Deputy Minister  
Ministry of Transportation and Infrastructure

Stuart McLaughlin, Chair  
BC Pavilion Corporation

Michael J. Ballingall, Director  
BC Pavilion Corporation

Theresa Breining, Director  
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John Dyble, Director  
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Frank W. Palmer, Director  
BC Pavilion Corporation

Jatinder Rai, Director  
BC Pavilion Corporation

Ken Cretney  
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.