



Ref: 38824

February 19, 2020

Ian Aikenhead
Chair, Board of Directors
B.C. Pavilion Corporation
Suite 200-999 Canada Place
Vancouver, BC V6C 3C1

Dear Ian Aikenhead:

I would like to extend appreciation on behalf of the Honourable John Horgan, Premier, and the Executive Council for your dedication, and that of your board members, in leading your organization and helping Government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia (BC). The expectations of BC citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for B.C. Pavilion Corporation (PavCo), on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching Government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to BC families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbian's Standard of Living to policy development, we will ensure that equity is reflected in Government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect Government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of BC.

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Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, Government passed the *Declaration on the Rights of Indigenous Peoples Act* (Act) which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in BC. All Crown Agencies are expected to incorporate the Act and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future—with a low-carbon economy that creates opportunities while protecting our clean air, land, and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with Government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your Board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as Government works to support strong public sector boards that reflect the diversity of BC.

As the Minister Responsible for PavCo, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Ensure PavCo's programs and investments are aligned with the Strategic Framework for Tourism and other emerging Government priorities.
- Continue to maximize private sector revenue at PavCo's public facilities through the achievement of attendance and economic benefit targets.
- Broaden the community engagement of PavCo's facilities with a wider range of community stakeholders through development and execution of a community engagement strategy.
- Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore opportunities for environmental improvement in all facilities.
- Continue to explore options for additional revenue streams that align with PavCo's mandate and Government's priorities, while working collaboratively with Indigenous and community partners.
- Provide immediate notification where proposal(s) are received/discussed for any new major events that may request Government support to ensure there is adequate time to fully assess the proposal and to develop the required documentation, business case and economic impact report for Government consideration.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,



Lisa Beare
Minister of Tourism, Arts and Culture



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Chair, B.C. Pavilion Corporation

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Director, B.C. Pavilion Corporation

Flavia Coughlan
Director, B.C. Pavilion Corporation

Carla Guerrero
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Jatinder Rai
Director, B.C. Pavilion Corporation

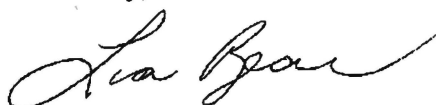
Ian Aikenhead

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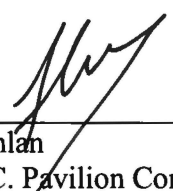


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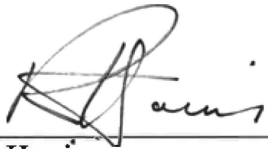
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pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shauna Brouwer
Deputy Minister
Ministry of Tourism, Arts and Culture

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pc: Ken Cretney
President and Chief Executive Officer
B.C. Pavilion Corporation