



March 7, 2016

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 2016/17 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:

- The Vancouver Convention Centre is on track to increase non-resident delegate days from prior years, supporting what has been one of British Columbia's best years for international conventions and overall tourism
- BC Place implemented initiatives for attendance-building through joint marketing programs with its primary tenants and through updated service offerings in order to increase per capita consumption

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.

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 BC through the prudent management of public facilities: BC Place Stadium and the Vancouver Convention Centre.

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

- By June 30, 2016, develop a five year plan to improve the financial performance of BC Place Stadium;
- Update the plan outlining 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. Outline this plan, with performance measures and targets, in PavCo's 2016/17 Service Plan;
- Update the plan to increase attendance to and economic benefits from BC Place Stadium events which support PavCo's achievement of its performance goals. Outline this plan, with performance measures and targets;
- Ensure all financial management and fiscal targets, cash flow forecasts and reporting requirements, as identified in the Ministry budget letter to PavCo are met. Inform the Ministry in a timely manner of any pressures in meeting these financial targets and the related mitigation strategies; and
- 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.

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 Public Sector Organizations. 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 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.



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.

Date: January 21, 2016

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

Date: June 7, 2016

Stuart McLaughlin, Chair  
BC Pavilion Corporation

Date: June 7, 2016

Michael J. Ballingall, Director  
BC Pavilion Corporation

Date: June 7, 2016

Theresa Breining, Director  
BC Pavilion Corporation

Date: June 7, 2016



  
Stephanie Sharp, Director  
BC Pavilion Corporation

Date: June 7, 2016

  
Don Zurowski, Director  
BC Pavilion Corporation

Date: June 7, 2016

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

Grant Main  
Deputy Minister  
Minister 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>

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| <b>1 Cost Consciousness (Efficiency)</b> | 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.                 |
| <b>2 Accountability</b>                  | 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. |
| <b>3 Appropriate Compensation</b>        | 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.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | 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.   |
| <b>6 Integrity</b>                       | 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.        |