



BRITISH
COLUMBIA

FEB 13 2018

Ref: 32355

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

Dear Mr. McLaughlin:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government which should inform the preparation of your three-year Service Plan for *Budget 2018*. This Mandate Letter also confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and Crown agencies are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We expect all public sector organizations to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by Crown agencies. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

As the Minister Responsible for B.C. Pavilion Corporation, I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in the Service Plan:

- Continue to maximize private sector revenue for the public facilities owned and managed by PavCo through implementation of the *5-year Attendance and Economic Benefit Target Plan*.
- Continue to support and promote community events and business opportunities that attract and benefit British Columbians through execution of the *PavCo Engagement Strategy*.
- Building on the environmental success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore opportunities for environmental improvement in all facilities.
- Explore additional innovative options for revenue streams that align with PavCo's mandate and Government's priorities, while working collaboratively with First Nations and community partners.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of Crown agencies.

B.C. Pavilion Corporation is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 20, 2018 to coincide with the release of your organizations' Service Plan.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible. Once again, thanks to you and your Board of Directors for your commitment to public service. Together, we will work to build a better B.C.

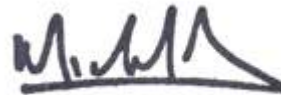
Sincerely,



Lisa Beare Date: February 13, 2018
Minister of Tourism, Arts and Culture



Stuart McLaughlin
Chair, B.C. Pavilion Corporation



Michael Ballingall
Director, B.C. Pavilion Corporation



Theresa Breining
Director, B.C. Pavilion Corporation



Elizabeth Model
Director, B.C. Pavilion Corporation



Raghvir Mundi
Director, B.C. Pavilion Corporation



Frank Palmer
Director, B.C. Pavilion Corporation



Jatinder Rai
Director, B.C. Pavilion Corporation

Stuart McLaughlin, Chair
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cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Sandra Carroll
Deputy Minister
Ministry of Tourism, Arts and Culture

Michael Ballingall, Director
B.C. Pavilion Corporation

Theresa Breining, Director
B.C. Pavilion Corporation

Elizabeth Model, Director
B.C. Pavilion Corporation

Raghvir Mundi, Director
B.C. Pavilion Corporation

Frank Palmer, Director
B.C. Pavilion Corporation

Jatinder Rai, Director
B.C. Pavilion Corporation

Ken Cretney, President & CEO (Interim)
B.C. Pavilion Corporation