



January 10, 2017

Reference 260583

Dan Doyle, Chair  
Board of Directors  
Transportation Investment Corporation  
1500 Woolridge Street, Suite 210  
Coquitlam BC, V3K 3T8

Dear Chair Doyle:

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 Transportation Investment Corporation over the past year and congratulations on the efforts made towards the following achievements:

- Operation of the Port Mann Bridge toll system in a streamlined, customer-focussed and cost-effective manner.
- Remaining on track to meet all its financial obligations and repay the project debt within the new debt financing strategy
- Supporting the Ministry of Transportation and Infrastructure (the Ministry) on the implementation of the George Massey Tunnel Replacement (GMTR) Project.

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 Transportation Investment Corporation (TI Corp) under the *Transportation Investment Act*.

- Delivering, managing, operating, tolling or funding transportation projects described in a concession agreement signed with the Province and the BC Transportation Financing Authority (BCTFA) and the Corporation; and
- Such other business as the Lieutenant Governor in Council may authorize.

TI Corp is mandated to recover the capital costs of its projects as well as the related operating and maintenance costs.

TI Corp has also been directed per prior years mandate letters:

- To ensure prudent management of capital and operating plans such that approved deficit projections, over the construction period of the Port Mann/Highway 1 Improvement Project, are not materially exceeded; and that
- TI Corp will, over the course of its operations, maintain its operations and meet its liabilities from revenues received from tolling and sales of goods and services.

To achieve this mandate, Transportation Investment Corporation is directed to take the following strategic actions for 2017/18:

- In accordance with the Concession Agreement, continue to operate and manage the tolling system and toll collections at the Port Mann Bridge;
- Ensure that the financial targets and reporting requirements, as identified by government are met. Inform the Ministry in a timely manner of any pressures in meeting these financial targets and the related mitigation strategies; and,
- TI Corp will continue to support the Ministry on the implementation of the George Massey Tunnel Replacement (GMTR) Project.

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 Transportation Investment 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.

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

Date: January 10, 2017

Dan Doyle, Chair  
Transportation Investment Corporation

Date: January 30, 2017



A handwritten signature in black ink, appearing to read "Colin Hansen".

Colin Hansen, Director Transportation  
Investment Corporation

Date: January 30, 2017

A handwritten signature in blue ink, appearing to read "Don Fairbairn".

Don Fairbairn, Director  
Transportation Investment Corporation

Date: January 30, 2017

A handwritten signature in brown ink, appearing to read "Clifford W. Neufeld".

Clifford W. Neufeld, Director  
Transportation Investment Corporation

Date: January 30, 2017

A handwritten signature in black ink, appearing to read "Janet Woodruff".

Janet Woodruff, Director  
Transportation Investment Corporation

Date: January 30, 2017

A handwritten signature in black ink, appearing to read "Anne Marie Stewart".

Anne Marie Stewart Q.C., Director  
Transportation Investment Corporation

Date: January 30, 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

Dan Doyle, Chair  
Transportation Investment Corporation

Colin Hansen, Director  
Transportation Investment Corporation

Don Fairbairn, Director  
Transportation Investment Corporation

Clifford W. Neufeld, Director  
Transportation Investment Corporation

Anne Marie Stewart, Q.C., Director  
Transportation Investment Corporation

Janet Woodruff, Director  
Transportation Investment 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.