



Dana Hayden
Board Chair
Partnerships British Columbia Inc.
PO Box 9478 Stn Prov Govt
Victoria, BC
V8W 9W6

Dear Dana Hayden:

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.

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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.

As the Minister Responsible for Partnerships British Columbia (PBC), 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:

- Enhance the understanding of project owners in Government and other stakeholders of best practices in capital project planning and procurement and help improve communication among these parties:
 - PBC will develop and deliver workshops on best practices in business case development and procurement management to project owners in Government and other stakeholders, as part of PBC's stakeholder engagement plan; and
 - By March 15, 2019, PBC will provide the Ministry of Finance with a summary of the findings from PBC's next stakeholder engagement survey, which will be completed in the Fall of 2018.
- Work with the Ministry of Finance and other ministries/agencies, as necessary, to ensure that those provincial major capital projects for which PBC is engaged address the Government's climate action priorities within its fiscal plan affordability parameters. Government's climate action priorities include its commitments in the Climate Leadership Plan and any new or further direction provided by Government in response to advice from the Climate Solutions and Clean Growth Advisory Council. PBC will provide the Ministry of Finance with a report by April 30, 2019 which summarizes how provincial major capital projects in the planning phase will address the relevant climate action priorities.
- Work with client ministries/agencies to review a full range of viable procurement options as part of the procurement options analysis process for major capital projects.

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.

PBC 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,



Honourable Carole James
Minister


Feb. 8/2018

Date:

Signed By:

Dana Hayden, Chair
Partnerships British Columbia

Date



Amanda Farrell, CEO
Partnerships British Columbia

Feb 15, 2018

Date

Diane Delves, Director
Partnerships British Columbia

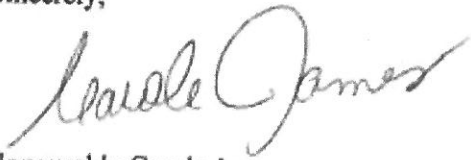
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Sincerely,




Honourable Carole James
Minister

Feb. 8/2018

Date:

Signed By:



Dana Hayden, Chair
Partnerships British Columbia

February 13/2018

Date

Amanda Farrell, CEO
Partnerships British Columbia

Date

Diane Delves, Director
Partnerships British Columbia

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Sincerely,



Feb 8/2018

Honourable Carole James
Minister

Date:


Signed By:

Dana Hayden, Chair
Partnerships British Columbia

Date

Amanda Farrell, CEO
Partnerships British Columbia

Date



Diane Delves, Director
Partnerships British Columbia

Feb. 12, 2018
Date


James Greatbanks, Director
Partnerships British Columbia

Date February 15, 2018

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

Date

Julian Paine, Director
Partnerships British Columbia

Date

Roberta Stewart, Director
Partnerships British Columbia

Date

Steve Lornie, Director
Partnerships British Columbia

Date

Enclosure

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

James Greatbanks, Director
Partnerships British Columbia

Date



Peter Kappel, Director
Partnerships British Columbia

February 9, 2018
Date

Jill Leversage, Director
Partnerships British Columbia

Date

Julian Paine, Director
Partnerships British Columbia

Date

Roberta Stewart, Director
Partnerships British Columbia

Date

Steve Lornie, Director
Partnerships British Columbia

Date

Enclosure

cc: Honourable John Horgan
Premier

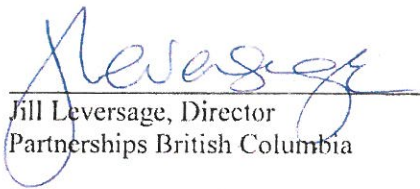
Don Wright
Deputy Minister to the Premier and Cabinet Secretary

James Greatbanks, Director
Partnerships British Columbia

Date

Peter Kappel, Director
Partnerships British Columbia

Date



Jill Leversage, Director
Partnerships British Columbia

Feb. 10, 2018
Date

Julian Paine, Director
Partnerships British Columbia

Date

Roberta Stewart, Director
Partnerships British Columbia

Date

Steve Lornie, Director
Partnerships British Columbia

Date

Enclosure

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

James Greatbanks, Director
Partnerships British Columbia


Date

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

Date



Julian Paine, Director
Partnerships British Columbia

2/15/18

Date

Roberta Stewart, Director
Partnerships British Columbia

Date

Steve Lornie, Director
Partnerships British Columbia

Date

Enclosure

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

James Greatbanks, Director
Partnerships British Columbia

Date

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

Date

Julian Paine, Director
Partnerships British Columbia

Date



Roberta Stewart, Director
Partnerships British Columbia

February 11, 2018

Date

Steve Lornie, Director
Partnerships British Columbia

Date

Enclosure

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

James Greatbanks, Director
Partnerships British Columbia

Date

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

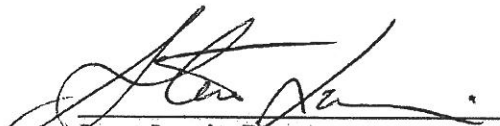
Date

Julian Paine, Director
Partnerships British Columbia

Date

Roberta Stewart, Director
Partnerships British Columbia

Date



Steve Lornie, Director
Partnerships British Columbia

11-FEB-2018
Date

Enclosure

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