



Dana Hayden
Board Chair
Partnerships British Columbia
PO Box 9478 Stn Prov Gov't
Victoria, B.C.
V8W 9W6

Dear Ms. Hayden:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released *10 Draft Principles to Guide the*

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Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

- Our climate strategy will take effect in 2019/20, setting a pathway to meet legislated carbon reduction targets while supporting our program and service objectives through economic growth powered by clean, renewable energy and supported by technological innovation. Please ensure that your organization's operations support greenhouse gas reductions and climate resilience.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for Partnerships British Columbia (PBC), I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Work with the Ministry of Finance and other ministries/agencies to monitor whether major capital projects on which PBC is engaged address government's climate action strategies within provincial fiscal plan affordability parameters.
 - By March 2020, provide to the Ministry of Finance a report summarizing how provincial major capital projects in the planning phase will address relevant climate action priorities.
- Work with the Ministry of Finance to review and update, as appropriate, PBC's mandate. This includes:
 - Work with the Ministry of Finance to assess PBC's procurement options analysis methodology, with any changes requested by government to be implemented by March 2020.

- Work with the Ministry of Finance to support the review and update to PBC's mandate to be completed by March 2020.
- Work with the Ministry of Finance to confirm opportunities for PBC to support the emerging priorities of government
- Continue to enhance the understanding of project owners in Government and other stakeholders of best practices in capital planning and procurement, help improve communication among these parties, and better understand stakeholder needs.
 - By March 2020, provide to the Ministry of Finance a summary of the findings from PBC's stakeholder engagement survey which will be completed in the Fall of 2019.
 - PBC will continue to develop and deliver workshops on best practices in business case development, procurement management and complex project management to project owners in government and other stakeholders.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019 to coincide with the release of your organization's service plan.

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Sincerely,



Honourable Carole James
Minister

Feb. 12, 2019

Date:

Signed by:



Dana Hayden, Chair
Partnerships British Columbia

Feb 5 2019
Date

Peter Kappel, Director
Partnerships British Columbia

Date

Jill Leversage, Director
Partnerships British Columbia

Date

Jim Greatbanks, Director
Partnerships British Columbia

Date

Diane Delves, Director
Partnerships British Columbia

Date

Julian Craig Paine, Director
Partnerships British Columbia

Date

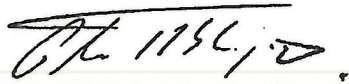
Roberta Joyce Stewart, Director
Partnerships British Columbia

Date

Signed by:

Dana Hayden, Chair
Partnerships British Columbia

Date



Peter Kappel, Director
Partnerships British Columbia

Feb. 7, 2019

Date

Jill Leversage, Director
Partnerships British Columbia

Date

Jim Greatbanks, Director
Partnerships British Columbia

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Julian Craig Paine, Director
Partnerships British Columbia

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Dana Hayden, Chair
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Peter Kappel, Director
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Jill Leversage, Director
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Feb 6, 2019

Jim Greatbanks, Director
Partnerships British Columbia

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Partnerships British Columbia

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Jill Leversage, Director
Partnerships British Columbia

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Jim Greatbanks, Director
Partnerships British Columbia

February 04, 2013
Date

Diane Delves, Director
Partnerships British Columbia

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Julian Craig Paine, Director
Partnerships British Columbia

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Roberta Joyce Stewart, Director
Partnerships British Columbia

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Signed by:

Dana Hayden, Chair
Partnerships British Columbia

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Peter Kappel, Director
Partnerships British Columbia

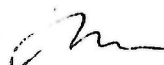
Date

Jill Leversage, Director
Partnerships British Columbia

Date

Jim Greatbanks, Director
Partnerships British Columbia

Date



Diane Delves, Director
Partnerships British Columbia

Feb 4, 2019
Date

Julian Craig Paine, Director
Partnerships British Columbia

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Roberta Joyce Stewart, Director
Partnerships British Columbia

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Dana Hayden, Chair
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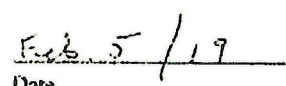
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Diane Delves, Director
Partnerships British Columbia

Date



Julian Craig Palne, Director
Partnerships British Columbia



Date

Roberta Joyce Stewart, Director

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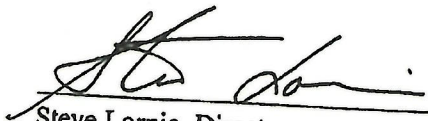
Julian Craig Paine, Director
Partnerships British Columbia

Date



Roberta Joyce Stewart, Director
Partnerships British Columbia

February 5, 2019
Date


Steve Lornie, Director
Partnerships British Columbia

5 - FEB - 2019
Date


Mark Liedemann, Acting President and CEO
Partnerships British Columbia

FEB 7, 2019
Date

cc: 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

