



January 15, 2015

Colin Hansen, Chair  
Board of Directors  
Transportation Investment Corporation  
1111 West Georgia Street, Suite 1420  
Vancouver BC V6E 4M3

Dear Chair Hansen:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

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 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.

Transportation Investment Corporation (TI Corp) is directed to take the following specific strategic priority actions for 2015/16:

1. Manage and ensure the delivery and implementation of the design build work on the Port Mann/Highway 1 Improvement Project, in accordance with the terms of the Design Build Agreement dated as of March 17, 2009, signed between the TI Corp and Kiewit/Flatiron General Partnership, the contractor;
2. Operate and manage a tolling system and toll collections at the Port Mann Bridge, in accordance with the provisions of the Port Mann/Highway 1 Concession Agreement (Concession Agreement) signed on March 10, 2010, between the Province, BC Transportation Financing Authority (BCTFA) and TI Corp;
3. Work with the Ministry of Transportation and Infrastructure (the Ministry) to ensure that the financial targets and reporting requirements, as identified in the Ministry budget letter to TI Corp, are met, and inform the Ministry of any pressures in meeting these financial targets and the related mitigation strategies; and
4. Fulfil any other obligations under and in accordance with the Concession Agreement.



These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16-17/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (attached) announced by Premier Christy Clark in June 2014. Through the implementation of Taxpayer Accountability Principles, leadership teams in public sector organizations are leading a change to a cost-conscious public sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

Transportation Investment Corporation is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014 Transition Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see, <http://gov.bc.ca/crownaccountabilities>

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to support and ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of Transportation Investment Corporation and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results 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 14, 2015



Handwritten signature of Colin Hansen in black ink.

Colin Hansen, Chair  
Transportation Investment Corporation

Date: *January 29, 2015*

Handwritten signature of Don Fairbairn in blue ink.

Don Fairbairn, Director  
Transportation Investment Corporation

Date: *January 29, 2015*

Handwritten signature of Clifford W. Neufeld in black ink.

Clifford W. Neufeld, Director  
Transportation Investment Corporation

Date: *January 29, 2015*





## 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.