



Date: February 3, 2016

Kevin Mahoney, Chair
Board of Directors
BC Transit
520 Gorge Road East
Victoria BC V8T 2W6

Dear Chair Mahoney:

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by BC Transit over the past year. Congratulations on the efforts made in meeting financial targets, working with the Ministry of Transportation and Infrastructure (Ministry) to support the transit priorities in B.C. on the Move, the Ministry's new 10 year transportation plan, and working with local governments to develop Transit Future Plans and to implement service innovations and cost savings strategies.

Last year, government established a common set of principles for BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instil a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complimentary to the fiduciary duty to their organizations.

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 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. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The Province is developing a Climate Leadership Plan to update its successful 2008 Climate Action Plan. BC Transit can play an important role in supporting this plan by helping communities around the province reduce their GHG emissions. It can also reduce its own emissions by continuing to test and implement low-emission technologies as it replaces its transit fleet.



BC Transit is charged with coordinating public transportation systems throughout British Columbia outside Metro Vancouver. BC Transit's mandate is further defined in section 3 of the [British Columbia Transit Act](#).

To achieve this mandate, BC Transit is directed to take the following strategic actions:

- Align actions and activities in collaboration with local government partners, subject to Ministry fiscal funding allocations and local government affordability, that assist the Ministry in ensuring first and foremost that existing levels of transit services are maintained and the goals and objectives of B.C on the Move are achieved, but that opportunities for funded expansion, particularly as related to HandyDART, are also identified;
- Develop a strategy, for approval by the Minister, that identifies opportunities to deploy CNG buses in communities throughout the province and implement other green initiatives, to reduce GHG emissions and help achieve goals identified by BC's Climate Leadership Plan;
- Continue undertaking business evaluations that result in cost saving efficiencies and expand ridership and revenue opportunities;
- Align performance measures and targets to aid in the achievement of the goals and strategies documented in the Corporation's 2016/17 Service Plan;
- Develop and share with the Ministry, by August 2016, a draft three-year annual operating budget and a draft ten-year capital budget and finalize these budgets by November 30, 2016, work with the Ministry to ensure that financial targets are achieved, meet the reporting requirements identified in the Ministry's budget letter to BC Transit and contribution agreements, accurately report quarterly forecasts and achieve a balanced budget for 2016/2017; and
- As directed by the Minister through discussion with the BC Transit Board, implement recommendations from the Ministry of Finance Crown Agency Review.

To achieve this, several actions as detailed in the 2014 TAP Transition Letter, are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

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, [PSO Accountability Summary](#).

Government is committed to continuing 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 any issues which may affect the business of BC Transit 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.

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 the TAP, key results and working together to protect the public interest at all times.

Todd G. Stone
Minister of Transportation and Infrastructure
and Minister Responsible for BC Transit

Date: January 21, 2016

Kevin Mahoney, Chair
BC Transit

Date: February 10, 2016

Susan M. Brice, Director
BC Transit

Date: February 11, 2016

Kelly A. Cairns, Director
BC Transit

Date: February 10, 2016

Bob de Clark, Director
BC Transit

Date: FEBRUARY 10, 2016

Carol Hamilton, Director
BC Transit

Date: Feb 15, 2016

Peter Milobar, Director



BC Transit

Date: Feb 12, 2016

A handwritten signature in blue ink, appearing to read "C Leclerc".

Carol Leclerc, Director
BC Transit

Date: Feb 28, 2016

cc: Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Deputy Minister
Ministry of Transportation and Infrastructure

Susan M Brice, Director
BC Transit

Kelly Cairns, Director
BC Transit

Bob De Clark, Director
BC Transit

Carol Hamilton, Director
BC Transit

Peter Milobar, Director
BC Transit

Carol Leclerc, Director
BC Transit

Manuel Achadinha, Chief Executive Officer
BC Transit



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.