



Ref: 98539

Mr. Lee Doney  
Chair  
Columbia Power Corporation  
Suite 200, 445 – 13<sup>th</sup> Avenue  
Castlegar, BC V1N 1G1

Dear Mr. Doney:

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 the Columbia Power Corporation (Columbia Power) over the past year and congratulations on the efforts made towards the following achievements:

- Enhancing Columbia Power's asset management process and management systems to ensure long term profitability and reliability of your facilities through effective and efficient plant operation and maintenance, including improved accountability of Columbia Power's staff and third party service providers.
- Through Columbia Power's role as Owner's Representative for the Waneta Expansion project, continuing to work towards successfully closing out the Design-Build construction contract.

British Columbia'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 British Columbia.

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.

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**Ministry of  
Energy and Mines and  
Minister Responsible  
for Core Review**

**Office of the Minister**

**Mailing Address:  
PO Box 9060, Stn Prov Govt  
Victoria, BC V8W 9E2**

**Telephone: 250 387-5896  
Facsimile: 250 356-2965**

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 established the Columbia Power Corporation with a mandate to develop and operate commercially viable, environmentally sound, and safe power project investments for the Province of British Columbia.

To achieve this mandate, Columbia Power is directed to take the following strategic actions:

- Continue to enhance Columbia Power's asset management process and management systems to ensure long term profitability and reliability of your facilities through effective and efficient plant operation and maintenance, including improved accountability of Columbia Power's staff and third party service providers.
- As Owner's Representative for the Waneta Expansion project, Columbia Power should bring the project to Final Acceptance in 2018 and complete the transition to Waneta Expansion Limited Partnership Operating Committee and provide operational and financial oversight.
- Columbia Power will work with the Ministry of Energy and Mines, Ministry of Finance, and the Columbia Basin Trust to explore structural options to further enhance value to both the Province and Basin residents while mitigating risk.


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 Columbia Power 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, [LINK TO CROWN 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 of Energy and Mines 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.



Honourable Bill Bennett  
Minister

Date: February 16, 2017



Lee Doney  
Chair, Columbia Power Corporation

Date: February 16, 2017



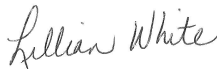
Tim Stanley  
Vice-Chair  
Columbia Power Corp.



Rick Jensen  
Board Member  
Columbia Power Corp.



Greg Deck  
Board Member  
Columbia Power Corp.



Lillian White  
Board Member  
Columbia Power Corp.

Attachment: Taxpayer Accountability Principles

cc: Honourable Christy Clark  
Premier

Ms. Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Ms. Athana Mentzeloupolis  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Ms. Elaine McKnight  
Deputy Minister  
Ministry of Energy and Mines

Ms. Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Mr. Tim Stanley  
Vice-Chair  
Columbia Power Corporation

Mr. Rick Jensen  
Board Member  
Columbia Power Corporation

Mr. Greg Deck  
Board Member  
Columbia Power Corporation

Ms. Lillian White  
Board Member  
Columbia Power Corporation

Ms. Sue Dyer  
Chief Operating Officer  
Columbia Power Corporation

## B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

<b>1 Cost Consciousness (Efficiency)</b>	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.
<b>2 Accountability</b>	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.
<b>3 Appropriate Compensation</b>	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.
<b>4 Service</b>	Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.
<b>5 Respect</b>	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.
<b>6 Integrity</b>	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.