



VIA EMAIL

March 31, 2021

Joy MacPhail  
Board of Directors  
Executive Office  
Insurance Corporation of British Columbia  
517 - 151 West Esplanade  
North Vancouver BC V7M 3H9

Dear Joy MacPhail:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Insurance Corporation of British Columbia, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the Insurance Corporation of British Columbia about priorities and expectations for the coming fiscal year.

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I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the Insurance Corporation of British Columbia, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- In cooperation with the Ministry of Public Safety and Solicitor General (PSSG) and the Crown Agencies Secretariat (CAS), and under the direction and guidance of the Shareholder's Committee, implement Enhanced Care Coverage in May 2021 to support affordability and the long-term financial sustainability of ICBC, and improved care for British Columbians involved in vehicle accidents. Work with PSSG and CAS to closely monitor the new insurance model after implementation in May 2021 to resolve emerging issues and ensure that it is achieving expected results. Continue to monitor changes to ICBC's Basic insurance product that came into effect April 1, 2019.
- Develop and implement measures to create greater accountability and improve transparency in ICBC's services to its customers, including the new Fairness Office, improved plain language reporting, an enhanced commitment to gain customer perspectives and insights, greater stakeholder engagement and others as agreed upon with the PSSG and CAS.
- In coordination with PSSG and CAS, continue work toward implementing online insurance renewals by 2022, including assessing potential business, operational and financial requirements and seeking input from stakeholder groups.

- Provide comprehensive quarterly reports to PSSG, and Ministry of Finance including CAS on the status of ICBC finances and multi-year forecasts, as well as the Enhanced Care Coverage project and other initiatives approved by the ICBC Board and the Solicitor General as the minister responsible. As and when appropriate, ensure that the Deputy Solicitor General and Deputy Minister of CAS are apprised of emerging trends and made aware of potential issues as they occur.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

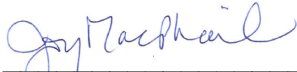
Sincerely,



Mike Farnworth  
Minister of Public Safety  
and Solicitor General

Date: March 31, 2021

pc: The Honourable John Horgan, Premier  
Lori Wanamaker, Deputy Minister to the Premier and Cabinet Secretary  
Douglas S. Scott, Deputy Minister, Ministry of Finance  
Mark Sieben, Deputy Solicitor General, Ministry of Public Safety and Solicitor General  
Heather Wood, Deputy Minister, Ministry of Finance  
Nicolas Jimenez, President and Chief Executive Officer, Insurance Corporation of British Columbia  
Joy MacPhail, Board Member, Insurance Corporation of British Columbia  
Jeremy Bell, Board Member, Insurance Corporation of British Columbia  
Paulette Flamond, Board Member, Insurance Corporation of British Columbia  
Raj Khatar, Board Member, Insurance Corporation of British Columbia  
Jill Leversage, Board Member, Insurance Corporation of British Columbia  
Cathie McLay, Board Member, Insurance Corporation of British Columbia  
Jennie Moushos, Board Member, Insurance Corporation of British Columbia  
Bonnie Pearson, Board Member, Insurance Corporation of British Columbia  
Janet Wood, Board Member, Insurance Corporation of British Columbia



Joy MacPhail, Board Member  
Insurance Corporation of British Columbia

April 1, 2021

Date:



Jeremy Bell, Board Member  
Insurance Corporation of British Columbia

April 5, 2021

Date:



Paulette Flamond, Board Member  
Insurance Corporation of British Columbia

April 14, 2021

Date:



Raj Khatar, Board Member  
Insurance Corporation of British Columbia

April 14, 2021

Date:



Jill Leversage, Board Member  
Insurance Corporation of British Columbia

April 1, 2021

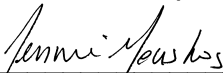
Date:



Cathy McLay, Board Member  
Insurance Corporation of British Columbia

April 1, 2021

Date:



Jennie Moushos, Board Member  
Insurance Corporation of British Columbia

April 2, 2021

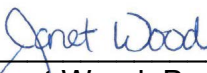
Date:



Bonnie Pearson, Board Member  
Insurance Corporation of British Columbia

April 5, 2021

Date:



Janet Wood, Board Member  
Insurance Corporation of British Columbia

April 1, 2021

Date: