



June 15, 2021

Mr. Doug Allen
Chair
BC Hydro
18th Floor, 333 Dunsmuir Street
Vancouver, BC V6B 5R3

Dear Mr. Allen:

On behalf of Premier John 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 BC Hydro 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 BC Hydro about priorities and expectations for the coming fiscal year.

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's recommendations 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 BC 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% reduction in public sector building emissions and a 40% 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 BC 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 BC Hydro, 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:

- Provide leadership in advancing CleanBC's climate and economic development objectives, including electrification, fuel switching, and energy efficiency initiatives in the built environment, transportation, mining, oil and gas, and other sectors.
- Keep electricity affordable by ensuring that rates do not increase above inflation, on a cumulative basis, over the next decade.
- Continue delivering affordability measures that support BC's Poverty Reduction Strategy, including demand-side management programs targeted to low-income customers, in a manner consistent with new and emerging CleanBC policies.
- Maintain or improve customer satisfaction by providing timely and responsive service.
- Safely complete the Site C project within the lowest cost and approved schedule, and implement the recommendations of the Milburn Report, reports from independent dam safety experts, other directions from the Minister responsible, and provide quarterly progress and other reporting to Treasury Board and the BC Utilities Commission.
- Continue to implement government direction resulting from the Comprehensive Review of BC Hydro. Priority initiatives for 2021/22 should include:

- Supporting the implementation of the BC Hydrogen Strategy;
 - Expanding BC Hydro's network of electric vehicle DC fast-charging stations;
 - Supporting clean technology innovation through Powertech;
 - Increasing industrial electrification by making it easier and faster for customers to connect to the electricity grid; and
 - Re-investing new low carbon fuel standard credit revenues in transportation electrification infrastructure, incentives and programs.
- Develop a short-term electrification plan that builds on the key results of the Comprehensive Review of BC Hydro and supports CleanBC.
 - Working with customers, develop efficient and flexible rate proposals for BC Utilities Commission review that will incent greenhouse gas emission reductions and keep rates affordable.
 - Actively market 100% clean energy through Powerex to realize new trading opportunities and income for the benefit of BC Hydro ratepayers.
 - Partner with the Province and the federal government to implement the CleanBC Remote Community Energy Strategy to help remote communities, with a focus on Indigenous communities, reduce diesel use and replace it with clean energy.
 - Work with the Province to secure additional federal funding and bring into service transmission projects that will reduce or avoid greenhouse gas emissions and help meet its climate goals.

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 BC.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce Ralston", with a long, sweeping horizontal line extending to the right.

Bruce Ralston
Minister

Date: June 15, 2021



Doug Allen,
Chair



Len Boggio,
Director



Daryl Fields,
Director



Valerie Lambert,
Director



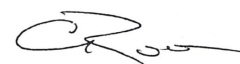
Irene Lanzinger,
Director



Nalaine Morin,
Director



John Nunn,
Director



Catherine Roome,
Director



Chris Sanderson,
Director

cc: Honourable John Horgan, Premier
Lori Wanamaker, Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service
Heather Wood, Deputy Minister and Secretary to Treasury Board, Ministry of Finance
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat, Ministry of Finance
Fazil Mihar, Deputy Minister, Ministry of Energy, Mines and Low Carbon Innovation
Len Boggio, Director, BC Hydro
Daryl Fields, Director, BC Hydro
Valerie Lambert, Director, BC Hydro
Irene Lanzinger, Director, BC Hydro
Nalaine Morin, Director, BC Hydro
John Nunn, Director, BC Hydro
Catherine Roome, Director, BC Hydro
Chris Sanderson, Director, BC Hydro
Chris O'Riley, President and Chief Executive Officer, BC Hydro