



BRITISH
COLUMBIA

FEB 14 2018

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

Dear Ms. MacPhail:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government which should inform the preparation of your three-year Service Plan for *Budget 2018*. This Mandate Letter also confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and Crown agencies are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We expect all public sector organizations to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by Crown agencies. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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Ministry of
Attorney General

Office of the
Attorney General

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To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

As the Minister Responsible for the Insurance Corporation of British Columbia (ICBC), I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in the Service Plan:

- In cooperation with the Ministry of Attorney General, undertake changes to ICBC's Basic insurance product to support affordability and the long-term sustainability of ICBC, and undertake changes to improve rate fairness for British Columbians;
- In cooperation with the Ministry of Attorney General, review and implement, as appropriate, recommendations from the operational review conducted by PwC Canada, and provide a plan of action and quarterly updates to the Attorney General on the status of implementation;
- In cooperation with the Ministries of Attorney General; Public Safety and Solicitor General; Transportation and Infrastructure; and Finance, implement government directed road safety initiatives to reduce crashes on BC highways, including the Intersection Safety Camera Speed Activation initiative; and
- Provide comprehensive quarterly performance reports to the Deputy Attorney General on the status of ICBC finances and forecasts, as well as other initiatives approved by the ICBC Board and the Attorney General. As and when appropriate, also update the Deputy Attorney General on other emerging trends and issues as they occur.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of Crown agencies.

ICBC is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

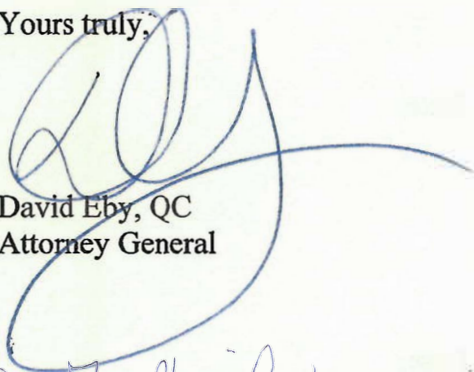
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Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 20, 2018 to coincide with the release of your organizations' Service Plan.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible.

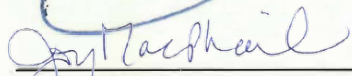
Once again, thanks to you and your Board of Directors for your commitment to public service. Together, we will work to build a better BC.

Yours truly,




David Eby, QC
Attorney General

Date: FEB 14 2018



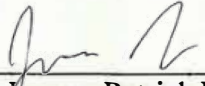
Joy MacPhail
Chair, ICBC

Date: February 15, 2018



Douglas Edmund Allen
Vice-Chair, ICBC

Date: February 15, 2018



Jeremy Patrick Bell
Director, ICBC

Date: February 15, 2018



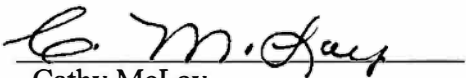
Maureen Howe
Director, ICBC

Date: February 19, 2018



Kevin McIntyre
Director, ICBC

Date: February 19, 2018



Cathy McLay
Director, ICBC

Date: February 16, 2018



Bonnie Charlene Anne Pearson
Director, ICBC

Date: February 19, 2018



Rajvinder Singh Khatar
Director, ICBC

Date: February 19, 2018

pc: The Honourable John Horgan
Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Ms. Lori Wanamaker, Deputy Minister, Ministry of Finance
Mr. David Galbraith, Secretary to Treasury Board, Ministry of Finance
Mr. Richard Fyfe, QC, Deputy Attorney General, Ministry of Attorney General
Mr. Doug Scott, Associate Deputy Minister, Ministry of Attorney General
Mr. Douglas Edmund Allen, Vice-Chair, ICBC
Mr. Jeremy Patrick Bell, Director, ICBC
Ms. Maureen Howe, Director, ICBC
Mr. Kevin McIntyre, Director, ICBC
Ms. Cathy McLay, Director, ICBC
Ms. Bonnie Charlene Anne Pearson, Director, ICBC
Mr. Inde Sumal, Director, ICBC