



July 26, 2023

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

Dear Catherine Holt:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for the Insurance Corporation of British Columbia, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens' Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Continue to support the government's priority to keep automobile insurance rates affordable for British Columbians while ensuring the financial stability of the corporation, including identifying and delivering on mitigations that will help reduce pressures on automobile rates.
- Develop and implement corporation-wide strategies to improve ICBC's customer experience, perceptions and interactions with the corporation, while achieving cost-effective service delivery and effectively communicating the corporation's work to serve all British Columbians. Continue to improve customer experience and communications with pedestrians and cyclists who have been injured in vehicle collisions.
- Work with the Ministry of Public Safety and Solicitor General, the Ministry of Transportation and Infrastructure and other partners to reduce the frequency and severity of crashes to support the safety of British Columbians and help make insurance more affordable.
- Advance work to modernize BC's driver licensing services to ensure the services continue to be reliable and respond to the needs of customers in the future.
- Work with CAS to develop a specific vehicle insurance product for the film industry in BC, which will streamline insurance requirements and support the province continuing to be a destination of choice for the film sector.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Mike Farnworth  
Minister of Public Safety and Solicitor General  
and Deputy Premier

Date: July 26, 2023

cc: Honourable David Eby, KC  
Premier

Shannon Salter  
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

Mary Sue Maloughney  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Douglas Scott  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Jennie Moushos  
Director  
ICBC

Paulette Flamond  
Director  
ICBC

Jill Leversage  
Director  
ICBC

Bonnie Pearson  
Director  
ICBC

Allan Seckel  
Director  
ICBC

Janet Wood  
Director  
ICBC

Salima Remtulla  
Director  
ICBC

Chris Lewis  
Director  
ICBC

Bill Tilford  
Director  
ICBC

Len Boggio  
Director  
ICBC

David Wong  
President and Chief Executive Officer  
ICBC



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Catherine Holt  
Chair, ICBC  
Date: July 27, 2023



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Jill Leversage  
Director, ICBC  
Date: July 28, 2023



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Paulette Flamond  
Director, ICBC  
Date: July 27, 2023



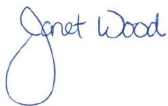
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Chris Lewis  
Director, ICBC  
Date: July 31, 2023



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Len Boggio  
Director, ICBC  
Date: July 27, 2023



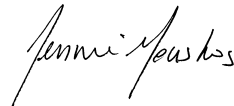
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Janet Wood  
Director, ICBC  
Date: July 27, 2023



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Bonnie Pearson  
Director, ICBC  
Date: July 27, 2023



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Jennie Moushos  
Director, ICBC  
Date: July 27, 2023




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Allan Seckel  
Director, ICBC  
Date: July 31, 2023



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Salima Remtulla  
Director, ICBC  
Date: July 27, 2023



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Bill Tilford  
Director, ICBC  
Date: July 27, 2023