



AUG 23 2017

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 John Horgan and our new government, thank you for your service to the people of British Columbia. I look forward to working with you in the months and years to come to help deliver on government's priorities, and provide effective programs and services to the people of our province.

This Mandate Letter lays out the principles of this government and you are to take these into consideration when revising your Service plan for the *Budget 2017 Update*. It is expected that the Insurance Corporation of British Columbia (ICBC) will manage its programs and initiatives within its existing budget targets, unless otherwise directed.

Going forward you are to begin the process of working with me as the Minister responsible to develop strategic actions through the 2018 Mandate letter process for *Budget 2018*. I will provide further direction. The Ministry of Finance will provide guidance on preparation for *Budget 2018*.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. We expect all public service organizations to work to contain costs, and to be conscious of the impact of every decision on the daily cost of living of families and businesses.

Our second commitment is to deliver the services that people count on. In many cases, critical programs and services are delivered by Crown Corporations, and ministers will work with Board Chairs to ensure your organizations remain focused on maintaining and improving levels of service to citizens.

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

To support true and lasting reconciliation with First Nations in British Columbia, our government will be 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. Please ensure that going forward your organization incorporates the UNDRIP and Calls to Action as appropriate, given the specific mandate and context of your organization.

As the Minister responsible for ICBC, I expect that ICBC will:

- Review the recently released Ernst and Young Report and other information available on ICBC's performance and current status. In cooperation with the Ministries of Attorney General; Public Safety and Solicitor General; Transportation and Infrastructure and Finance, determine the actions that need to be taken to help ensure that ICBC as a commercial Crown corporation, is viable and efficient and that the costs of vehicle insurance to British Columbians are both fair and reasonable;
- In cooperation with the Ministry of Attorney General, conduct a comprehensive operating review of ICBC;
- In cooperation with the Ministries of Attorney General; Public Safety and Solicitor General; Transportation and Infrastructure and Finance, develop a longer-term strategic plan for ICBC and have that plan ready for the Attorney General and Cabinet's review by January 2018. ICBC will also ensure that the corporation's preliminary 2018 Budget forecast is based on that plan, subject to further directions received from the Attorney General; 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.


As the Board Chair of a Crown agency, your primary accountability to government is through me as the Minister responsible. My expectation is that regular dialogue and engagement between the ministry and your organization will continue, starting with regular meetings between us over the coming weeks and months. Included in these meetings will be regular meetings between your communications staff and Government Communications and Public Engagement staff responsible for the communication of Ministry-related matters.

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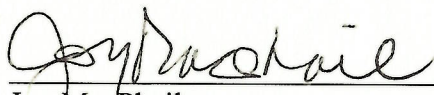
The Crown Agencies Resource Office (CARO) has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework. CARO has now integrated with the Board Resourcing and Development Office (BRDO) which provides leadership in the merit-based appointment of qualified and competent individuals to the Crown Agencies. All Crown corporations and other public agencies are asked to work closely with this office on Board member appointments, all governance matters including orientation and training of Board members, and on accountability to government generally.

I look forward to regular meetings to discuss progress on your strategic priorities and to ensure you and your organization are supported in delivering your mandate on behalf of the people of British Columbia.

Yours truly,



David Eby, QC  
Attorney General



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Joy MacPhail  
Chair, ICBC

Date: Aug 25/17

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