



Date: May 23, 2025

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 Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Insurance Corporation of British Columbia (ICBC), communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.



In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.



Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

To support the annual budget process, you are to provide annual updates to Treasury Board on ICBC's operations, including financial forecasts, program delivery, risks and issues. Additional guidance related to the content and timing of these updates will be provided by Treasury Board Staff.

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 as you develop plans to address the following priorities:

- Provide comprehensive quarterly reports to the Ministry of Public Safety and Solicitor General, and Ministry of Finance including CAS on the status of ICBC finances and multi-year forecasts, as well as updates on the delivery of Enhanced Care. As and when appropriate, ensure that the Deputy Solicitor General and Associate Deputy Minister of CAS are apprised of emerging trends and made aware of potential issues as they occur.
- 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.
- Work with the Ministry of Public Safety and Solicitor General, the Ministry of Transportation and Transit, 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 Road Safety BC and key partners to implement improvements to the graduated licensing programs to create a simpler, more accessible process for new drivers, while improving safety standards for motorcycle drivers.
- Support the comprehensive and independent review of the Enhanced Care model, which has the twin goals of delivering affordable rates for British Columbians and high-quality services and rehabilitation for those injured in collisions.

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 June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,

Minister Garry Begg  
Public Safety and Solicitor  
General

Date: May 23, 2025



cc: Honourable David Eby, KC  
Premier

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Doug Scott  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Elenore Arend  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Catherine Holt  
Chair  
ICBC

Jennie Moushos  
Vice-Chair  
ICBC

Paulette Flamond  
Director  
ICBC

Juanita Lohmeyer  
Director  
ICBC

Allan Seckel  
Director  
ICBC



William (Bill) Sundhu  
Director  
ICBC

Donna Wilson  
Director  
ICBC

Chris Lewis  
Director  
ICBC

Bill Tilford  
Director  
ICBC

Dawn Jia  
Director  
ICBC

Kirsten Sutton  
Director  
ICBC

Nelson Chan  
Director  
ICBC

Étienne Bruson  
Director  
ICBC

Bukkie Adewuyi  
Director  
ICBC



Mike Old  
Director  
ICBC

Jason McDaniel  
Interim President and Chief Executive Officer  
ICBC



Catherine Holt  
Chair, ICBC  
Date:

Paulette Flamond  
Director, ICBC  
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Allan Seckel  
Director, ICBC  
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Jennie Moushos  
Vice-Chair, ICBC  
Date:

Juanita Lohmeyer  
Director, ICBC  
Date:

William (Bill) Sundhu  
Director, ICBC  
Date:

Chris Lewis Director, ICBC  
Date: May 27, 2025

Dawn Jia  
Director, ICBC  
Date:

Nelson Chan  
Director, ICBC  
Date:





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Étienne Bruson  
Director, ICBC  
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Mike Old  
Director, ICBC  
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