



Ref: 103086

December 22, 2015

Derek F. Lew, Board Chair
British Columbia Innovation Council
9th Floor – 1188 West Georgia Street
Vancouver, BC V6E 4A2

Dear Derek Lew:

This Mandate Letter confirms your organization's mandate, provides Government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year. On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by the British Columbia Innovation Council (BCIC) over the past year and congratulations on the efforts made towards the implementation of the recommendations of the BCIC Mandate Review, and support to the acceleration of commercialization in BC.

Last year, government established a common set of principles for the BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by Government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complimentary to the fiduciary duty to their organizations.

One of government's core values is respect for the taxpayer's dollar. It is critical that Public Sector Organizations (PSOs) operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the Government's commitment to controlling spending and balancing the budget.

Under the British Columbia Innovation Council Act, Government provides BCIC with the mandate direction to advance commercialization in BC through focussed support to start-up companies and facilitation of partnerships between industry and academia, and to work with willing partners in industry, academia, government and associations that support entrepreneurship and the development of entrepreneurial talent.

To achieve this mandate, BCIC is directed to take the following strategic actions:
BCIC is directed to take the following specific strategic priority actions for 2016/17:

- 1) Continue to work in partnership with Government on the full implementation of the approved recommendations of the BCIC Mandate Review and report to Government quarterly on BCIC's results-to-date and planned actions to:
 - a) Adhere to the Board Resourcing and Development Office policies and best practices;
 - b) Refine and implement outcome-based metrics, aligned with the BC Jobs Plan and including measures of job creation and investment, to assess the effectiveness of BCIC programs and initiatives; and
 - c) Build and maintain partnerships and diversify programming in order to strengthen entrepreneurship development in the priority sectors and support regional expansion as outlined in the BC Jobs Plan.
- 2) Support the Government in the implementation of its Technology Strategy as required.
- 3) Meet with Government quarterly to develop and implement initiatives that directly support and accelerate commercialization in British Columbia and ensure BCIC programs are aligned with the BC Technology Strategy.

To achieve this, several actions as detailed in the 2014 TAP Transition Letter, are to continue to be implemented and refined, such as on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, [PSO Accountability Summary](#).

Government is committed to continuing to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of any issues which may affect the business of BCIC and/or the interests of Government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.

Sincerely,



Amrik Virk
Minister

cc: Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

John Jacobson
Deputy Minister
Ministry of Technology, Innovation and Citizens' Services

Robin Ciceri
British Columbia Innovation Council

Roger Hardy
British Columbia Innovation Council

Lorraine Larkin
British Columbia Innovation Council

Cheryl Slusarchuk
British Columbia Innovation Council

Greg Caws
Chief Executive Officer
British Columbia Innovation Council

Attachment: Taxpayer Accountability Principles

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| 1 Cost Consciousness (Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come. |
| 2 Accountability | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 Appropriate Compensation | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer. |
| 4 Service | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs. |
| 5 Respect | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies. |
| 6 Integrity | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles. |

