



January 13, 2017

Ref #: 105535

Derek F. Lew, Board Chair  
British Columbia Innovation Council  
9<sup>th</sup> 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 2017/18 fiscal year.

On behalf of the Province of British Columbia (B.C.), thank you for your leadership and the contributions made by the British Columbia Innovation Council (BCIC) over the past year to provide continued support to the growth of the technology sector in British Columbia and the jobs it creates for British Columbians. I also want to thank you for efforts made towards implementing the recommendations of the BCIC Mandate Review and supporting the acceleration of commercialization in B.C.

Additionally, thank you for partnering with government in designing and delivering the very successful #BCTECH Summit 2016. Both Government and BCIC can be very proud of this successful partnership that has provided the BC tech sector with a forum for thought-provoking discussions, a display for BC tech innovations, and the networking that allowed a significant number of investment and business deals to be realized. With a turnout of over 3,500 participants, the event was the largest ever B.C. technology related event. I am looking forward to the #BCTECH Summit event in 2017 and have every confidence that our close collaboration on this initiative will once again lead to a very successful event.

B.C.'s Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of B.C.

It is critical that 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

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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. This is critical to Government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

Government provided the following mandate direction to BCIC under the *British Columbia Innovation Council Act*: to advance the commercialization of innovative technology in British Columbia through the implementation, administration and funding of programs, and the organization and management of projects and initiatives, that serve to further the growth and success of B.C. technology companies. BCIC also facilitates partnerships between industry and academia, and works with willing partners in industry, academia, government and associations to support entrepreneurship and the development of entrepreneurial talent.

In addition, the *#BCTECH Strategy* is Government's strategic plan to foster growth and innovation in the B.C. technology sector. Government has demonstrated commitment to the sector by establishing \$100-million BC Tech Fund, as part of the strategy, which will help fuel growth in the province's vibrant tech sector, creating a new avenue for early-stage BC tech companies to access venture capital financing. The *#BCTECH Strategy* also consists of initiatives to increase talent development and market access for tech companies that will drive innovation and job creation throughout the province.

To achieve its mandate and support the goals of the *#BCTECH Strategy*, BCIC is directed to take the following strategic priority actions for 2017/18:

- 1) Continue to refine and implement outcome-based metrics, including measures of job creation and investment, to assess the effectiveness of BCIC programs and initiatives aligned with Government priorities such as the *BC Jobs Plan* and *#BCTECH Strategy*.
- 2) Continue to build and maintain strategic partnerships with industry, academia and other governments in order to strengthen entrepreneurship development in priority sectors and support regional expansion, in alignment with the *BC Jobs Plan* and *#BCTECH Strategy*.
- 3) Support Government in the implementation of its *#BCTECH Strategy* by meeting with Government quarterly to:
  - a) Develop and implement programs and initiatives that directly support and accelerate technology commercialization in British Columbia;
  - b) Ensure BCIC programs align with Government strategic direction; and
  - c) Report on program outcomes.
- 4) Develop a strategy to increase public awareness of Government support for BCIC and its partners.

The ongoing culture shift to principled public sector governance remains a priority for Government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue 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 emerging 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. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

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](#).

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.

Sincerely,



Amrik Virk  
Minister

cc: Honourable Christy Clark  
Premier

Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos  
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

Lorraine Larkin  
British Columbia Innovation Council

Salil Munjal  
British Columbia Innovation Council

Andrew Ying Chung Chan  
British Columbia Innovation Council

Larkin Ast-Mackenzie  
British Columbia Innovation Council

Shirley Vickers  
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>

- 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.