



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

THE MINISTER OF TECHNOLOGY, INNOVATION AND CITIZENS' SERVICES
(AS REPRESENTATIVE OF THE GOVERNMENT OF BRITISH COLUMBIA)

AND

THE CHAIR OF THE BRITISH COLUMBIA INNOVATION COUNCIL
(AS REPRESENTATIVE OF THE COUNCIL)

FOR 2014/15

PURPOSE

This Letter of Expectations (the Letter) provides Government's annual direction to the Crown Council and is an agreement on the parties' respective accountabilities, roles, and responsibilities. The Letter confirms the Council's mandate and priority actions, articulates the key performance expectations as documented in the Government's Expectations Manual for British Columbia Crown Agencies¹, and forms the basis for the development of the Council's Service Plan and Annual Service Plan Report. The Letter does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of government's policy and performance expectations in a transparent and accountable manner.

COUNCIL ACCOUNTABILITIES - MANDATE

Government has provided the following mandate direction to the British Columbia Innovation Council (BCIC) under the British Columbia Innovation Council Act:

- To advance commercialization in British Columbia through focused support to start-up companies and facilitation of partnerships between industry and academia;

¹ The Province of British Columbia's Crown Agency Accountability System (<http://www.gov.bc.ca/caro/publications/index.html>) establishes guiding principles for the governance of Crown corporations. The *Government's Expectations For British Columbia Crown Agencies* provides for a Government's Letter of Expectations (Letter) to be developed.

- To work with willing partners in industry, academia, government and associations that support entrepreneurship and the development of entrepreneurial talent.

For those Crown corporations that are commercial entities, they are expected to earn positive returns for their shareholders, the people of British Columbia.

SPECIFIC COUNCIL ACCOUNTABILITIES

To achieve this mandate, the Council is directed to take the following specific actions:

- Continue to work in partnership with Government on the full implementation of the approved recommendations of the British Columbia Innovation Council Mandate Review, including:
 - Continue to adhere to the Board Resourcing and Development Office (BRDO) policies and best practices;
 - Continue to refine and implement outcome-based metrics, aligned with the BC Jobs Plan, to assess the effectiveness of BCIC programs and initiatives; and
 - Continue to 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.
- Ensure BCIC programs are aligned with the BC Technology Strategy and collaborate with Government to develop and implement initiatives that directly support and accelerate commercialization in British Columbia.

GENERAL COUNCIL ACCOUNTABILITIES

Over the past decades, British Columbians have come to expect high quality products and services delivered by their Crown corporations. The Province is well served by our Crown corporations and it is up to the Boards and Senior Management teams of these organizations to manage in the best interests of the Province and our citizens and conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service.

As a Crown corporation, it is critical that the operations of the entity be done as efficiently as possible, in order to ensure families are provided with services at the lowest cost possible.

Government sets broad policy direction to ensure the Council's operation and performance is consistent with the Government's Strategic Plan, found at:

http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf

and as such, the Council will:

- Ensure that the Council's priorities reflect Government's priorities of:

Strong Economy

A government that supports our economy by controlling spending to balance the budget, keeping taxes and government debt affordable and protecting B.C.'s hard-earned triple-A credit rating.

Jobs

A government that is focused on job creation and investment in the province.

Families

A government that works continuously to improve social programs that support families of every description, and improve the lives of British Columbians.

- Comply with Crown Agency Accountability System guidelines, policy, due dates and best practices, as set out from time to time and as applicable to the Council, found at <http://www.gov.bc.ca/caro/publications/index.html> including the Information and Events Calendar for commercial and service delivery Crown corporations, Government's Expectations Manual for British Columbia Crown Agencies and the Best Practices Guideline & Disclosure Requirements for Governing Boards of British Columbia Sector Organizations.
- Comply with all legislation and policies applicable to the Council including but not limited to:
 - The executive compensation policies for Crown corporations. Found at: http://www.fin.gov.bc.ca/psec/disclosedocs/crown_corporation_executive_compensation_july_2012.pdf;
 - Ensure Government is advised in advance of the release of any information requests by the Council under the *Freedom of Information and Protection of Privacy Act*;
 - Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Follow the spirit and intent of the financial policy requirements in the Ministry of Finance Core Policy and Procedures Manual found at: <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm>
- Participate in government's Core and Crown reviews, which may include the review of Crown mandates, and implement the recommendations of these reviews.
- Ensure that any planned deficit spending or use of the retained earnings is approved in advance by Treasury Board.
- Inform Government immediately if the Council is unable to meet the performance and financial targets identified in its Service Plan.

GOVERNMENT RESPONSIBILITIES

Specific to the Council, Government will:

- Promote a collaborative working relationship with the Council aimed at increasing the success of the Council and ensuring that the Council's actions support the objectives of the BC Jobs Plan and the priorities of the BC Technology Strategy;
- Where appropriate, consult with the Council on any legislative, regulatory or policy changes proposed by Government that may have an impact on the Council or its activities;
- Identify specific actions that Government plans to undertake to support the direction provided in the Corporation Accountabilities section above; and
- Continue to support the Council to implement the approved recommendations from the 2011/12 British Columbia Innovation Council Mandate Review.

During the term of this Letter, Government may provide further policy direction to the Ministry of Technology, Innovation and Citizens' Services, who will communicate any such direction, including implementation expectations, to BCIC as decisions are made.

AREAS OF SHARED ACCOUNTABILITY

Government and the Council are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and/or the *Financial Information Act*.

On a quarterly basis, the Minister Responsible Andrew Wilkinson, the Deputy Minister John Jacobson, the Board Chair Derek Lew, and the President and Chief Executive Officer Greg Caws, will meet to discuss relevant and current Council business. The meeting will be to review the achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Council's Service Plan.

The parties agree that each will advise the other in a timely manner of any issues that may materially affect the business of the Council and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

The Council and the Crown Agencies Resource Office will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

REVIEW AND REVISION OF THIS LETTER

The Minister of Technology, Innovation and Citizens' Services is accountable for undertaking reviews of this Letter and monitoring its implementation. Government and the Council may agree to amend this Letter on a more frequent than annual basis.

Andrew Wilkinson.

Honourable Andrew Wilkinson
Minister of Technology, Innovation
and Citizens' Services

DEC 18 2013

Date



Derek Lew, Chair
British Columbia Innovation Council

JAN 24 2014

Date

cc. Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Peter Milburn
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

Greg Caws
President and Chief Executive Officer
British Columbia Innovation Council