



BRITISH  
COLUMBIA

DEC 12 2018

Ms. Celeste Haldane  
Chair  
Board of Directors  
Legal Services Society  
400 - 510 Burrard Street  
Vancouver BC V6C 3A8

Dear Ms. Haldane:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a BC context and in our fiscal environment, and judiciously managing affordability pressures - both for citizens and for our business community.

Government provides the following mandate direction to Legal Services Society (LSS) under the *Legal Services Society Act*:

- to assist individuals to resolve their legal problems and facilitate their access to justice;
- to establish and administer an effective and efficient system for providing legal aid to individuals in BC; and
- to provide advice to the Attorney General respecting legal aid and access to justice for individuals in BC.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

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- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.
- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew BC's public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for the Legal Services Society, I expect that you will make substantive progress on the following priorities, within the approved budget, and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Indigenous Access to Justice: Work with Indigenous communities and leaders, the Ministry of Attorney General and affected ministries to continue to identify ways to improve access to justice for Indigenous peoples.
- Family Law Services: Work with the Ministry of Attorney General, affected ministries and relevant stakeholders to determine opportunities to better meet the legal needs of low income families.

Ms. Celeste Haldane

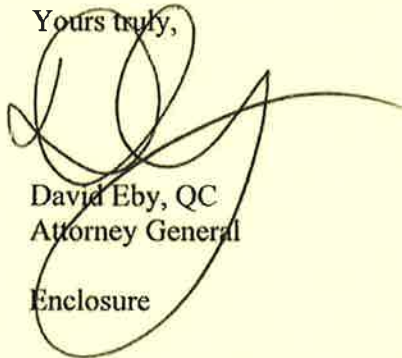
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- **Maclaren Report:** Provide Mr. Jamie Maclaren with complete access and information required at his discretion in order to complete his work as assigned by the Ministry of Attorney General, and support the Ministry of Attorney General in implementing Ministry identified recommendations made in the Maclaren report once that report is received.
- **Information and Transparency:** Provide the Ministry of Attorney General with early and comprehensive notice of issues related to the provision of legal aid services in the province.
- **Administration Costs:** Set a goal for reducing administration costs as a percentage of funding received from LSS funding partners, where administration costs are defined as all LSS costs that are not incurred in direct legal service delivery to LSS clients or the public, and where the goal for percent of funding spent on administration costs is lower than current levels. Include in your annual report or another public report your administration cost actuals and progress towards your administrative cost goals.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019, to coincide with the release of your organization's service plan.

I look forward to ongoing collaboration with your board as we work together to deliver improved service and better outcomes for British Columbians.

Yours truly,



David Eby, QC  
Attorney General

Date: **DEC 12 2018**

Enclosure

pc: The Honourable John Horgan  
Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary  
Ms. Lori Wanamaker, Deputy Minister, Ministry of Finance  
Ms. Heather Wood, Associate Deputy Minister and Secretary to Treasury Board,  
Ministry of Finance  
Mr. Richard Fyfe, QC, Deputy, Attorney General Ministry of Attorney General  
Ms. Alison MacPhail, Chair, Finance Committee, Board of Directors, Legal  
Services Society

Mr. Dinyar Marzban, QC, Vice Chair, Board of Directors, Legal Services Society  
Ms. Jean P. Whittow, QC, Chair Stakeholder Engagement Committee, Board of  
Directors, Legal Services Society  
Mr. Phillip Riddell, Member, Board of Directors, Legal Services Society  
Mr. Raymond D. Phillips, QC, Member Board of Directors, Legal Services Society  
Ms. Gisela Ruebsaat, Member, Board of Directors, Legal Services Society  
Ms. Nathalie Baker, Member, Board of Directors, Legal Services Society  
Ms. Christine Martin, Member, Board of Directors, Legal Services Society  
Mr. Mark Benton, QC, Chief Executive Officer, Legal Services Society



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Celeste Haldane, QC  
Chair  
Board of Directors  
Legal Services Society

*no longer a board member*

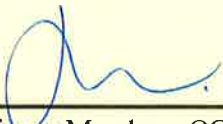
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Philip Riddell  
Member  
Board of Directors  
Legal Services Society



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Nathalie Baker  
Member  
Board of Directors  
Legal Services Society



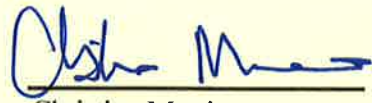
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Dinyar Marzban, QC  
Vice Chair  
Board of Directors  
Legal Services Society

*no longer a board member*

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Raymond D. Phillips, QC  
Member  
Board of Directors  
Legal Services Society



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Christine Martin  
Member  
Board of Directors  
Legal Services Society



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Alison MacPhail  
Chair Finance Committee  
Board of Directors  
Legal Services Society

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Gisela Ruebsaat  
Member  
Board of Directors  
Legal Services Society



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Jean P. Whittow, QC  
Chair, Stakeholder  
Engagement Committee  
Board of Directors  
Legal Services Society