



May 23, 2025

Allan P. Seckel, KC, Chair
Legal Aid BC
400-510 Burrard Street
Vancouver BC V6C 3A8

Dear Allan Seckel:

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 Legal Aid BC, 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 British Columbia 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.

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:

- *Indigenous Justice* – Work with Indigenous communities and leadership consistent with the BC First Nations Justice Strategy and Metis Justice Strategy to reduce Indigenous overrepresentation in the justice system and promote safety and security in Indigenous communities across the province.
- *Family Law* – Work with the Ministry of Attorney General, affected ministries and stakeholders to identify the best ways and tools to improve access to justice for low-income families. This includes the continued implementation of the family legal aid expansion, and support for the expansion of the Early Resolution Process and any related strategies or initiatives.
- *Justice Innovation* – Work with Ministry of Attorney General, affected ministries and relevant stakeholders to align legal aid service delivery approaches with transformative changes in the justice sector focussed on efficient, timely and accessible legal services, leveraging technology and new efficiencies where possible.
- *Sustainable Service Delivery* - Take actions to build a sustainable supply of skilled and committed legal professionals who can deliver high-quality legal services to legal aid clients over the long term, including leveraging opportunities presented by the new *Legal Professions Act*, and opportunities for multidisciplinary service delivery.

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,

Niki Sharma, KC
Attorney General and Deputy Premier

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

Barbara Carmichael, KC
Deputy Attorney General
Ministry of Attorney General

Donna M. Turko, KC
Director
Legal Aid BC



Tracy Porteous, OBC, LLD (h.c)
Director
Legal Aid BC

Brenda Knights,
Director
Legal Aid BC

Sarf Ahmed
Director
Legal Aid BC

Thomas Arbogast, KC
Director
Legal Aid BC

Salima Samnani,
Director
Legal Aid BC

Andrew Norman Thomas Crabtree
Director
Legal Aid BC

Jill Kot
Director
Legal Aid BC
Wendy Jackson
Chief Executive Officer
Legal Aid BC



Allan Seckel

Allan P Seckel, KC

Chair, Legal Aid BC

Date: May 29, 2025

Donna M. Turko

Donna M. Turko, KC

Director, Legal Aid BC

Date: June 3, 2025

Tracy Porteous

Tracy Porteous, OBC, LLD (h.c.)

Director, Legal Aid BC

Date: May 29, 2025

Brenda Knights

Brenda Knights

Director, Legal Aid BC

Date: June 2, 2025

Sarf Ahmed

Sarf Ahmed

Director, Legal Aid BC

Date: May 29, 2025

Thomas Arbogast

Thomas Arbogast, KC

Director, Legal Aid BC

Date: May 29, 2025



Salima Samnani

Salima Samnani

Director, Legal Aid BC

Date: May 29, 2025

Andrew Crabtree

Andrew Norman Thomas Crabtree

Director, Legal Aid BC

Date: May 29, 2025

Jill Kot

Jill Kot

Director, Legal Aid BC

Date: May 29, 2025