BRITISH
COLUMBIA

February 26, 2020

Our Ref. 117546

Ms. Eileen Stewart
Board Chair
Douglas College
700 Royal Ave
New Westminster BC V3L 5B2

Dear Ms. Stewart:

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 leading your institution and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for Advanced Education, Skills and Training, on behalf of the Executive Council, communicates those expectations for your institution. It sets out overarching government priorities that will inform your institution's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other public sector organizations to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and the Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your public post-secondary institution's operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's

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Ministry of Advanced Education, Skills and Training

Office of the Minister

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direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act*, which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All public sector organizations are asked to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, I ask that your institution plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

Finally, having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, crown agencies, public institutions and non-government organizations to collaborate in digital research and development projects. Should your institution intend to participate in or be a funder for Digital Supercluster projects, I encourage you to engage with Ministry of Advanced Education, Skills and Training staff to identify opportunities for collaborations and partnership with Government ministries and organizations. The Ministry of Advanced Education, Skills and Training will work with the Deputy Minister's Committee on the Digital Supercluster to ensure that projects are coordinated effectively across government.

This Mandate Letter confirms your institution's mandate under the *College and Institute Act*.

As the Minister Responsible for Advanced Education, Skills and Training, I ask that you make substantive progress on the following priorities and incorporate plans to complete them in the goals, objectives and performance measures section when you submit your 2019/20 Institutional Accountability Plan and Report:

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1. Support lasting reconciliation with Indigenous peoples, through initiatives that increase the participation and success of Indigenous learners and implementation of the education-related Calls to Action of the Truth and Reconciliation Commission.

2. Contribute to an accessible and relevant post-secondary system by:
    - Implementing initiatives to increase participation and success of students, including vulnerable and underrepresented groups, and promoting gender parity;
    - Ensuring student safety and inclusion;
    - Enhancing system innovation through participating in a post-secondary digital system strategy, including delivery of Education Planner and other digital learning activities and initiatives;
    - Providing programming that meets local, regional or provincial labour market and economic needs; and
    - Working with the Ministry to implement a student-centred international education framework that supports the success of domestic and international students.

3. Develop and recognize flexible learning pathways for students to access postsecondary education and skills training including:
    - Actively engaging with your local school districts to expand dual credit opportunities for students;
    - Supporting lifelong learning pathways across the public postsecondary system; and
    - Advancing and supporting open learning resources.

4. Strengthen workforce connections for student and worker transitions by:
    - Aligning programming with high opportunity and priority occupations (such as trades, technology, early childhood educators and health);
    - Increasing co-op and work-integrated learning opportunities;
    - Responding to the reskilling needs of British Columbians to support employment and career transitions; and
    - Supporting students' awareness of career planning resources (such as the Labour Market Outlook).

On behalf of the Province of British Columbia, I would like to acknowledge the progress made by public post-secondary institutions in delivering on the 2019/20 Mandate Letter priorities, many of which connect to the priorities for this year. As a key partner in B.C.'s Trades Training System, public post-secondary institutions also support the Industry Training Authority to improve outcomes for apprentices and ensure they have the skills to be successful in the trades now and in the future. I look forward to continued collaboration in these areas over the next year.

Public post-secondary institutions are expected to meet or exceed the financial targets identified in the Ministry's Service Plan tabled under Budget 2020. In addition, institutions are expected to comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters. This document outlines the statistical, financial and performance reports for the fiscal year. The 2020/21 list will be posted on the Ministry website in spring 2020. Your institution is expected to meet these requirements by providing the data and reports necessary for Government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your Board, to sign the Mandate Letter to acknowledge government's direction to your institution. The signed Mandate Letter is to be posted publicly on your institution's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Respectfully,

Melanie Mark

Honourable Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

Date: February 26, 2020

For Board Chair signature:

X E. B. Stewart

Eileen Stewart
Board Chair
Douglas College

Date Signed: 2020 March 19

pc: Distribution list follows

pc: Honourable John Horgan
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Ministry of Finance

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