

From: [Minister, AEST AEST:EX](#)
To: s.22
Cc: [AEST Deputy Minister AEST:EX](#); ["ralph.nilson@viu.ca"](#); ["marie.armstrong@viu.ca"](#); ["janet.king@viu.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: 2018/19 Mandate Letter AEST- Vancouver Island University - Our Ref. 111878
Date: Tuesday, February 6, 2018 2:02:57 PM
Attachments: [2018-19 Mandate Letter- VIU.PDF](#)
[Signature page- VIU.DOCX](#)

February 1, 2018

Our Ref: 111878

Ms. Makenzie Leine

Chair of the Board

Vancouver Island University

E-mail Address: s.22

Dear Ms. Leine:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Vancouver Island University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl W̓ii X̱sgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Ralph Nilson

President and Vice-Chancellor

Vancouver Island University

Ms. Marie Armstrong

University Secretary

Vancouver Island University

Ms. Janet King
Executive Assistant to the President
Vancouver Island University



February 1, 2018

Our Ref. 111878

Ms. Makenzie Leine
Chair, Board of Governors
Vancouver Island University
900 Fifth Street
Nanaimo BC V9R 5S5

Dear Ms. Leine:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Vancouver Island University:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Vancouver Island University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Vancouver Island University is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Ralph Nilson
President
Vancouver Island University

For Signature by all Vancouver Island University Board Members:

Board Member	Signature
Makenzie Leine (Board Chair)	
Erralyn M.P. Thomas	
Warren Erhart	
Jonalan Oddleifson	
Terence D. Fitzgerald	
Claire I. Moglove	
Linda Derksen	
Eliza Gardiner	
Sydney Sullivan	
Imtiaz Taj	
Sheila Davidson	
Louise Mandell	
Ralph Nilson	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["frobin@sdbrlaw.com"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["petter@sfu.ca"](#); ["iforsyth@sfu.ca"](#); ["Laura_Farrelly@sfu.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: 2018/19 Mandate Letter AEST - Simon Fraser University - Our Ref: 111878
Date: Wednesday, February 14, 2018 9:52:14 AM
Attachments: [2018-19 Mandate Letter- SFU.PDF](#)
[Signature page- SFU.DOCX](#)

February 14, 2018

Our Ref: 111878

Ms. Fiona Robin

Chair of the Board

Simon Fraser University

E-mail Address: frobin@sdbrlaw.com

Dear Ms. Robin:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

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Thank you for your commitment to public post-secondary education as Chair of the Board at Simon Fraser University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Professor Andrew Petter

President and Vice-Chancellor

Simon Fraser University

Mr. Ian Forsyth

University Secretary

Simon Fraser University

Ms. Laura Farrelly
Confidential Secretary
Simon Fraser University



February 14, 2018

Our Ref. 111878

Ms. Fiona Robin
Chair, Board of Governors
Simon Fraser University
8888 University Drive
Burnaby BC V5A 1S6

Dear Ms. Robin:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

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Page 1 of 8

**Ministry of
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Office of the
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Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

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 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
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4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Simon Fraser University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

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I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 14, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Andrew Petter
President
Simon Fraser University

For Signature by all Simon Fraser University Board Members:

Board Member	Signature
Fiona Robin (Board Chair)	
Christopher W. Lewis	
Denise Williams	
Jillian Earthy	
James Brockwell Stewart	
Michael Cordoba	
June Francis	
Anke Kessler	
Jimmy Dhesa	
Oliver Zihlmann	
Martin Morz	
Anne E. Giardini, Q.C.	
Andrew Petter	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

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**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
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- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["rkroeker@bcllc.com"](mailto:rkroeker@bcllc.com)
Cc: [AEST Deputy Minister AEST:EX](#); ["mtarko@jibc.ca"](mailto:mtarko@jibc.ca); ["jhaberfield@jibc.ca"](mailto:jhaberfield@jibc.ca)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Justice Institute of British Columbia - Our Ref: 111878
Date: Friday, February 2, 2018 11:31:15 AM
Attachments: [Signature page- JIBC.docx](#)
[2018-19 Mandate Letter- JIBC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:16 AM
To: 'rkroeker@bcllc.com'
Cc: Baskerville, Shannon AEST:EX; 'mtarko@jibc.ca'; 'jhaberfield@jibc.ca'
Subject: 2018/19 Mandate Letter AEST - Justice Institute of British Columbia - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Robert G. Kroeker
Chair of the Board
Justice Institute of British Columbia
E-mail Address: rkroeker@bcllc.com

Dear Mr. Kroeker:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Justice Institute of British Columbia. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Michel Tarko

President and CEO

Justice Institute of British Columbia

Ms. Janet Haberfield

Executive Assistant to the Board and President

Justice Institute of British Columbia



February 1, 2018

Our Ref. 111878

Mr. Robert G. Kroeker
Chair of the Board
Justice Institute of British Columbia
715 McBride Boulevard
New Westminster BC V3L 5T4

Dear Mr. Kroeker:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Justice Institute of British Columbia:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Justice Institute of British Columbia will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Justice Institute of British Columbia is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Michel Tarko
President
Justice Institute of British Columbia

For Signature by all Justice Institute of British Columbia Board Members:

Board Member	Signature
Robert G. Kroeker (Board Chair)	
Robert A. Rich	
Kehl Petersen	
Robert Quartermain	
Claire C. Wang	
Jugit Kaur Sihota	
Tina L. Dion	
Bernadette Ann Spence	
Stephen R. Gamble	
Sukhminder Singh Virk	
Jacqueline I. Gorton	
Michel Tarko	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: Minister. AEST AEST:EX
To: s.22
Cc: AEST Deputy Minister AEST:EX; "kathy_kinloch@bcit.ca"; "david_karppinen@bcit.ca"
Bcc: Minister, AEST AEST:EX; Loughran, Tony D AEST:EX; Broda, Christine AEST:EX
Subject: 2018/19 Mandate Letter AEST - British Columbia Institute of Technology - Our Ref: 111878
Date: Friday, February 2, 2018 9:12:37 AM
Attachments: [Signature page- BCIT.docx](#)
[2018-19 Mandate Letter- BCIT.pdf](#)

February 1, 2018

Our Ref: 111878

Mr. Jack Davidson

Chair of the Board

British Columbia Institute of Technology

E-mail Address: s.22

Dear Mr. Davidson:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at British Columbia Institute of Technology. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl W̓ii X̱sgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Ms. Kathy Kinloch

President

British Columbia Institute of Technology

Mr. David Karppinen

Executive Assistant to the President

British Columbia Institute of Technology

Ms. Barbara Kader
Executive Assistant, Governance
British Columbia Institute of Technology



February 1, 2018

Our Ref. 111878

Mr. Jack Davidson
Chair of the Board
British Columbia Institute of Technology
3700 Willingdon Ave
Burnaby BC V5G 3H2

Dear Mr. Davidson:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

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Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

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**Ministry of
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Office of the
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Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that British Columbia Institute of Technology:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, British Columbia Institute of Technology will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

British Columbia Institute of Technology is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Kathy Kinloch
President
British Columbia Institute of Technology

For Signature by all British Columbia Institute of Technology Board Members:

Board Member	Signature
Jack Davidson (Board Chair)	
Herbert S. Silber	
Catherine A. Young	
Ryan Peter Tones	
Kimberly A. Humphreys	
Lorna A. Pawluk	
Thomas Harold George Sigurdson	
Kathleen Elizabeth Corrigan	
Alexander John Imperial	
Neil Cox	
Sergey Bukharov	
Vasyl Baryshnikov	
Scott McAlpine	
Jennifer Figner	
Kathy Kinloch	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
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Victoria BC V8W 9E1

Location:
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Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
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All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["jnicholas@cotr.bc.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["dwalls@cotr.bc.ca"](#); ["woods@cotr.bc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: 2018/19 Mandate Letter AEST - College of the Rockies - Our Ref: 111878
Date: Friday, February 2, 2018 2:14:50 PM
Attachments: [Signature page- COTR.docx](#)
[2018-19 Mandate Letter- COTR.pdf](#)

February 1, 2018

Our Ref: 111878

Mr. Jesse Nicholas

Chair of the Board

College of the Rockies

E-mail Address: jnicholas@cotr.bc.ca

Dear Mr. Nicholas:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at College of the Rockies. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. David Walls

President and CEO

College of the Rockies

Ms. Susan Woods

Executive Assistant

College of the Rockies



February 1, 2018

Our Ref. 111878

Mr. Jesse Nicholas
Chair of the Board
College of the Rockies
2700 College Way
Cranbrook BC V1C 5L7

Dear Mr. Nicholas:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

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Page 1 of 8

**Ministry of
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Office of the
Minister

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PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
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Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that College of the Rockies:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, College of the Rockies will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

College of the Rockies is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

David Walls
President
College of the Rockies

For Signature by all College of the Rockies Board Members:

Board Member	Signature
Jesse Nicholas, Chair	
Glen D. Campbell	
Krystyna J. Sikora	
Darryl Hyde	
Cindy Ann Pearson	
Steen Jorgensen	
Cindy L. Yates	
Jesse Nicholas	
Rodney M. Giles	
Jan White	
Seamus Damstrom	
Colhane Martyniuk	
Leslie Molnar	
David Walls	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: s.22
Cc: [AEST Deputy Minister AEST:EX](#); ["rburnett@ecuad.ca"](#); ["carina@ecuad.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: 2018/19 Mandate Letter AEST - Emily Carr University of Art and Design - Our Ref: 111878
Date: Friday, February 2, 2018 9:16:28 AM
Attachments: [Signature page- ECUAD.docx](#)
[2018-19 Mandate Letter- ECUAD.pdf](#)

February 1, 2018

Our Ref: 111878

Ms. Kimberly D. Peacock

Chair of the Board

Emily Carr University of Art and Design

E-mail Address s.22

Dear Ms. Peacock:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Emily Carr University of Art and Design I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Ron Burnett

President and Vice-Chancellor

Emily Carr University of Art and Design

Ms. Carina Clark

Executive Assistant to the Board and President

Emily Carr University of Art and Design



February 1, 2018

Our Ref. 111878

Ms. Kim Peacock
Chair, Board of Governors
Emily Carr University of Art and Design
520 East 1st Avenue
Vancouver BC V5T 0H2

Dear Ms. Peacock:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 12

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Emily Carr University of Art and Design:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Emily Carr University of Art and Design will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Emily Carr University of Art and Design is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website. This document outlines the statistical, financial and performance reports for the fiscal year. The current reporting requirements list for your institution is attached for your reference (the 2018/19 list will be published on the Ministry website in spring 2018). Your institution is expected to meet these requirements by providing the reports and high quality data necessary for Government to carry out its responsibilities.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', written in a cursive style.

Melanie Mark
Hli Haykwhl W̱ii X̱sgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Ron Burnett
President
Emily Carr University of Art and Design

For Signature by all Emily Carr University of Art and Design Board Members:

Board Member	Signature
Kim Peacock (Board Chair)	
Shauna Bryan	
Lucille Pacey	
William Keith Cunningham	
Bill Tam	
Nichollette L. Prince	
Sonny R. L. Assu	
Scott Hawthorn	
Alexandra Phillips	
Randy Lee Cutler	
Joakim Zatko	
Joey Cheung	
Gaye Fowler	
Geoff Plant, Q.C.	
Ron Burnett	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

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These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

**Office of the
Premier**

Web Site:
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Mailing Address:
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Victoria BC V8W 9E1

Location:
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Victoria

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.
- Encourage excellence in B.C.’s graduate school programs by introducing a new graduate student scholarship fund.

- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
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- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

2017/18 Reporting Requirements for Emily Carr University of Art and Design

Ministry of Advanced Education, Skills and Training

DUE Fiscal Year 2017/18 (April 1, 2017 to March 31, 2018)

Subject	Report Title	Due Date	Board Approval Required --"Yes" where needed (same as due date unless otherwise noted)	Link
Capital	2016 Facilities Space Inventory Submission (Program Year: October 2015 to October 2016)	October 21, 2016		
Capital	2016/17 Routine Capital/Capital and Carbon Neutral Capital Program Reporting Submission: Minor Maintenance & Rehabilitation Minor M&R <\$250,000 Major M&R >\$250,000 Emergency Projects	April 28, 2017		
Capital	2016 Space Utilization Reporting	September 15, 2017		
Capital	2016 Contact Hours Activity Reporting	July 21, 2017		
Capital	2017/18 Five-year Capital Plan Request	Summer 2017	Recommended	
Capital	2017/18 - 1st Quarter - Quarterly Cash Flow Projection Reports for Capital Projects	June 23, 2017		
Capital	2017/18 - 2nd Quarter - Quarterly Cash Flow Projection Reports for Capital Projects	September 15, 2017		
Capital	2017/18 - 3rd Quarter - Quarterly Cash Flow Projection Reports for Capital Projects	December 1, 2017		

Subject	Report Title	Due Date	Board Approval Required --"Yes" where needed (same as due date unless otherwise noted)	Link
Finance	2016/17 Supplementary Financial Information Reports (SFIR)	July 28, 2017		Government Reporting Entity Due Dates
Finance	2016/17 Statement of Financial Information Submission	September 30, 2017	Yes	Financial Information Act - Information
Finance	2016/17 Draft Year-End Financial Reporting	April 20, 2017		Government Reporting Entity Due Dates
Finance	2016/17 Final Year-End Financial Reporting	May 18, 2017	Yes - June 9, 2017 Note: there should be no changes to the financial data after the May 12th submission.	Government Reporting Entity Due Dates
Finance	2017/18 - 1st Quarter Financial Forecast	June 30, 2017	Yes - July 31, 2017 (can be signed by Chair of Audit Committee) Should be based on Board Approved budget that will be published in the institution's current year Financial Statements.	
Finance	2017/18 - 1st Quarter Appendix C: Year-to-Date Financial Information	July 14, 2017		
Finance	2017/18 - 2nd Quarter Financial Forecast	September 22, 2017	Yes - October 25, 2017 (can be signed by Chair of Audit Committee)	
Finance	2017/18 - 2nd Quarter Appendix C: Year-to-Date Financial Information	October 13, 2017		
Finance	2017/18 - 3rd Quarter Financial Forecast	December 8, 2017	Yes - January 12, 2018 (can be signed by Chair of Audit Committee)	

Subject	Report Title	Due Date	Board Approval Required --"Yes" where needed (same as due date unless otherwise noted)	Link
Finance	2017/18 - 3rd Quarter Appendix C: Year-to-Date Financial Information	January 10, 2018		
Finance	Summary Schedule of Deferred Revenue (Draft)	April 28, 2017	Emily Carr University of Art and Design	
Finance	Summary Schedule of Deferred Revenue (Final)	May 26, 2017	Emily Carr University of Art and Design	
Governance	2015/16 Institutional Accountability Plans and Reports	July 14, 2017	Yes	Accountability Framework
Human Resources	2015/16 Human Resources Database Submission	August 30, 2017		Post-Secondary Employers' Association
Student Data	2016/17 Final - Student Full-time Equivalent (FTE) Report	May 12, 2017		
Student Data	Central Data Warehouse (May 2017 Submission, 2002/03-2016/17)	May 31, 2017		Central Data Warehouse
Student Data	2016 Student Outcomes Survey Cohort Submission: Baccalaureate Graduates Survey (BGS)	July 28, 2017		BC Student Outcomes
Student Data	Central Data Warehouse (October 2016 Submission, 2002/03-2016/17)	October 31, 2017		Central Data Warehouse
Student Data	2017/18 Fall Interim - Student Full-time Equivalent (FTE) Report	November 10, 2017		
Student Data	2017 Student Outcomes Survey Cohort Submission: Diploma, Associate Degree, and Certificate Student Outcomes (DACSO) Survey	February 28, 2018		BC Student Outcomes

Subject	Report Title	Due Date	Board Approval Required --"Yes" where needed (same as due date unless otherwise noted)	Link
Student Finance	Institution Appendix: Student Aid BC Eligible Programs and Educational Costs Submission (Program Year: Aug. 1/16 to July 31/17)	May 27, 2016		
Student Finance	2017/18 Student Fees Submission (Tuition, Mandatory and Student Society Fees)	August 8, 2017		Tuition Fees
Student Finance	2016/17 Disability Program Reports: Assistance Program for Students with Permanent Disabilities (APSD) and Learning Disability Assessment Bursary (LDAB)	August 31, 2017		Student Aid BC - Programs for Students with Permanent Disabilities
Student Finance	2017/18 Mandatory Fee Report: Report on new mandatory fees for new services	TBD		
Sustainability	2015 Carbon Neutral Action Report	May 31, 2016	AEST requests on behalf of the Ministry of Environment. Reported to the Ministry of Environment.	Carbon Neutral Action Reports

From: [Minister, AEST AEST:EX](#)
To: ["ron.r@vnfc.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["sbell@camosun.bc.ca"](#); ["martinh@camosun.ca"](#); ["smedleyr@camosun.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Camosun College - Our Ref: 111878
Date: Friday, February 2, 2018 11:18:20 AM
Attachments: [Signature page- Camosun College.docx](#)
[2018-19 Mandate Letter- Camosun College.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:13 AM
To: 'ron.r@vnfc.ca'
Cc: AEST Deputy Minister AEST:EX; 'sbell@camosun.bc.ca'; 'martinh@camosun.ca'; 'smedleyr@camosun.ca'
Subject: 2018/19 Mandate Letter AEST - Camosun College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Ron Rice
Chair of the Board
Camosun College
E-mail Address: ron.r@vnfc.ca

Dear Mr. Rice:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Camosun College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Ms. Sherri Bell

President

Camosun College

Ms. Heather Martin

College Governance Executive Assistant

Camosun College

Ms. Rosemary Smedley

Executive Assistant to the President

Camosun College



February 1, 2018

Our Ref. 111878

Mr. Ron Rice
Chair of the Board
Camosun College
3100 Foul Bay Rd
Victoria BC V8P 5J2

Dear Mr. Rice:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Camosun College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Camosun College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Camosun College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl W̱ii X̱sgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright

Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Sherri Bell
President
Camosun College

For Signature by all Camosun College Board Members:

Board Member	Signature
Ron Rice (Board Chair)	
William Gyles	
Stephen W. Chang	
Laylee Rohani	
Philip Murray Venoit	
Stefan Fletcher	
Cindy Choi	
Melanie Winter	
Joanne Cumberland	
Tim Ayers	
Sherri Bell	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["soonkim.newgen@gmail.com"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["pdangerfield@capilano.ca"](#); ["marikamorissette@capilano.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Capilano University - Our Ref: 111878
Date: Friday, February 2, 2018 11:21:47 AM
Attachments: [Signature page- Capilano U.docx](#)
[2018-19 Mandate Letter- Capilano U.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:14 AM
To: 'soonkim.newgen@gmail.com'
Cc: AEST Deputy Minister AEST:EX; 'pdangerfield@capilano.ca'; 'marikamorissette@capilano.ca'
Subject: 2018/19 Mandate Letter AEST - Capilano University - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Soon Kim
Chair of the Board
Capilano University
E-mail Address: soonkim.newgen@gmail.com

Dear Mr. Kim:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Capilano University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. Paul Dangerfield

President

Capilano University

Ms. Marika Morissette

Executive Assistant to the Board and President

Capilano University



February 1, 2018

Our Ref. 111878

Mr. Soon Kim
Chair of the Board
Capilano University
2055 Purcell Way
North Vancouver BC V7J 3H5

Dear Mr. Kim:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Capilano University:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
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 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Capilano University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Capilano University is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization..

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright

Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

J. Paul Dangerfield
President
Capilano University

For Signature by all Capilano University Board Members:

Board Member	Signature
Soon Kim (Board Chair)	
Andrew Justin Petrozzi	
Duncan K. Brown	
Christopher Blaine Doll	
Cheryl Ann Nex	
Jessie A.L. Williams	
Cherry Itty	
Michael Fleming	
Aurelea Mahood	
Imroz Ali	
Hassan Merali	
Christopher Clarke	
David T. Fung	
J. Paul Dangerfield	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: s.22 - - "chair@cnc.bc.ca"
Cc: [AEST Deputy Minister AEST:EX](#); ["reiserh@cnc.bc.ca"](#); ["beaulieum@cnc.bc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - College of New Caledonia - Our Ref: 111878
Date: Friday, February 2, 2018 11:23:26 AM
Attachments: [Signature page- CNC.docx](#)
[2018-19 Mandate Letter- CNC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) 356-0179

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:15 AM
To: s.22 - - 'chair@cnc.bc.ca'
Cc: [AEST Deputy Minister AEST:EX](#); ["reiserh@cnc.bc.ca"](#); ["beaulieum@cnc.bc.ca"](#)
Subject: 2018/19 Mandate Letter AEST - College of New Caledonia - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Robert Lee Doney
Chair of the Board
College of New Caledonia
E-mail Address: s.22 - - and [chair@cnc.bc.ca](#)

Dear Mr. Doney:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at College of New Caledonia. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. Henry Reiser

President

College of New Caledonia

Ms. Marlene Beaulieu

Executive Assistant to the Board and President

College of New Caledonia



February 1, 2018

Our Ref. 111878

Mr. Robert Lee Doney
Chair of the Board
College of New Caledonia
3330 - 22nd Ave
Prince George BC V2N 1P8

Dear Mr. Doney:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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While we have already made some progress, in order to support government's key commitments, I ask that College of New Caledonia:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, College of New Caledonia will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

College of New Caledonia is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Henry Reiser
President
College of New Caledonia

For Signature by all British Columbia Institute of Technology Board Members:

Board Member	Signature
Jack Davidson (Board Chair)	
Herbert S. Silber	
Catherine A. Young	
Ryan Peter Tones	
Kimberly A. Humphreys	
Lorna A. Pawluk	
Thomas Harold George Sigurdson	
Kathleen Elizabeth Corrigan	
Alexander John Imperial	
Neil Cox	
Sergey Bukharov	
Vasyl Baryshnikov	
Scott McAlpine	
Jennifer Figner	
Kathy Kinloch	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: s.22
Cc: [AEST Deputy Minister AEST:EX; "dentonk@douglascollege.ca"; "donnelly@douglascollege.ca"; "dailey@douglascollege.ca"](#)
Bcc: [Minister, AEST AEST:EX; Loughran, Tony D AEST:EX; Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Douglas College - Our Ref: 111878
Date: Friday, February 2, 2018 11:28:28 AM
Attachments: [Signature page- Douglas College.docx](#)
[2018-19 Mandate Letter- Douglas College.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:16 AM
To: s.22
Cc: AEST Deputy Minister AEST:EX; 'dentonk@douglascollege.ca'; 'donnelly@douglascollege.ca'; 'dailey@douglascollege.ca'
Subject: 2018/19 Mandate Letter AEST - Douglas College - Our Ref: 111878

February 1, 2018

Our Ref: 111878

Mr. John Evans

Chair of the Board

Douglas College

E-mail Address: s.22

Dear Mr. Evans:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Douglas College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wíi Xsgaak
Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Kathy Denton

President

Douglas College

Ms. Shelagh Donnelly

Executive Assistant to the Board

Douglas College

Ms. Laureen Dailey

Executive Assistant to the President

Douglas College



February 1, 2018

Our Ref. 111878

Mr. John Evans
Chair of the Board
Douglas College
Box 2503 - 700 Royal Avenue
New Westminster BC V3L 5B2

Dear Mr. Evans:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Douglas College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Douglas College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Douglas College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Kathy Denton
President
Douglas College

For Signature by all Douglas College Board Members:

Board Member	Signature
John Evans (Board Chair)	
Thomas L. Spraggs	
Jane Butterfield	
Jason Leo Carvalho	
Dave A. Teixeira	
Eileen B. Stewart	
Adel Abdulhafid Gamar	
Jodie Arlene Marjorie Wickens	
Barbara Jean Kelly	
Harjeevan S. Kunkhun	
Wesley Snider	
Marissa Martin	
Telka Pesklevits	
Dave Seaweed	
Jasmine Nicholsfigueiredo	
Kathy Denton	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: [s.22](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["alan.davis@kpu.ca"](#); ["Keri.vangerven@kpu.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Kwantlen Polytechnic University - Our Ref: 111878
Date: Friday, February 2, 2018 11:32:52 AM
Attachments: [Signature page- KPU.docx](#)
[2018-19 Mandate Letter- KPU.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:17 AM
To: [s.22](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["alan.davis@kpu.ca"](#); ["Keri.vangerven@kpu.ca"](#)
Subject: 2018/19 Mandate Letter AEST - Kwantlen Polytechnic University - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Ms. Hanne Madsen
Chair of the Board
Kwantlen Polytechnic University
E-mail Address: [s.22](#)

Dear Ms. Madsen:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Kwantlen Polytechnic University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Alan Davis

President and Vice-Chancellor

Kwantlen Polytechnic University

Ms. Keri Van Gerven

University Secretary

Kwantlen Polytechnic University



February 1, 2018

Our Ref. 111878

Ms. Hanne Madsen
Chair, Board of Governors
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Ms. Madsen:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Kwantlen Polytechnic University:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Kwantlen Polytechnic University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Kwantlen Polytechnic University is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Alan Davis
President
Kwantlen Polytechnic University

For Signature by all Kwantlen Polytechnic University Board Members:

Board Member	Signature
Hanne Madsen (Board Chair)	
Gavin Llewellyn Dew	
Sarbjee Kaur Sarai	
Sandra Lynn Case	
Douglas R. Beaton	
Mohammed Singh Mahabub	
Amandeep Singh	
Edward Michael McAdam	
Marc Kampschuur	
Suzanne Pearce	
Natasha Lopes	
Michael Wong	
Kim Rose	
George Melville	
Alan Davis	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["jas@brixtonproperties.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["ltrotter@langara.ca"](#); ["dfalcon@langara.ca"](#); ["ahsu@langara.bc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATE - 2018/19 Mandate Letter AEST - Langara College - Our Ref: 111878
Date: Friday, February 2, 2018 11:42:23 AM
Attachments: [Signature page- Langara College.docx](#)
[2018-19 Mandate Letter- Langara College.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) 356-0179

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:19 AM
To: 'jas@brixtonproperties.ca'
Cc: AEST Deputy Minister AEST:EX; 'ltrotter@langara.ca'; 'dfalcon@langara.ca'; 'ahsu@langara.bc.ca'
Subject: 2018/19 Mandate Letter AEST - Langara College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Jaswinder Sandhu
Chair of the Board
Langara College
E-mail Address: jas@brixtonproperties.ca

Dear Mr. Sandhu:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Langara College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Lane Trotter

President and CEO

Langara College

Ms. Diana Falcon

Executive Assistant to the Board

Langara College

Ms. Alice Hsu

Executive Assistant to the President

Langara College



February 1, 2018

Our Ref. 111878

Mr. Jaswinder Sandhu
Chair of the Board
Langara College
100 West 49th Ave
Vancouver BC V5Y 2Z6

Dear Mr. Sandhu:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Langara College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Langara College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Langara College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Lane Trotter
President
Langara College

For Signature by all Langara College Board Members:

Board Member	Signature
Jaswinder Sandhu (Board Chair)	
Stacey Edzerza Fox	
Jeffrey J. Lowe	
Leona May Gates	
Amardeep Singh Dhillon	
Claude R. Rinfret	
Janelle Louise Dwyer	
Ian Gordon Mass	
Veda Roodal Persad	
Ghezal Durrani	
Inderpreet Singh	
Brian McGibney	
Gerda Krause	
Lane Trotter	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

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Location:
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Victoria

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As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["jamie.sterritt@sahetxw.com"](mailto:jamie.sterritt@sahetxw.com)
Cc: [AEST Deputy Minister AEST:EX](#); [XT:Tourand, Ken FIN:IN](#); ["pabrown@nvit.bc.ca"](mailto:pabrown@nvit.bc.ca)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATE - 2018/19 Mandate Letter AEST - Nicola Valley Institute of Technology - Our Ref: 111878
Date: Friday, February 2, 2018 11:47:17 AM
Attachments: [Signature page- NVIT.docx](#)
[2018-19 Mandate Letter- NVIT.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) 356-0179

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:20 AM
To: 'jamie.sterritt@sahetxw.com'
Cc: AEST Deputy Minister AEST:EX; XT:Tourand, Ken FIN:IN; 'pabrown@nvit.bc.ca'
Subject: 2018/19 Mandate Letter AEST - Nicola Valley Institute of Technology - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. William James Sterritt
Chair of the Board
Nicola Valley Institute of Technology
E-mail Address: jamie.sterritt@sahetxw.com

Dear Mr. Sterritt:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Nicola Valley Institute of Technology. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. Ken Tourand

President

Nicola Valley Institute of Technology

Ms. Pat Brown

Executive Assistant to the Board and President

Nicola Valley Institute of Technology



February 1, 2018

Our Ref. 111878

Mr. William James Sterritt
Chair of the Board
Nicola Valley Institute of Technology
4155 Belshaw Street
Merritt BC V1K 1R1

Dear Mr. Sterritt:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

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Page 1 of 8

**Ministry of
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Skills and Training**

Office of the
Minister

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Location:
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While we have already made some progress, in order to support government's key commitments, I ask that Nicola Valley Institute of Technology:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
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Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Nicola Valley Institute of Technology will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

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Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Ken Tourand
President
Nicola Valley Institute of Technology

For Signature by all Nicola Valley Institute of Technology Board Members:

Board Member	Signature
William James Sterritt (Board Chair)	
Yvonne K. Mensies	
Maynard L. McRae	
Melissa A. Louie	
Lindsay Jane Borrows	
Terena V. Hunt	
Paul A. Donald	
Sashia Mayleen Leung	
Faye Ahdemar	
Crystal Howard	
Nicasio Campos	
Sandra Tiessen	
Elaine Herbert	
Ken Tourand	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

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These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["derek@channowosadboates.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["John.Bowman@nic.bc.ca"](#); ["Rachel.Reid@nic.bc.ca"](#); ["Sue.Bate@nic.bc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - North Island College - Our Ref: 111878
Date: Friday, February 2, 2018 11:49:40 AM
Attachments: [Signature page- NIC.docx](#)
[2018-19 Mandate Letter- NIC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:20 AM
To: 'derek@channowosadboates.ca'
Cc: Baskerville, Shannon AEST:EX; 'John.Bowman@nic.bc.ca'; 'Rachel.Reid@nic.bc.ca'; 'Sue.Bate@nic.bc.ca'
Subject: 2018/19 Mandate Letter AEST - North Island College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Derek Lamb
Chair of the Board
North Island College
E-mail Address: derek@channowosadboates.ca

Dear Mr. Derek Lamb:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at North Island College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. John Bowman

President

North Island College

Ms. Rachel Reid

Executive Assistant to the Board

North Island College

Ms. Sue Bate

Executive Assistant to the President

North Island College



February 1, 2018

Our Ref. 111878

Mr. Derek Lamb
Chair of the Board
North Island College
2300 Ryan Road
Courtenay BC V9N 8N6

Dear Mr. Lamb:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that North Island College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, North Island College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

North Island College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl W̓ii X̱sgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

John Bowman
President
North Island College

For Signature by all North Island College Board Members:

Board Member	Signature
Derek Lamb (Board Chair)	
Bruce C. Bell	
Jane Murphy	
Gregory T. Phelps	
Jane Marie Atherton	
Roy A. Grant	
Eric John Mosley	
Robert Everson	
Kim Gibson	
Jennifer Kortlever	
Nicolas Schofield	
Cathy Reyno	
Dennis Lightfoot	
John Bowman	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["jkurjata@s2kpa.com"](mailto:jkurjata@s2kpa.com)
Cc: [AEST Deputy Minister AEST:EX](#); ["bkulmatycki@nlc.bc.ca"](mailto:bkulmatycki@nlc.bc.ca); ["hlarden@nlc.bc.ca"](mailto:hlarden@nlc.bc.ca)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Northern Lights College - Our Ref: 111878
Date: Friday, February 2, 2018 11:51:10 AM
Attachments: [Signature page- NLC.docx](#)
[2018-19 Mandate Letter- NLC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:21 AM
To: 'jkurjata@s2kpa.com'
Cc: AEST Deputy Minister AEST:EX; 'bkulmatycki@nlc.bc.ca'; 'hlarden@nlc.bc.ca'
Subject: 2018/19 Mandate Letter AEST - Northern Lights College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. John Kurjata
Chair of the Board
Northern Lights College
E-mail Address: jkurjata@s2kpa.com

Dear Mr. Kurjata:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Northern Lights College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Bryn Kulmatycki

President and CEO

Northern Lights College

Ms. Holly Larden

Executive Assistant to the Board and President

Northern Lights College



February 1, 2018

Our Ref. 111878

Mr. John Kurjata
Chair of the Board
Northern Lights College
11401 - 8th Street
Dawson Creek BC V1G 4G2

Dear Mr. Kurjata:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Northern Lights College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Northern Lights College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Northern Lights College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', written in a cursive style.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Bryn Kulmatycki
President
Northern Lights College

For Signature by all Northern Lights College Board Members:

Board Member	Signature
John Kurjata (Board Chair)	
Sharon E. Miller	
Ronald Powell	
Andrew A. Ackerman	
Sharon Lori McLeod	
Tyler J. Holte	
Olu Donald Fajemisin	
Faisal Rashid	
Shruti Mankad	
Hargun Jot Singh	
Kayla MacDonald	
Bryn Kulmatycki	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

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In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["kquibell@nwcc.bc.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["kburt@nwcc.bc.ca"](#); ["kquibell@nwcc.bc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Northwest Community College - Our Ref: 111878
Date: Friday, February 2, 2018 11:52:39 AM
Attachments: [Signature page- NWCC.docx](#)
[2018-19 Mandate Letter- NWCC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) 356-0179

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:21 AM
To: 'kquibell@nwcc.bc.ca'
Cc: AEST Deputy Minister AEST:EX; 'kburt@nwcc.bc.ca'; 'kquibell@nwcc.bc.ca'
Subject: 2018/19 Mandate Letter AEST - Northwest Community College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
All Board Members
Northwest Community College
E-mail Address: c/o: [kquibell@nwcc.bc.ca](#)

Dear Board Members:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Northwest Community College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. Ken Burt

President and CEO

Northwest Community College

Ms. Kimberly Quibell

Executive Assistant to the Board of Governors and to the President's Office

Northwest Community College



February 1, 2018

Our Ref. 111878

Board Members
Northwest Community College
5331 McConnell Ave
Terrace BC V8G 4X2

Dear Board Members:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Northwest Community College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Northwest Community College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Northwest Community College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Ken Burt
President
Northwest Community College

For Signature by all Northwest Community College Board Members:

Board Member	Signature
Ernie Chester Dusdal	
William S. Parmar	
Paul Bjorn	
Nicole Elaine Halbauer	
Shannon McPhail	
Ann Marie Merkel	
Adelle Jonker	
Reilly Walker	
Christine Speidel	
Catherine White	
Ken Burt	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["birney@coxtaylor.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["allan.cahoon@royalroads.ca"](#); ["karen.hakkarainen@royalroads.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Royal Roads University - Our Ref: 111878
Date: Friday, February 2, 2018 11:55:48 AM
Attachments: [Signature page- RRU.docx](#)
[2018-19 Mandate Letter- RRU.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:22 AM
To: 'birney@coxtaylor.ca'
Cc: AEST Deputy Minister AEST:EX; 'allan.cahoon@royalroads.ca'; 'karen.hakkarainen@royalroads.ca'; 'robynnne.devine@royalroads.ca'
Subject: 2018/19 Mandate Letter AEST - Royal Roads University - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Ms. Kathleen Birney
Chair of the Board
Royal Roads University
E-mail Address: birney@coxtaylor.ca

Dear Ms. Birney:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Royal Roads University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wïi Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Allan R. Cahoon

President and Vice-Chancellor

Royal Roads University

Ms. Karen Hakkarainen

Executive Assistant to the Board

Royal Roads University

Ms. Robynne Devine

Executive Assistant to the President

Royal Roads University



February 1, 2018

Our Ref. 111878

Ms. Kathleen Birney
Chair, Board of Governors
Royal Roads University
2005 Sooke Road
Victoria BC V9B 5Y2

Dear Ms. Birney:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Royal Roads University:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Royal Roads University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Royal Roads University is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Allan R. Cahoon
President
Royal Roads University

For Signature by all Royal Roads University Board Members:

Board Member	Signature
Kathleen Birney (Board Chair)	
Lydia Antoinette Hwitsum	
Lori Anne Simcox	
Nelson Chan	
Vernard Slaney	
Dave Byng	
Bruce Donaldson	
Jennifer Walinga	
Maria Anderson	
Cindy Brar	
Allan R. Cahoon	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["s.wallace@irscanada.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["agraeme@selkirk.ca"](#); ["charder@selkirk.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Selkirk College - Our Ref: 111878
Date: Friday, February 2, 2018 11:57:19 AM
Attachments: [Signature page- Selkirk College.docx](#)
[2018-19 Mandate Letter- Selkirk College.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:23 AM
To: 's.wallace@irscanada.ca'
Cc: AEST Deputy Minister AEST:EX; 'agraeme@selkirk.ca'; 'charder@selkirk.ca'
Subject: 2018/19 Mandate Letter AEST - Selkirk College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Ms. Sharel Wallace
Chair of the Board
Selkirk College
E-mail Address: s.wallace@irscanada.ca

Dear Ms. Wallace:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Selkirk College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Mr. Angus Graeme

President and CEO

Selkirk College

Ms. Catherine Harder

Executive Assistant to the Board and President

Selkirk College



February 1, 2018

Our Ref. 111878

Ms. Sharel Wallace
Chair of the Board
Selkirk College
301 Frank Beinder Way
Castlegar BC V1N 4L3

Dear Ms. Wallace:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Selkirk College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Selkirk College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Selkirk College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Angus Graeme
President
Selkirk College

For Signature by all Selkirk College Board Members:

Board Member	Signature
Sharel Wallace (Board Chair)	
Danica L. Lee	
Patricia J. Dooley	
Michael Gerald McIndoe	
Gregory Andrew Garbula	
Scott Edward Weatherford	
Bruce Allan LeRose, Q.C.	
Carol Andrews	
Santanna Hernandez	
Staci Makortoff	
Milane Kutcher	
Allison Alder	
Angus Graeme	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["jimthomson@plainsman.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["president@tru.ca"](#); ["cm Myers@tru.ca"](#); ["astrachan@tru.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Thompson Rivers University - Our Ref: 111878
Date: Friday, February 2, 2018 12:00:47 PM
Attachments: [Signature page- TRU.docx](#)
[2018-19 Mandate Letter- TRU.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) 356-0179

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:24 AM
To: 'jimthomson@plainsman.ca'
Cc: Baskerville, Shannon AEST:EX; 'president@tru.ca'; 'cm Myers@tru.ca'; 'astrachan@tru.ca'
Subject: 2018/19 Mandate Letter AEST - Thompson Rivers University - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. James A. Thomson
Chair, Board of Governors
Thompson Rivers University
E-mail Address: jimthomson@plainsman.ca

Dear Mr. Thomson:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes.

I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Thompson Rivers University. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Alan Shaver

President and Vice-Chancellor

Thompson Rivers University

Ms. Charlene Myers

Manager, University Governance

Thompson Rivers University

Ms. Arlee Strachan

Executive Assistant to the President

Thompson Rivers University



February 1, 2018

Our Ref. 111878

Mr. James A. Thomson
Chair of the Board
Thompson Rivers University
805 TRU Way
Kamloops BC V2C 0C8

Dear Mr. Thomson:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *Thompson Rivers University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

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Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Thompson Rivers University:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Thompson Rivers University will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Thompson Rivers University is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright

Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Alan Shaver
President
Thompson Rivers University

For Signature by all Thompson Rivers University Board Members:

Board Member	Signature
James A. Thomson (Board Chair)	
Guenter M. Weckerle	
Barbara L. Berger	
Joseph Richard Claude Heney	
Michelle D. Stanford	
Rob Anderson	
Hafiz Rahman	
Eunice Aniogbe	
Dana Prymak	
Eric Youd	
Wally Oppal	
Alan Shaver	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

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**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
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I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["sbelkin@belcorp.com"](mailto:sbelkin@belcorp.com)
Cc: [AEST Deputy Minister AEST:EX](#); ["presidents.office@ubc.ca"](mailto:presidents.office@ubc.ca); ["reny.kahlon@ubc.ca"](mailto:reny.kahlon@ubc.ca); ["frances.verzosa@ubc.ca"](mailto:frances.verzosa@ubc.ca)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - University of British Columbia - Our Ref: 111878
Date: Friday, February 2, 2018 12:02:07 PM
Attachments: [Signature page- UBC.docx](#)
[2018-19 Mandate Letter- UBC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:24 AM
To: 'sbelkin@belcorp.com'
Cc: AEST Deputy Minister AEST:EX; 'presidents.office@ubc.ca'; 'reny.kahlon@ubc.ca'; 'frances.verzosa@ubc.ca'
Subject: 2018/19 Mandate Letter AEST - University of British Columbia - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. Alton Stuart Belkin
Chair of the Board
University of British Columbia
E-mail Address: sbelkin@belcorp.com

Dear Mr. Belkin:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

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I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at University of British Columbia. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,

Melanie Mark

Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Santa Ono

President and Vice-Chancellor

University of British Columbia

Ms. Reny Kahlon

Executive Assistant to the Board

University of British Columbia

Ms. Frances Verzosa

Executive Assistant to the President

University of British Columbia



February 1, 2018

Our Ref. 111878

Mr. Allan Stuart Belkin
Chair, Board of Governors
University of British Columbia
7th floor, Walter C. Koerner Library 1958 Main Mall
Vancouver BC V6T 1Z2

Dear Mr. Belkin:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that University of British Columbia:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, University of British Columbia will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

University of British Columbia is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', written in a cursive style.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Santa J. Ono
President
University of British Columbia

For Signature by all University of British Columbia Board Members:

Board Member	Signature
Allan Stuart Belkin (Board Chair)	
Joel Warren Solomon	
Chaslynn Samantha Gillanders	
Nancy L. McKenzie	
Fiona Macfarlane	
Sandra L. Cawley	
Kevin Ross Smith	
Celeste A. Haldane	
Michael J. Korenberg	
Raghwa Gopal	
Ayesha Chaundry	
Charles Menzies	
John Klironomos	
Kevin Doering	
Jeanie Malone	
Terry Zhang	
Curtis Morcom	
Darren Fernandez	
Lindsay Gordon	
Santa J. Ono	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["Wolsey@unbc.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["daniel.weeks@unbc.ca"](#); ["heather.sanford@unbc.ca"](#); ["rushton@unbc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - University of Northern British Columbia - Our Ref: 111878
Date: Friday, February 2, 2018 12:03:27 PM
Attachments: [Signature page- UNBC.docx](#)
[2018-19 Mandate Letter- UNBC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:25 AM
To: 'Wolsey@unbc.ca'
Cc: AEST Deputy Minister AEST:EX; 'daniel.weeks@unbc.ca'; 'heather.sanford@unbc.ca'; 'rushton@unbc.ca'
Subject: 2018/19 Mandate Letter AEST - University of Northern British Columbia - Our Ref: 111878
February 1, 2018
Our Ref: 111878

Ms. Tracey M. Wolsey
Chair, Board of Governors
University of Northern British Columbia
E-mail Address: Wolsey@unbc.ca

Dear Ms. Wolsey:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at University of Northern British Columbia. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training
Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Daniel Weeks

President and Vice-Chancellor

University of Northern British Columbia

Ms. Heather Sanford

University Secretary

University of Northern British Columbia

Ms. Anne Rushton

Executive Assistant to the President

University of Northern British Columbia



February 1, 2018

Our Ref. 111878

Ms. Tracey Wolsey
Chair of the Board
University of Northern British Columbia
3333 University Way
Prince George BC V2N 4Z9

Dear Ms. Wolsey:

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Office of the
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Victoria BC V8W 9E2

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Victoria

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I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Daniel Weeks
President
University of Northern British Columbia

For Signature by all University of Northern British Columbia Board Members:

Board Member	Signature
Tracey Wolsey (Board Chair)	
Simon Sing-yau Yu	
Julie B. T. Ziebart	
Katherine Ann LaForge	
C.E. Lee Ongman	
Sean C. Simmons	
Timothy E.M. Carmack	
Kathy Lewis	
Karin Beeler	
Arctica Cunningham	
Amelia Kaiser	
Mark Barnes	
James Moore	
Daniel Weeks	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

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It is your job to deliver that leadership in your ministry.

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**Office of the
Premier**

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www.gov.bc.ca

Mailing Address:
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Victoria BC V8W 9E1

Location:
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Victoria

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As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

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In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

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I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["john.pankratz@fpallp.com"](mailto:john.pankratz@fpallp.com)
Cc: [AEST Deputy Minister AEST:EX](#); ["jackie.hogan@ufv.ca"](mailto:jackie.hogan@ufv.ca); ["al.wiseman@ufv.ca"](mailto:al.wiseman@ufv.ca); ["darlene.glum@ufv.ca"](mailto:darlene.glum@ufv.ca)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - University of the Fraser Valley - Our Ref: 111878
Date: Friday, February 2, 2018 12:04:45 PM
Attachments: [Signature page- UFV.docx](#)
[2018-19 Mandate Letter- UFV.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:26 AM
To: 'john.pankratz@fpallp.com'
Cc: AEST Deputy Minister AEST:EX; 'jackie.hogan@ufv.ca'; 'al.wiseman@ufv.ca'; 'darlene.glum@ufv.ca'
Subject: 2018/19 Mandate Letter AEST - University of the Fraser Valley - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Mr. John C. Pankratz
Chair of the Board
University of the Fraser Valley
E-mail Address: john.pankratz@fpallp.com

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Thank you for your commitment to public post-secondary education as Chair of the Board at University of the Fraser Valley. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wíi Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Ms. Jackie Hogan

President and Vice-Chancellor

University of the Fraser Valley

Mr. Al Wiseman

University Secretary

University of the Fraser Valley

Ms. Darlene Glum

Executive Assistant to the President

University of the Fraser Valley



February 1, 2018

Our Ref. 111878

Mr. John C. Pankratz
Chair, Board of Governors
University of the Fraser Valley
33844 King Rd
Abbotsford BC V2S 7M8

Dear Mr. Pankratz:

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Advanced Education,
Skills and Training**

Office of the
Minister

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Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that University of the Fraser Valley:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, University of the Fraser Valley will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

University of the Fraser Valley is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', with a stylized, cursive script.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Jackie Hogan
President
University of the Fraser Valley

For Signature by all University of the Fraser Valley Board Members:

Board Member	Signature
John C. Pankratz (Board Chair)	
Justin P. Goodrich	
Len R. Goerke	
Leslie Ann Castellani	
Andrew James Mercier	
Adam Ward Van Steinburg	
Nachhatter Singh Gill	
Rhonda Snow	
Zoe Dennison	
Andrew Stahl	
Thank Ma	
Manish Mehra	
Gwen Point	
Jackie Hogan	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["corbettd@uvic.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["pres@uvic.ca"](#); ["jeastman@uvic.ca"](#); ["presadm@uvic.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - University of Victoria - Our Ref: 111878
Date: Friday, February 2, 2018 12:07:20 PM
Attachments: [Signature page- UVIC.docx](#)
[2018-19 Mandate Letter- UVIC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:26 AM
To: 'corbettd@uvic.ca'
Cc: AEST Deputy Minister AEST:EX; 'pres@uvic.ca'; 'jeastman@uvic.ca'; 'presadm@uvic.ca'
Subject: 2018/19 Mandate Letter AEST - University of Victoria - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Ms. Daphne E. Corbett
Chair of the Board
University of Victoria
E-mail Address: [corbettd@uvic.ca](#)

Dear Ms. Corbett:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to [AEST.DeputyMinister@gov.bc.ca](#) by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at University of Victoria. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Professor Jamie Cassels

President and Vice-Chancellor

University of Victoria

Ms. Julia Eastman

University Secretary

University of Victoria

Ms. Shari Winter

Executive Assistant to the President

University of Victoria



February 1, 2018

Our Ref. 111878

Ms. Daphne Corbett
Chair of the Board
University of Victoria
3800 Finnerty Road
Victoria BC V8P 5C2

Dear Ms. Corbett:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that University of Victoria:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
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 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, University of Victoria will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

University of Victoria is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Attachments: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright

Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Jamie Cassels
President
University of Victoria

For Signature by all University of Victoria Board Members:

Board Member	Signature
Daphne Corbett (Board Chair)	
Beverly Van Ruyven	
David Zussman	
Michael Eric Mitchell	
Merle Alexander	
Kasari Govender	
Ida Chong	
Cathy L. McIntyre	
Elizabeth Borycki	
Peter Driessen	
David Eso	
Kate Fairley	
Rizwan Bashir	
Shelagh Rogers	
Jamie Cassels	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

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Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier

From: [Minister, AEST AEST:EX](#)
To: ["pamryan@lucentstrategies.ca"](#)
Cc: [AEST Deputy Minister AEST:EX](#); ["pnunoda@vcc.ca"](#); ["dlucas@vcc.ca"](#); ["myu@vcc.ca"](#)
Bcc: [Minister, AEST AEST:EX](#); [Loughran, Tony D AEST:EX](#); [Broda, Christine AEST:EX](#)
Subject: UPDATED - 2018/19 Mandate Letter AEST - Vancouver Community College - Our Ref: 111878
Date: Friday, February 2, 2018 12:08:33 PM
Attachments: [Signature page- VCC.docx](#)
[2018-19 Mandate Letter- VCC.pdf](#)

With apologies, please delete previous e-mail – attached is the updated letter.
Many thanks,

Office of the Minister
Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Ph: (250) **356-0179**

From: Minister, AEST AEST:EX
Sent: Friday, February 2, 2018 9:27 AM
To: 'pamryan@lucentstrategies.ca'
Cc: AEST Deputy Minister AEST:EX; 'pnunoda@vcc.ca'; 'dlucas@vcc.ca'; 'myu@vcc.ca'
Subject: 2018/19 Mandate Letter AEST - Vancouver Community College - Our Ref: 111878
February 1, 2018
Our Ref: 111878
Ms. Pamela S. Ryan
Chair of the Board
Vancouver Community College
E-mail Address: pamryan@lucentstrategies.ca

Dear Ms. Ryan:

Please find attached the 2018/19 Mandate Letter for your institution. The Letter is based on the template for all public sector organizations and outlines Government priorities for the public post-secondary system.

All board members are asked to sign the Mandate Letter. This is a requirement for all public sector organizations and demonstrates that board members understand and acknowledge their commitment to Government direction. Any board member who is not prepared to sign the Mandate Letter is asked to write to Ms. Shannon Baskerville, Deputy Minister, outlining their concerns.

Please return the signed letter to AEST.DeputyMinister@gov.bc.ca by February 28, 2018. If you anticipate any issues in coordinating board members signatures by that date, please contact the Deputy Minister's Office. A separate document with the signature page of the letter has been included for your convenience, in case there are any membership changes. I would also like to take this opportunity to express my appreciation for the significant time and effort involved in preparing the annual Institutional Accountability Plan and Report (IAPR). IAPRs provide a clear indication of institutional accountability for the public's investment in post-secondary education and are also an important record of the many innovative programs and services provided by post-secondary institutions. As you may be aware, the IAPRs submitted in 2017 have been posted on the Ministry's website.

Thank you for your commitment to public post-secondary education as Chair of the Board at Vancouver Community College. I look forward to discussing the action items in the Mandate Letter as part of our regular meetings.

Sincerely,
Melanie Mark
Hli Haykwhl Wii Xsgaak

Minister of Advanced Education, Skills and Training

Attachments

pc: Ms. Shannon Baskerville

Deputy Minister

Ministry of Advanced Education, Skills and Training

Dr. Peter Nunoda

President and CEO

Vancouver Community College

Ms. Deborah Lucas

Executive Assistant to the Board

Vancouver Community College

Ms. Mary Yu

Executive Assistant to the President

Vancouver Community College



February 1, 2018

Our Ref. 111878

Ms. Pamela S. Ryan
Chair of the Board
Vancouver Community College
1155 East Broadway
Vancouver BC V5T 4V5

Dear Ms. Ryan:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

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Page 1 of 8

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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While we have already made some progress, in order to support government's key commitments, I ask that Vancouver Community College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Vancouver Community College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Vancouver Community College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanie Mark', written in a cursive style.

Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Peter Nunoda
President
Vancouver Community College

For Signature by all Vancouver Community College Board Members:

Board Member	Signature
Pamela S. Ryan (Board Chair)	
Pardeep Dhaliwal	
Chloe Choi	
Richard Michael Tourigny	
Brenda J. Aynsley	
Rene-John Nicolas	
Garth Manning	
Janet Crawford	
Danica Kong	
Erin Klis	
Todd Rowlatt	
Peter Nunoda	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



John Horgan
Premier