



Meeting Note Advice to Minister Melanie Mark

Date: October 31, 2018

Cliff #: 114302

Prepared for: Honourable Melanie Mark, Minister of Advanced Education, Skills and Training

Date, Time of Meeting and Location:

- November 7th, 5:00pm – 5:30pm, Legislative Building

Attendees:

- Honourable Melanie Mark, Minister of Advanced Education, Skills and Training
- Neil Moody, President and Chief Executive Officer, Canadian Home Builders Association BC (CHBA BC)
- Ron Rapp, Government Relations Committee Chair for CHBA BC
- Matt McCurrach, CHBA BC President
- Staff (TBD)

Issue: Canadian Home Builders Association British Columbia (CHBA BC) Inaugural Legislature Day at the BC Legislature, November 7th, 2018

Background:

Canadian Home Builders' Association

- The Canadian Home Builders' Association (CHBA) is a national organization representing over 8,500 companies in the residential building trade across Canada. Members include home builders, renovators, land developers, trade contractors, product and material manufacturers, building product suppliers, lending institutions, insurance providers, and service professionals.
- The B.C. affiliate (CHBA BC), represent over 2,000 residential construction industry members in B.C. through an affiliated network of nine local home building associations. Most of CHBA BC members are small businesses that build five to 10 homes per year.
- CHBA BC will be hosting their first *Legislature Day* on November 7, 2018. It includes a full day of government relations training, a day of meetings to speak with MLAs and a reception for MLAs of all parties and their staff members. Approximately 30 CHBA BC members from across the province will be coming to Victoria for this event.
- CHBA BC continues to raise the profile of the residential construction industry through outreach activities such as the promotion of *Renovation Month* (October every year) and the *Georgie Awards*, a 27 year tradition of recognizing projects and products built, renovated, developed, created and/or marketed.

Labour Market Information:

- According to the Labour Market Outlook, the construction industry will have 49,000 job openings over the next ten years. There is strong demand for labour across both the residential and non-residential segments of the construction industry.
 - The value of monthly new building permits in B.C. is up 18 percent from a year ago.
 - Housing starts are still at historically high levels. Year-to-date, housing starts have averaged 38,000 which is comparable to this time in 2017.
 - For over two years, monthly housing completions have not kept up with housing starts. As a result, the number of uncompleted housing units has increased significantly. This is consistent with anecdotal information from industry stakeholders that labour shortages are resulting in construction project delays.
- While the supply of construction labour has increased, it has not been enough to match demand. The industry is experiencing a historically high level of labour market tightness.
 - In September, construction industry employment reached 238,000 which is an increase of 12,000 workers (5 percent) from the previous year.
 - The job vacancy rate in the construction industry reached 7.0 percent in the second quarter of 2018 up from 5.2 percent in the second quarter of 2017.
 - The unemployment rate fell to 2.1 percent in September, down from 4.7 percent in the previous year.

Skills Training

- CHBA BC has used the former Canada-BC Job Grant and the current Workforce Development Agreement (WDA) Employer Training Grant to provide training to 394 member participants with \$85.5K in grants over three years (2016/17 - \$34K, 2017/18 - \$42K, 2018/19 - \$11K).
- March 8, 2018, B.C. government announced an investment of \$1.8M over two years to support two projects to remove barriers to women's participation in the construction trades: \$794,000 was awarded to the BC Construction Association; and just over \$1 million was awarded to the BC Federation of Labour.
- Trades training investments are working to ensure that employers have access to the skilled trades workers needed to fill jobs in B.C.

Discussion:

- On October 2, 2018 Alycia Coulter, CHBA BC Manager, Government and Public Relations emailed Minister Mark requesting a meeting with group members to discuss "housing affordability and skills training in B.C."
- On October 10, 2018 CHBA BC provided their pre-budget submission to the Select Standing Committee on Finance outlining five key recommendations:
 1. Create a tax credit incentive tied to proper disposal of construction materials.
 2. Introduce an additional renovation tax credit for energy-efficiency upgrades, using the existing renovation tax credit system in B.C.

3. Exempt properties in the development process from the additional school tax and speculation tax on an annual basis.
 4. Modernize the Property Transfer Tax to reflect increase in average home prices.
 5. Remove the current speculation tax legislation and review with broader stakeholders.
- On October 25, 2018, AEST CHBA clarified their desire to discuss a high level overview of housing affordability in B.C. and a more detailed discussion on current labour market challenges and skills training opportunities for the residential construction sector.
 - Work with federal, provincial, territorial partners through the Forum of Labour Market Ministers encourages interprovincial mobility and harmonization of trades training to help ensure that workers can come from across Canada to fill the jobs in B.C. as needed.
 - The CHBA is in an ideal position to communicate and support employers to increase employment and retention of women in the construction sector. Women account for only 5.3% of registered apprentices in BC's construction sector. While this number has increased in recent year, there is still an ongoing challenge in retaining women in trades occupations.

s.13

Attachment(s): Appendix 1: Vancouver Sun - Article – July 23, 2018

Appendix 2: Biography – Neil Moody

Appendix 3: BN: Speculation and Vacancy Tax

Appendix 4: Female Participation in Traditional and Non-Traditional Trades

Contact: *Bindi Sawchuk, ADM, WIST* s.17

Appendix 1: Vancouver Sun - Article – July 23, 2018

Neil Moody: Speculation tax is no way to get to affordability

Vancouver Sun
Neil Moody
Updated: July 23, 2018

It's called a speculation tax but one must ask: who are the speculators? That's because British Columbia's new housing affordability measure on secondary homes is actually hurting homeowners and aspiring homeowners, along with local economies, rather than just speculators.

The tax, from our members' perspective, is hitting tourism and non-tourism areas, inside and outside the boundaries of its targeted jurisdictions. The Canadian Home Builders' Association B.C. has heard countless stories in recent months about cancelled contracts and lost jobs in Kelowna, Golden, Cranbrook, Vernon and more, as people choose to play-it-safe amid much uncertainty.

One Alberta family was planning on retiring in British Columbia in the next 10 years and wanted to transition slowly with a second family-home in Kelowna, to build roots, before making the eventual move. That contract has been cancelled and the family's plans are now on hold, as they grapple to understand the implication of the tax. One of the biggest questions is the uncertainty: people who may be able to afford a second home now, fear that the tax rate or the boundaries of where it is and is not applied, may one day change their affordability calculations.

We represent small and medium-sized companies who build and renovate homes and supply residential construction material in urban and rural areas of the province. They contribute significantly to their communities and local economies.

The latest economic data released by our national-level organization in Ottawa, the Canadian Home Builders' Association, shows that our industry continues to be a significant generator of long-term wealth for Canadians and a major creator of jobs in British Columbia.

Overall, an estimated 199,249 jobs were created or maintained in the province last year due to new housing starts, renovations and repairs, up from 190,971 in 2016. On- and off-site jobs in this industry accounted for an estimated \$11.9 billion in wages, up from \$11.2 billion in 2016. The estimated value of construction work put in place by new home builders and renovators increased to \$25 billion in 2017, from \$23.3 billion a year earlier.

That's no chump change.

All Canadians should be concerned with this speculation tax, as it is a threat to any out-of-province citizen who aspires to own a home in B.C.

Many people live in Alberta or Ontario, for instance, and have cabins in British Columbia. They are not speculators but citizens who work hard, contribute to the overall Canadian economy, pay taxes and want to play in B.C. Or, perhaps they live elsewhere and commute to an office in Vancouver. Why should they be penalized for owning a second home, such as a condo, in downtown Vancouver if this is where they work and live during the week but isn't their "primary" residence?

In reality, there's a big difference between a second property that's vacant year-round, and one that is being lived in multiple times throughout the weeks and months of the year. As such, the provincial government needs to do more work to clarify who it really is targeting, as this is a measure that currently fails to make such a distinction.

A Canadian is a Canadian and we would like to see the B.C. government recognize the interprovincial nature of our workforce.

Whenever a new home is built elsewhere, or not built at all, much is at stake for many.

Most of our members are small businesses that build five to 10 homes per year. Many build even fewer.

Each contract allows their crews to stay busy year-round and support their local workforce.

Each contract makes a difference.

What doesn't make a difference to rental accommodations in areas where they are most needed, is a cancelled contract for a home or cabin in rural B.C.

There are still many questions to be answered surrounding the speculation tax before the legislation is read into law, likely this fall. We are all concerned about housing affordability, but without further tweaks, this is not how to get there.

Neil Moody is chief executive officer Canadian Home Builders' Association, British Columbia

Appendix 2: Biography – Neil Moody



The Canadian Home Builders' Association of BC (CHBA BC) states they are the voice of the residential construction industry in British Columbia with 2,000 members across the province who are professionals in the construction field. CHBA BC members represent every area of Canada's housing industry - new home builders and renovators, land developers, trade contractors, product and material manufacturers, building product suppliers, lending institutions, insurance providers, service professionals and others.



Contact: Neil Moody, President & CEO

Neil Moody began his first successful manufacturing business at age 18 and later served as a builder and subcontractor of single-family homes in White Rock.

Moody's most recent position as a real estate investment and renovation consultant with links to the Asia Pacific and Japan, came on the heels of spending 14 years as executive director of the Canadian Chamber of Commerce in Japan. Moody was also the chair of the Foreign Chambers of Commerce in Japan, and initiated the formation of the Canadian Chambers of Commerce and Business Associations in Asia, a membership

network representing more than 3,000 members.

Contact Information:

400-6400 Roberts Street
Burnaby, BC V5G 4C9

www.chba.ca
[@CHBANational](https://twitter.com/CHBANational)

(604) 432-7112 ext. 304
neilmoody@chbabbc.org

Last updated: May 30, 2018

Page 07 to/à Page 09

Withheld pursuant to/removed as

s.13

Appendix 4: Female Participation in Trades

Fiscal Year	# Females in Construction Trades	% Female in Construction Trades	# Females in ALL Trades	% Females in ALL Trades
2013/14	748	3.9%	3,983	10.6%
2014/15	901	4.4%	4,222	10.7%
2015/16	962	4.6%	3,911	10.3%
2016/17	1,001	4.7%	3,592	9.7%
2017/18	1,185	5.3%	3,527	9.4%



Meeting Title: Business Women Leaders Task Force call

Meeting Date: Friday, November 9 11:00am

For Minister's Reference:

- Information Note 114265
 - Appendix A: Business Women Leaders Task Force Members
 - Attachment 1: BC Thought Starter Submission August 2018

Ministry Staff: ED Chris Johnson & Director Shannon Renault (by phone)

Page 12

Withheld pursuant to/removed as

DUPLICATE



Information Note

Advice to Minister Melanie Mark

Date: November 9, 2018

Cliff #: 114265

Prepared for: Minister Melanie Mark, Ministry of Advanced Education, Skills and Training

Issue: November 9th meeting of the Business Women Leaders Task Force

Background:

- Created at the G20 Hamburg Summit in 2017, the Business Women Leaders Task Force (BWLTF) brings together business women from G20 member countries to promote the economic empowerment of women from all countries and sectors in society. G20 countries have selected individuals to join the BWLTF to address the topic of women's economic empowerment.
- The Canadian BWLTF is chaired by Shahrazd Rafiti, founder and CEO of BBTv.com. Ms Rafiti was selected for the appointment by Prime Minister Trudeau. A full list of Canadian BWLTF members is included in Appendix A.
- The G20 BWLTF met on July 11, 2018 to plan the course of the work and on October 3, 2018 to review work to date. The October 3, 2018 submission from the Canadian BWLTF was well received by the G20 Task Force and considered reasonably well advanced.
- The Canadian BWLTF has met three times: September 5, October 11, and October 22, 2018. November 9, 2018 will be the final meeting of the Canadian BWLTF.
 - The September 5, 2018 meeting was dedicated to reviewing a series of "thought starters" that were developed based on recommendations and ideas from Task Force members. (See Attachment 1 for B. C. government submission).
 - Both October meetings focused on refining recommendations to address the issues identified in the original "thought starters". The result is a shortened list of eight areas of recommendation for G20 action (Leadership and accountability, Education and training, Mentorship, Financing, Childcare and parental leave, Bullying and harassment, Data, and Digitization).
- Final work of the G20 BWLTF will be presented to the G20 Sherpas¹ in Buenos Aires on November 26 and 27, 2018 and then to the Leaders' Summit on November 30 and December 1, 2018. Canada's Sherpa is Jonathan Fried, Coordinator of International Economic Relations with Global Affairs Canada.

¹ G20 Sherpas (or emissaries) are senior officials who guide the G20 policy process and engage in planning, and negotiation on behalf of the leaders of their respective countries. Sherpas do not have the authority for final decision making on G20 Agreements.

Discussion:

- The Canadian BWLTF work has been rolled up into very high level recommendations that are suitable for consideration by all G20 member countries. As a result, the specific examples and actions originally submitted by the Government of British Columbia are not evident in any detail in the final draft proposal for submission to the Canadian Sherpa.
- The November 9, 2018 meeting will focus on final review of the communique/proposal of recommendations to be provided for consideration by the G20 Sherpas. The discussion is expected to focus on how ideas may be implemented across different spheres of influence, such as industry, government and institutions.
- Should recommendations be successfully moved forward to the G20 Leaders' Summit and adopted for action, the Province may expect opportunity to collaborate with the Government of Canada in working towards an implementation plan.
- Independent of federal action, British Columbia may choose to embrace some of the recommendations as action items under the Minister's mandate to increase the representation of equity seeking groups in the skilled workforce.

Recommended Messaging

- The Province of British Columbia is committed to improving the economic empowerment of women and girls in B.C and around the world.
- It has been an honour being involved in the preparation of recommendations for the G20 summit and we look forward to supporting initiatives that are committed to by Canada in Buenos Aires.

Attachments:

Appendix A: List of BWL Task Force Members

Attachment 1: B.C. Thought Starter Submission (August 2018)

Expected Materials for November 9, 2018

- Staff have been advised that BWLTF members can expect to receive a meeting agenda, and the final draft communique/proposal.

Contact: *Bindi Sawchuk, ADM, s.17*

Total Length: 2 pages excluding attachments.

Appendix A - Business Women Leaders Task Force Members

- Shahrazd Rafiti, CHAIR - founder and CEO of BBTV.com
- Marc Benioff * - Chairman and CEO of Salesforce
- Gregor Robertson - Mayor of Vancouver
- Victor Dodig - President and CEO of CIBC
- Tamara Vrooman - President and CEO of Vancity
- Janet Austin - Lieutenant Governor of British Columbia
- Irene Lanzinger - President of the BC Federation of Labour
- Darren Entwistle - CEO of Telus
- Dominic Barton - Senior Partner and Worldwide Managing Director at McKinsey
- Saadia Zahidi * - Head of Education, Gender and Work at World Economic Forum
- Honourable Melanie Mark - BC Minister of Advanced Education and Skills Training

* The Canadian BWLTF also includes two American representatives as the U.S. did not have any representation at the formation of the BWL Task Force.

Page 16

Withheld pursuant to/removed as

DUPLICATE



Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

As we want to ensure that the meetings are as productive as possible, we would appreciate your initial thoughts regarding women's economic empowerment. Please use the format below to help direct your thinking, in particular with detailed feedback on the first question:

Questions:

Please outline up to 5 areas of opportunity that the taskforce should be focusing on in addressing women's economic empowerment. Please offer details for each point, including (a) why it's an issue, (b) the size of the issue in North America and/or worldwide, (c) who it impacts most, (d) what a solution might be, and (e) how that solution might be implemented.

Digitalization is an important trend in the development of a connected world. How could we use this trend to our advantage in addressing women's economic empowerment in developed and developing countries (if already not addressed in your proposed solutions)?

Women's entrepreneurship is often met with barriers related to funding and mentorship, particularly in developing countries. How could this be addressed in a viable, scalable way (if already not addressed in your proposed solutions)?

What solutions could address or increase interest and accessibility of STEAM (Science, Technology, Engineering, Arts & Design, and Mathematics) education for women and girls in developed and developing countries?

Do you have any additional ideas that are not mentioned in these categories?



**Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018**

Please also identify any points of contact and / or executive assistants that will be helping you with feedback.

Point of Contact #1 Name: Shannon Renault	Point of Contact #1 Email: shannon.renault@gov.bc.ca
Point of Contact #2 Name: Sunjit Bains	Point of Contact #2 Email: sunjit.bains@gov.bc.ca

Please outline best person to contact for your meeting availability.

Contact Name:	Contact Email:
----------------------	-----------------------

Mark Funston (mfunston@bbtv.com) will be the primary facilitator for the executive committee, managing communications, agendas, and follow-ups as needed. My EA, Marcie Sproule (msproule@bbtv.com), will also be working with the group with regards to meetings and availability.

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

Please outline up to 5 areas of opportunity that the taskforce should be focusing on in addressing women's economic empowerment. Please offer details for each point, including (a) why it's an issue, (b) the size of the issue in North America and/or worldwide, (c) who it impacts most, (d) what a solution might be, and (e) how that solution might be implemented.

Childcare

Lack of child care is a significant barrier to women's career advancement and economic independence. Mothers carry the majority of family responsibilities in Canada and do twice as much unpaid care work as fathers. According to a 2017 survey¹, women cite the double burden of balancing work and domestic responsibilities as one of the top three reasons for stalled careers and attrition.

- Child care is expensive; costs vary from \$790/month in Saskatoon to \$1324/month in Toronto for toddlers². According to Statistics Canada, childcare costs average 22.2 percent of families' net income. Single parents spend on average, a third of their income on child care.
- Child care is not accessible; with long waitlists for child care in every major city, Canadians need to start looking for child care the moment they find out they are pregnant.
 - A recent Canadian study³ examined the availability of licensed child care spaces compared to the number of children in need of care. The study found that there are an estimated 776,000 children in Canada living in areas with inadequate child care availability, which is equivalent to 44% of all non-school aged children in Canada.
 - Regulated child care outside of standard times is generally not available. In Ontario, for example, it is estimated that 10% of regulated child care spaces offer care before 7 am and after 6 pm.⁴
- All child care needs to be safe and of high quality. Many parents are forced to rely on non-regulated child care, private babysitting, friends and family.
 - A growing body of research suggests there is a correlation between the level of quality care for children and a child's future development and learning. There is especially strong evidence to support quality child care for disadvantaged children⁵

(a) Why is this an issue?

- A lack of accessible, affordable, quality child care limits women's ability to work and to pursue a satisfying career.
 - Child care needs to meet the needs of families. There is a growing demand for culturally appropriate and safe child care for Indigenous children and families. Indigenous-led childcare is crucial to meeting UNDRIP and TRC commitments towards self-determination and governance.

¹ McKinsey & Company (2017); The Power of Parity: Advancing Women's Equality in Canada

² Canadian Centre for Policy Alternatives (2017); *Time Out: Child Care Fees in Canada*

³ Canadian Centre for Policy Alternatives (2018); Child Care Deserts in Canada.

⁴ Childcare Canada (2015); Work Around the Clock: A snapshot of non-standard child care in Canada.

⁵ OECD (2018); Engaging Young Children: Lessons from Research about Quality in Early Childhood Education and Care, Starting Strong

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

- Women's career advancement suffers during child bearing years as they spend unanticipated extended periods of time away from work due to a lack of child care.
- Lack of child care affects the life-long earning potential, and independence of women.

(b) Scope of the issues in North America and/or worldwide

- Part-time employment: 30% of employed women vs. 14% of employed men work part-time in B.C.
- Part-time employment due to child care - Nationally, 13% of women vs 2% men who are working part-time rather than full time are doing so due to a lack of childcare.
- Unemployment due to lack of child care – over 25% of unemployed (not by choice) women cite personal and family responsibilities as their primary reason vs. 8% of men in the same situation.

(c) Impacts

- Lack of child care directly affects women more than men.
 - Mothers are the primary child care providers in two-parent families, most frequently taking leave from careers to raise children in their early years.
 - Of single parent families, 81% are headed by a single mother and 19% are headed by single fathers.
- Women are 30% less likely to be promoted to a manager from an entry level position and 60% less likely to advance into executive positions.
 - While many employers offer flexible schedules and parental leave, the majority of women surveyed perceive these programs to be incompatible with career advancement⁶.
- The economy itself is considerably impacted by the lack of available child care. By closing the gender gap, between \$150 billion and \$420 billion could be added to Canadian GDP in 2026; 16% of the increase in GDP would be realized if women worked more hours⁷.
 - Quebec instituted their \$5 day child care system in 1997 and by 2008, 70,000 more mothers joined the workforce, an increase of 4%.
- The well known challenges of attraction and retention of qualified workers globally is exacerbated by the lack of availability of child care.

Potential solutions

⁶ McKinsey & Company and LeanIn.Org (2017); Women in the Workplace

⁷ McKinsey & Company (2017); The Power of Parity: Advancing Women's Equality in Canada

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

- The obvious solution to the problem is simply to provide enough child care to meet demand.
- We also need to improve the attraction and retention of child care workers by addressing low remuneration.

(d) How can the solution be implemented?

- Our government in British Columbia is developing a child care strategy that provides accessible, affordable, quality child care for families and supports the economic empowerment of women.
- Consider incentives to encourage the development of daycare locations within companies or between alliances of small companies as policy tools to increase the availability of child care spaces.

Entrepreneurship

Women's entrepreneurship has changed in Canada. No longer the domain of multi-level marketing, women are pursuing entrepreneurship at an accelerated pace and Canadian women are starting businesses at a higher rate than all other G20 countries⁸.

Why are so many Canadian women pursuing entrepreneurship? Women are attracted to business ownership for the independence and flexibility in their work hours. Notwithstanding the rate of growth in women's entrepreneurship, women are not transitioning from micro-business to significant business growth at the same rate as men. In Canada, women do not hold a significant spot in the ownership of large companies and Canadian women entrepreneurs earned 37% less than their male counterparts in 2011-2012⁹.

(a) Why is this an issue?

- Larger businesses are more productive, offering higher earning potential for both owners and employees. Without equal access to institutional supports, women's success at growing their business is limited.
 - Women do not have the same access to capital as men.
 - Borrowing request rates by majority female-owned and majority male-owned firms in 2007 were almost identical for each type of financing; however, women were approved for financing less often than men.
 - The level of financing that women are successful in attaining is lower than men¹⁰.

⁸ Global Entrepreneur Monitor (2015-2016); GEM Canada Report on Women's Entrepreneurship

⁹ OECD (2012) Women Entrepreneurship Key Findings: Canada

¹⁰ Government of Canada (2010); Financing Profile: Women Entrepreneurs

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

- Women have less access to female business mentors, due to the low critical mass of successful female entrepreneurs. These informal supports are key elements of navigating growth and success.

Scope of the issues in North America and/or worldwide

- The chart below compares the share of ownership of small to large size businesses in Canada in 2014 by gender. The data was drawn from a Canadian survey of 20,000 enterprises with 1-499 employees that generate more than \$30,000 in gross revenue. This data shows that the share of majority female-owned large businesses in Canada is very low, at 6.5%
- Survey data also evidenced a 1% share of majority Indigenous-owned businesses, though it did not provide a detailed gender breakdown in this category.

	Majority Owned (owns 51 to 100% of business)	
	Male	Female
1-4 employees	82.6	17.4
5-19 employees	84.6	15.4
20-99 employees	89.1	10.9
100-499 employees	93.5	6.5

Source: Statistics Canada Survey on Financing and Growth of Small and Medium Enterprises, 2014

Impacts

- Women have little physical and vocal presence on the national and international stage in the world of business.
- The perspectives and lived experiences of women are poorly reflected in corporate life and in the culture of work.
- A lack of women owners of large business may be a missed opportunity to change the culture of work. Research into organization health indicates that women's management styles, and participatory decision making, creates a working environment that is correlated with better company and financial performance.

(b) Potential solutions

- Provide a central body of knowledge and services that women entrepreneurs with companies of all sizes can access when they need it.
- Address the systemic barriers to institutional supports for funding and mentorship for women.
- Provide accessible, affordable, quality child care so women can operate their businesses free of immediate domestic concern and compete on a level playing field with their male counterparts.
- Encourage the development of entrepreneurial aspirations for young women
- Encourage entrepreneurial skills development for young women

**Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018**

(c) How can the solution be implemented?

- Target government funding and policy development to areas where there is potential for meaningful influence. In the case of financial institutions, governments could commission a public study to better understand the specific barriers and uncover opportunities for bank leaders to proactively collaborate in leading change.
- Governments and not-for-profit organizations develop funding pools, such as venture capital and angel investment funds, targeted specifically to the growth of qualified female-owned companies.
- Require government-led or funding venture capital firms, business investment organizations, or economic development initiatives to be staffed by women to ensure that a female perspective is brought to decisions. The representative distribution of women staff should also be overlaid with other factors of diversity.

Women's Corporate Leadership

While women have made significant gains in the past four decades, the glass ceiling remains. In 2017 women comprised 17% of corporate board members and 12% of executive positions in the top 50 companies in G20 countries. For Indigenous and racialized women, there are even greater barriers to career advancement than for white women due to compounding discrimination based on gender and race.

The management style of women is different than men and has historically been undervalued as a viable leadership style. Women tend to see their employees more holistically than men, developing deeper relationships with staff and clients, and foster a more inclusive workplace culture. Further, women implement more effective systems of controls within companies which reduces business risk. Despite the benefits of women's leadership style, the more task-oriented leadership style of men and long hours away from families is still a normative expectation for success in the corporate world.

(a) Why is this an issue?

- The male-dominated corporate culture is a barrier to women as it expects that women need to adopt leadership styles and work hours similar to men in order to succeed.
- The lack of women in positions of corporate leadership fails to demonstrate the potential of corporate success of women. This perpetuates the norm of expected male leadership and dissuades young female leaders from pursuing corporate success.
- Companies that lack gender diversity have poorer financial performance and less creative intelligence for problem solving, communication and business analysis than companies with greater diversity.

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

(b) Scope of the issues in North America and/or worldwide

- Women in Canada hold only 15% of CEO positions and earn 87 cents for every \$1 earned by a man; racialized women earn 70 cents for every \$1 earned by a man¹¹.
 - In Canada, only seven out of the 249 companies listed on the TSX have women CEO's.
 - In the United States, women held less than 20% of board seats at S&P 500 companies.
 - Globally, there are only 26 female CEO's in Fortune 500 companies.
 - None of the top five Canadian banks has a women CEO
 - Racialized women face even greater barriers to career-advancement than white women and hold less than 8% of total management occupations in Canada¹².

Impacts

- The low numbers of women in corporate leadership are overburdened to be representative of all women. This can lead to burnout and exacerbate the myth that women cannot keep up with men.
- There are not enough women corporate role models for young girls and this feeds into the notion that women cannot succeed as corporate leaders.
- Global GDP is lowered by corporate leadership gender disparity¹³

(c) Potential solutions

- Attract, retain and promote women along the corporate ladder
- Provide greater access to affordable quality child care so that women are better able to pursue corporate careers
- Encourage corporate work-life balance and flexible schedules for women and men
- Increase corporate knowledge on the benefits of gender equity in leadership

(d) How can the solution be implemented?

- Use public recognition to encourage companies to track recruitment, retention and advancement by gender
- Develop industry-led human resource tool-kits to improve gender equity in corporate leadership

¹¹ Catalyst (2018); Visible Minorities in Canada

¹² Catalyst (2018); Visible Minorities in Canada

¹³ McKinsey Global Institute (2015); The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth

**Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018**

- Governments develop gender requirements for board representation for crown corporations.
- Governments can provide more parental leave across the G20 for fathers to encourage a more active role in parenting

Technology and Digitization

Technological progress in all its forms offers the potential to raise productivity and improve living standards. Technological innovation is providing important economic opportunities. The digitization of work is enabling job seekers to enter new labour markets that were previously inaccessible. Mobility of virtual labour has the potential to raise incomes and move people into the formal economy. In order for benefits of digitization to accrue to all, all must have equal access to the opportunity including in rural communities.

Although we know that technological innovation will touch every industry, we do not yet have a full understanding on how these changes will affect women and men differently.

The adoption of technological change is influenced by a number of factors. These include the availability of new technology, the cost to business of to adopt technology and the related benefits, and the degree to which an industry is experiencing labour supply pressures. The pace of industry uptake of new technology, and the gender representation in the workforce of early adopters is not known yet.

(a) Why is this an issue?

- Women are significantly underrepresented in computer science and engineering education and occupations, making them less poised to benefit from emerging opportunities in the new digitized economy.
- A lack of fast, effective connectivity in rural communities (many of which are also First Nations) means that women living in these areas are less able to access online training, education and services, participate in the advanced economy, and operate their businesses.

(b) Scope of the issues in North America and/or worldwide

- British Columbia tracks the labour market demand for the top 500 occupations
 - 36% of these occupations have a high chance (70-100%) of being affected by automation
 - 32% of those affected occupations are female-dominated (women hold more than 75% share of the occupational group), while 30% are male-dominated. The remaining 38% have a more even share of gender distribution in the workforce.

**Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018**

- The occupations at most risk of significant change are at the low and mid-skills levels (NOCs, C, D and B).
- (c) Without adequate preparation by businesses, governments and individuals for the skills needed to prosper in the future, both individuals and the economy will suffer.

(d) Impacts

- The gender impact of emerging technologies is still unclear.
- In British Columbia, less than 1% of people working in the tech industry are Indigenous – the representation of women within this minority is unclear.

(e) Potential solutions

- Ensure high quality connectivity in all communities, urban and rural, across the G20 so that women everywhere are able to fully utilize digital tools and technology in order to advance their economic participation and success.
- Seize the opportunity to control the message on technological change – encourage girls and women to grasp the opportunities for themselves through education and training.

(f) How can the solution be implemented?

- Governments need to make a public commitment to high quality connectivity in all communities and report out by province/state and nation annually. The governments of Canada and British Columbia have jointly committed \$45.4 million to bringing new or improved high-speed internet to 154 rural and remote communities.
- Support targeted public information campaigns to embrace technology and own the future.
- Allocate a portion of skills training investments to building technology adaptation skills
- Invest more in developing the social and collaborative competencies required to prosper in the future of work.

Women's Educational and Career Choices

Decades have passed since the only career options for women were teaching, nursing and office administration. Women can now choose a career in whatever field they want – not only STEM, but STTEAMED - science, technology, trades, engineering, the arts, math, entrepreneurship and design. All are attainable with supportive information, education, training, mentoring and policies designed to create an environment that allows women to flourish in their chosen professions.

**Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018**

But social stereotypes die hard. Young girls and women still face gender biases about what they can and can't, should and shouldn't be doing with their lives. Further, the work that women do is still undervalued in Canadian society with women making only 87 cents to every dollar a man makes.¹⁴

More must be done to address the systemic gender biases in society, the workplace and within families to ensure a more equitable future for the next generations of women.

a) Why is this issue?

- Doors of entry into high paying occupations, particularly in the technology and construction sectors, are being closed due to old biases.
- Girls and women are missing out on high paying occupations, yet all these occupations are suffering labour shortages.
 - STEAM occupations are dominated by men, and women face significant barriers to entry and career advancement in the STEAM economy. STEAM occupation incomes are higher than the national average, meaning that women have less access to some of the highest paying jobs in the country.
 - The median income for building trades occupations in British Columbia is \$27 per hour while the BC median income for all occupations is \$23 hour.¹⁵

b) Scope of the issues in North America and/or worldwide

- Globally, less than a third of those employed in scientific research and development are women.
 - In Canada, women who graduated with a STEM bachelor's degree earned just 82% of the earnings of their male counterparts.
- Women represent only 7.4% of the construction trades workforce in British Columbia and a majority of those jobs are concentrated in the lower paying trades occupations.
- The #MeToo campaign highlighted the gross discrimination and harassment faced by women in multiple workplaces
 - Women in the technology sector say their gender has made it harder for them to succeed and 60% of women surveyed in the Silicon Valley reported unwanted sexual advances in the workplace.
 - In British Columbia, primary research into the building trades showed that close to 42% of women interviewed identified bullying, harassment and exposure to a sexualized work environment as significant workplace issues. 45% said they had

Executive Committee Thought-Starters
Business Women Leaders Taskforce for G20 2018

experienced gender-based discrimination in recruitment, hiring and advancement practices.

c) Impacts

- Women's poverty is being perpetuated due to their lack of access to high paying jobs found in STEAM
- STEAM is the centre of innovation for new technologies including artificial intelligence (AI). AI will replace many 'work' and 'thinking tasks' in the workplace. AI is being programmed predominantly by male innovators who have different ways of thinking than women. As a result, AI male based thought patterns may potentially deepen ingrained gender bias and inequity in new ways.
- Continued barriers to entry and retention of women in high paying STEAMED careers will limit the growth potential of the economy.

d) Potential solutions

- Educate teachers, school counselors and parents on the breadth of career opportunities for young girls. Rebrand the role of teachers and counselors so they see themselves as change agents of the future.
- Encourage girls to enter STEAM at high-school and continue their STEAM education through to the graduate level.
- Provide experiential learning opportunities across a broad array of STEAMED occupations for young women in high school and post-secondary education
- Develop high-profile pan-Canadian career ambassadors, mentorship, and career support for women.

e) How can the solution be implemented?

- Rethink, restructure and resource the K-12 education system to better inform young girls of their choices
- Increase the number of women with STEAM doctoral degrees to act as teachers and mentors to students.
- Create marketing campaigns showing education and prosperity vs non-education and poverty for women.
- Provide government funding or incentives to support strategies that positively impact the systemic and cultural biases within industry.

Meeting Note

Advice to Minister Melanie Mark

Date: June 12, 2019

Cliff #: 114048

Prepared for: Honourable Melanie Mark, Minister of Advanced Education, Skills and Training

Date, Time of Meeting and Location:

- Thursday, June 20, 2019, 11:30 a.m. to 12:20 p.m., Vancouver Cabinet Office

Attendees: *[to be confirmed]*

- Honourable Lana Popham, Minister of Agriculture
- Wes Shoemaker, Deputy Minister, Ministry of Agriculture

Issue:

- Ministry of Agriculture (AGRI) staff will provide the two Ministers with an update on recent progress related to the Food Hub Network. AGRI will be sharing a slide deck.

Background:

- The Minister of Agriculture's mandate letter includes a commitment to "Work with growers, processors, colleges and universities, as well as the Minister of Advanced Education, Skills and Training, and the Minister of State for Trade, to develop a B.C. Food Innovation Centre to innovate in the processing, packaging and marketing of B.C. food products, linking local food producers with new technology, and expanding exports and access to world markets."
- The Minister of Advanced Education, Skills and Training (AEST) has a related commitment to establish technology and innovation centres.
- AGRI's work to establish the Food Hub Network ("the Network") flows from Budget 2018, which referenced New Agrifood Sector Support, including investments to support the development of a Food Innovation Centre at UBC to help small-scale processors enhance their potential for commercialization.
- The last joint meeting was on February 22, 2018, when the two Ministers met and AGRI staff provided a briefing on the Food Innovation Centre and the Network.
- In response to AEST's suggestion, AGRI has worked with regional partners to increase involvement of local post-secondary institutions in activities related to this initiative.
- To date, AGRI has developed an industry advisory committee, supported feasibility studies in several regions, and funded a pilot of a Regional Food Hub site at Commissary Connect's Laurel Street location in Vancouver.

s.13

Suggested Response / Key Message:

- Thank you for providing an update on the development of the Network. I look forward to continued collaboration between our ministries on this project.
- I am pleased to hear of the increased involvement of post-secondary institutions.
- AEST supports bringing together post-secondary institutions, industry and communities to find innovative solutions for challenges and to develop new opportunities.

s.13

Attachment(s): N/A**Contact:** *Jeff Vasey, ADM, 250-952-0697*



Information Note

Advice to Minister Melanie Mark

Date: November 26, 2018

Cliff #: 114479

Issue: AEST procurement processes for skill training programming procurement and impacts for Indigenous communities and service providers.

Background:

- AEST purchases approximately \$240M in goods and services each year using public tax payer money, therefore needs safeguards around how those spending decisions are made. In response, the Province has developed procurement policy and processes to:
 - Ensure procurement of programs and services is separated from political interests;
 - Ensure acquisitions are managed consistent with government policy and trade agreement requirements;
 - Ensure public funds are controlled, accounted for and well managed at best value;
 - Promote openness, fairness and transparency in the conduct of government business activities; and
 - Ensure vendors have fair access to information on procurement opportunity, processes and results.
- AEST procurement methods for goods and services and are appropriate to complexity and timing of the outcomes required. These methods are described in Appendix One.
- Government has been criticized by vendors and medium-to-small businesses for having an overly complex and outdated procurement process.
- On June 25th, 2018, government launched a new procurement strategy to improve procurement, realize value for money and create benefits for communities. Goals of the Strategy include:
 - Making it easier for service providers to do business with the government;
 - Creating more opportunity for businesses of all sizes; and
 - Building greater capacity within communities to support procurement.
- This new procurement strategy will reduce complexity and redundancies of the current procurement policies and create more openness, benefitting both service providers and government.
- The Ministry of Citizens' Services, responsible for procurement services and guidance on good practice, and the Ministry of Indigenous Relations and Reconciliation are developing a coordinated government approach to procurement with Indigenous businesses and communities. They are engaging with Indigenous partners and businesses to inform this approach and the strategy will be implemented over 2018/19 and 2019/20.
- As required, all AEST skills training procurements abide by provincial procurement policy and procedures.

Analysis

Procurement of Ministry Programs:

- The Ministry of Advanced Education, Skills and Training (AEST) uses multiple procurement methods for the delivery of post-secondary education and skills training to British Columbians

Public Post Secondary Institutions:

- Receive block funding through a transfer with letters of expectation for service delivery.

Workforce Development Agreement programming:

- Three skills training programs are funded under the Canada-BC Workforce Development Agreement (WDA) to meet the needs of unemployed, underemployed and employed British Columbians.
 - (1) **The Skills Training for Employment (STE) program** procures services through BC Bid. The procurement process through BC Bid is used for programs with longer term objectives and complex needs where the intention is to ensure programming is available across the province.

- A streamlined 'Call for Response' document has been developed for the STE program which lays out the objectives, elements of the program and requirements for service delivery. Potential service delivery organizations must complete a template that outlines how they will meet the objectives of the program, their service delivery model, their target clients, their qualifications to deliver the program, and their anticipated budget.
- The Call for Response document is simplified as much as possible to reduce the burden on service providers, and to ensure greater clarity with regards to requirements to provide a successful proposal. Proposals are evaluated to verify that the STE program outcomes will be met and ensure best value for the participants and tax-payers.

(2) The Community Workforce Response Grant (CWRG) and **(3) BC Employer Training Grant (BCETG)** allow communities, sectors and employers, without procurement experience, to apply for funding through an application system, a more simplified process than the traditional BC Bid process. Using a system, applicants complete and submit an application form. Applications are evaluated and selected for funding based on eligibility criteria. Applicants then purchase third-party skills training and employment supports for their participants.

- The CWRG and BCETG are designed to be flexible and responsive. The CWRG includes a stream of funding targeted to Indigenous communities and the BCETG is open to all BC businesses, including Indigenous.

Indigenous Skills Training Development Fund:

- AEST delivers the Indigenous Skills Training Development Fund (ISTDF) program which is funded with \$10M in provincial funding over the next three years. This program uses a unique procurement approach. All Indigenous communities within the geographic region of the ISTDF were provided with a Proposal template and encouraged to work together where appropriate to submit a proposal. All proposals were then reviewed by staff and staff worked directly with communities to finalize skills training projects. All proposals were funded.
- AEST is looking at how to improve procurement, design and delivery of Indigenous skills training aligned with UNDRIP and TRC. Specifically, AEST is looking at a co-design, co-delivery model in which

communities are partners in the process, and procurement is outside of the BC Bid process. The Indigenous Skills training Development Fund delivered by AEST is an example of this model.

Key Messages:

- Government is committed to working with Indigenous communities and businesses to ensure their full participation in government funding opportunities.
- BC Bid ensures government procurement policies and procedures align with trade agreements and are fair and transparent, with equal opportunities for all organizations.
- Government is looking to improve its procurement policies and procedures, particularly to ensure Indigenous businesses and communities can participate.
- AEST is continuously streamlining its procurement tools to reduce administrative burdens for service providers.

Contact: *Bindi Sawchuk, ADM Workforce Innovation, Skills and Training s.17*

Appendix 1: AEST procurement processes

Appendix One

Procurement methods used by AEST

Invitation to quote

- Goods and Services are clearly known, Service Provider selection is based on price.

Requests for proposal

- Program outputs are known, Service Provider selection is based on their ability to meet pre-determined criteria.

Requests for qualifications

- Program outputs are known, Service Provider selection is based on their subject matter expertise and ability to meet program needs.

Corporate Supply Arrangement

- Program outputs are known, Service Provider is selected from a list of pre-qualified vendors.

Calls for Responses

- Program area requests Service Provider information and proposals to address high-level emerging program criteria.

Direct Award

- A contract is awarded directly to a Service Provider under specific circumstances – typically when there are short timelines and/or specialized expertise is required that cannot be procured through a competitive process in a timely manner. Program area provides rationale on their choice. These contracts are typically below \$25,000
- A Notice of Intent is publicly posted when contract values exceed \$25,000



Information Note

Advice to Minister Melanie Mark

Date: November 16, 2018

Cliff #: 114359

Issue: Ministerial authority under the *Sexual Violence and Misconduct Policy Act* and public post-secondary institutions' legislation.

Background / Facts:

- The creation of an Action Plan to help prevent sexual violence on public post-secondary campuses was recently raised for further consideration.
- A number of proposed actions were identified that will provide a framework for the Action Plan.
- Relating to the proposed action items, information was sought regarding Ministerial authority to request reports or to require these activities of public post-secondary institutions, under the *Sexual Violence and Misconduct Policy Act* (SVMP Act) or public post-secondary institution legislation.

Analysis:

- The SVMP Act requires public post-secondary education institutions to establish and implement sexual violence and misconduct policies.
- This includes requirements for institutions to review policies every three years or when directed by the Minister, to conduct surveys as directed by the Minister, and to annually report to the institution's board on policy implementation.
- In addition, there is authority to address certain matters by regulation, specifically matters that must be addressed by the institution's policy, procedures for how a post-secondary institution responds to a complaint, and establishing requirements for an institution when consulting on its policy.
- Specific to reporting, the SVMP Act requires institutions to provide reports on policy implementation to their governing bodies (board of governors) annually, but does not require these reports to be provided to the Minister.
- Ministerial authority to request reports currently exists in the *University Act* and the *College and Institute Act*.
- Under the *University Act*, at the request of the Minister, universities must provide reports and information that the Minister considers necessary to carry out the Minister's responsibilities in relation to universities.
- Under the *College and Institute Act*, the Minister may require colleges and institutes to provide information.
- The SVMP Act recognizes the autonomous nature of public post-secondary institutions in deciding how to structure and implement institutional policies.
- It does not require institutions to engage in many of the actions proposed in the Action Plan. Some of the proposed actions are already included in some institutions' Sexual Violence and Misconduct Policies.

- Proposed actions to be taken by government will support and encourage institutions to undertake these activities, where they have not already been implemented.

Conclusion / Next Steps:

- The Working Group tasked with developing the draft Action Plan will include post-secondary representatives.
- The Working Group will be established by December 2018 and a draft Action Plan will be created for review by January 2019.
- The Action Plan will be developed within the existing legislative framework, and proposed actions will aim to balance institutional autonomy and requirements under the *SVMP Act*.

Contact: *Jeff Vasey, ADM 250-952-0697*



Meeting Note

Advice to Minister Melanie Mark

Date: November 15, 2018

Cliff #: 114387

Prepared for: The Honourable Melanie Mark, Minister of Advanced Education, Skills and Training (AEST)

Date, Time of Meeting and Location:

- November 20th, 4:00pm – 5:00pm, Legislative Building

Attendees:

- Honourable Melanie Mark, Minister of Advanced Education, Skills and Training
- Roberta Ellis, Chair ITA Board
- Shelley Gray, Acting CEO, ITA

Issue: Approval of the Industry Training Authority (ITA) Draft 3 Year Strategic Plan

Background / Facts:

- The *Industry Training Authority Act* requires that the ITA submit a 3 Year Strategic Plan for the Ministers review and approval by December 31st of each year.
- Since the ITA was created in 2004 a number of meaningful changes have been realized in the trades training system. For example the number of indigenous apprentices has increase to 2,570 in 2017/18 from 405 in 2009/10. As well the number of youth participants in the trades has increased to 5,303 in 2017/18 up from 2,533 in 2010/11.
- The ITA 2018/19 Mandate Letter outlined substantial changes in direction and complex initiatives for the ITA to achieve. At the time the Mandate letter was prepared it was expected that it would take the ITA several years to meet all of the directives provided and that significant strategic planning would be needed (see Appendix 1: ITA 2018/19 Mandate Letter).
- In May 2018 the ITA board began developing a new 3 Year Strategic Plan to support the organization in meeting the priorities of government and the specific direction provided in the 2018/19 ITA Mandate Letter.
- Through the strategic planning process, the ITA Board identified several areas where further improvements are needed and areas where adjustments are needed to better align to the priorities of government. For example participation and employment outcomes for women continue to lag, and additional supports and targeted assistance is needed to support women, indigenous and equity seeking apprentices to complete their training. The Draft ITA Strategic Plan outlines 6 strategic shifts that are need to address these and other gaps (see Appendix 2: Strategic Shifts).



Discussion:

- To achieve these strategic shifts, the ITA has proposed the following 4 new goals:
 1. Advance and sustain a diverse and inclusive trades training and apprenticeship system for B.C.
 2. Assist apprentices to connect with employment opportunities across the province.
 3. Provide improved services to apprentices and sponsors.
 4. With key partners, strengthen B.C.'s trades training and apprenticeship system through robust performance management.
- The Draft Strategic Plan includes performance measures that will track the effectiveness of the proposed strategies (see Appendix 3: Proposed Performance Measures). Specifically the ITA will demonstrate success through:
 - Growth in women apprentices registered in under-represented trades
 - Increase in the number of women apprentices reaching journeyperson status
 - Growth in indigenous apprentices
 - Increase in the number of indigenous apprentices reaching journeyperson status.
 - Consistent high satisfaction of apprentices and employers with the training system
- The proposed strategic shifts, goals and performance measures provided in the Draft Strategic Plan align with the goals of government, the direction provided in the ITA 2018/19 Mandate Letter and represent meaningful improvement in BC's trades training system.

s.17

Suggested Questions for Minister to Ask the ITA:

- Are the proposed performance targets meaningful in relation to the overall investment in trades training (i.e. \$97M each year)?
- How does the Draft ITA Strategic Plan help us increase the number of employer sponsors and the overall completion rate of apprentices?
- If government does not approve the funding increase, how will the ITA adjust the Strategic Plan to support government priorities and address the gaps identified in B.C.'s trades training system?



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

Attachment(s):

- Appendix 1: ITA 2018/19 Mandate Letter
- Appendix 2: Strategic Shifts
- Appendix 3: Proposed Performance Measures

Contact:

*Bindi Sawchuk, ADM
Workforce, Innovation and Division Responsible for Skills Training
Ministry of Advanced Education, Skills and Training*

s.17

Page 40

Withheld pursuant to/removed as

DUPLICATE



Appendix 1: ITA 2018/19 Mandate Letter



February 1, 2018

Ms. Roberta Ellis, Chair
Industry Training Authority
8th Floor - 8100 Granville
Ave Richmond BC V6Y
3T6

Dear Ms. Roberta Ellis:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners 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 three-year Service Plan for Budget 2018. This Mandate Letter also confirms your organization's mandate, 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 Crown agencies are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We expect all public sector organizations 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 Crown agencies. 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 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). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

As the Minister Responsible for the Industry Training Authority (ITA), I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in the Service Plan:

1. Work closely with government to lead or support the implementation of government's priority initiatives. Specific actions include, but are not limited to:
 - In support of government's commitment to fully adopt the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission, complete a review of ITA policies and programs and develop and implement a plan to ensure they align with the UNDRIP articles and the TRC Calls to Action;
 - Support the Ministry in the implementation of effective apprentice ratios on public infrastructure projects;
 - Increase the number of employer sponsors and provide information, tools and resources to enable sponsors to support more apprentices to complete their training, obtain their Certificate of Qualification and work in the skilled trades;
 - Lead the cultural change needed in BC's trades training and apprenticeship system to remove barriers for equity seeking groups (Indigenous peoples, women, and other under-represented groups) and support training providers and employer sponsors to understand and meet their accountabilities in this regard in order to ensure that all apprentices can achieve a successful career in the trades;
 - Building on the recent expansion of youth trades programs, increase work experience opportunities for youth apprentices while still in high school;
 - Work closely with government and key stakeholders to support a government led review of how compulsory designation could be used to improve worker health and safety, consumer protection and environmental safety for certain trades occupations in BC;
 - In support of government's commitment to improve mental health and addictions services and respond to the opioid crisis in the province, work with government, training providers and employers to contribute to addressing drug use and addiction in trade occupations and improve apprentice mental health, safety and overall well-being.



- 3 -

2. Work closely with government to review, align and update the mandate of Sector Advisory Groups and the approach to membership in order to ensure that members have in depth knowledge of the sectors they represent, and can provide relevant advice on how to improve BC's trades training system, and that training providers, apprentices and journeypeople are adequately represented.
 - Submit recommendations for updating Sector Advisory Groups' mandates and membership structure to government by September 30, 2018 and, once approved, implement those recommendations by March 31, 2019.
3. Work with key stakeholders to establish and implement a framework by March 31, 2019 to assess how innovation and technology can be used to improve the effectiveness of training programs so that more apprentices obtain their Certificate of Qualification.
4. Develop and implement a performance management and reporting framework to ensure trainers and employers deliver high quality training that meets the needs of learners and industry by March 31, 2019.

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 Crown agencies.

The Industry Training Authority 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.

Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 20, 2018 to coincide with the release of your organizations' Service Plan.

I appreciate your support as Board Chair to me as Minister responsible for the Industry Training Authority. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible.



- 4 -

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

Sincerely,

Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

pc: Honourable John Horgan, Premier
Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Ms. Lori Wanamaker, Deputy Minister of Finance
Mr. David Galbraith, Associate Deputy Minister and Secretary to Treasury Board
Ms. Shannon Baskerville, Deputy Minister of Advanced Education, Skills and Training
Mr. Andries Calitz, Director, Industry Training Authority
Mr. Lindsay Langill, Director, Industry Training Authority
Mr. Rick Kasper, Director, Industry Training Authority
Mr. Tom Sigurdson, Director, Industry Training Authority
Ms. MJ Whitemarsh, Director, Industry Training Authority
Mr. Jonathan Whitworth, Director, Industry Training Authority
Ms. Laurie Sterritt, Director, Industry Training Authority
Mr. Shane Stirling, Director, Industry Training Authority
Mr. Gary Herman, Chief Executive Officer, Industry Training Authority

Page 45

Withheld pursuant to/removed as

s.16;s.13

Page 46

Withheld pursuant to/removed as

s.13;s.17



Information Note Advice to Minister Melanie Mark

Date: November 8, 2018

Cliff #:

Prepared for: Honourable Melanie Mark, Minister of Advanced Education, Skills and Training

Issue: 2019/20 Industry Training Authority (ITA) Mandate Letter

Background / Facts:

- The ITA play a critical role in managing B.C.'s trades training system and ensuring that British Columbians are supported to achieve a successful career in the trades, and employers have access to the skilled trades workers needed to support a strong and sustainable economy.
- B.C.'s trades training system is regarded as one of the best in Canada. Over the past five years, the ITA has made significant progress in:
 - Increasing the number of apprentices by eight percent over the past 5 years, from 35,041 in 2012/13 to 37,703 in 2017/18,
 - Increasing the number of employers hiring and training apprentices six percent over the past 5 years to 10,666, and
 - Increasing youth trades training participants 128 percent, from 3,338 in 2012/13 to 7,607 in 2017/18.
- There are however areas of B.C.'s trades training system that need improvement. For example, only 10% of the 10,666 employer sponsors employ women or indigenous apprentices. Women represent only 5.8% of workers in under-represented trades and indigenous people only represent 6.8% of apprenticeships. There is a need to change the culture of trades training in BC in order to provide equality and opportunities for women and indigenous people to achieve a career in the trades.
- In February 2018, Government issued ITA a Mandate Letter that laid out multi-year directional change the organization would need to make in order to address these areas and better align the trades training system to meet the priorities of government.

- The 2019/20 ITA Mandate letter is an opportunity to reinforce the direction and progress that has been made under the previous mandate letter and provide guidance for the ITA going forward
- The 2019/20 ITA Mandate Letter directs the ITA to make significant progress on three priorities:
 - Improve access to training in all regions of the Province;
 - Support government in achieving true and lasting reconciliation with Indigenous people; and
 - Strengthen the effectiveness of the overall training system in improving outcomes for apprentices.

See Appendix 1: Draft 2019/20 ITA Mandate Letter

s.17

Next Steps/ Key Dates:

- The ITA 2019/20 Mandate Letter is scheduled to be presented to the Cabinet Committee on Sustainable Shared Prosperity on **December 4, 2018**.
- A Minister approved ITA Mandate Letter and accompanying cabinet document are due to Cabinet Operations by **noon on November 27th**.
- The final Board signed 2019/20 Mandate Letter will be publicly released on Budget Day in February, 2019.

Attachment(s): Appendix 1: *Draft 2019/20 ITA Mandate Letter*

Contact: Bindi Sawchuk, ADM
Tel: (778) 698-8772
Cell: s.17

Total length: 5 pages

Page 49 to/à Page 52

Withheld pursuant to/removed as

s.13