



Our Ref. 121833

June 1, 2021

Ms. Gloria Morgan, Board Chair
Okanagan College
1000 KLO Road
Kelowna, B.C. V1Y 4X8

Dear Ms. Morgan

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all public postsecondary institutions to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Advanced Education and Skills Training, on behalf of the Executive Council, communicates expectations for your institution. It sets out overarching principles relevant to the entire public sector and provides specific direction to institutions about priorities and expectations for the coming fiscal year.

«

, H[SHFW WKDW WKH IROORZLQJ ILYH IRXQGDWLRQDO SULQF programs:

Putting people first: We are committed to working with you ~~at~~ people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that \RX ZLOO FRQVLGHU KRZ \RXU ERDUG ¶V GHFLVLRQV PDL services people rely on and make life more ~~affordable~~ for everyone.

Lasting and meaningful reconciliation: Reconciliation is an ongoing process and a shared UHVS RQVLELOLW\ IRU XV DOO *RY ~~Declaration on the Rights of~~ *Indigenous Peoples Act* was a significant step forward in this journey ~~one~~ that all public postsecondary institutions are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, public postsecondary institutions must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through ~~your~~ mandate.

Equity and anti-racism: 2 XU SURYLQFH ¶V KLVWRU\ LGHQWLW\ DQG diverse population. Yet racialized and marginalized people face historic and ~~present~~ barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms ~~and~~ every public sector organization has a role in this work. All public postsecondary institutions are encouraged to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.

A better future through fighting climate change: Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting ~~communities~~ to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Change Accountability Act*, please ensure your institution aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2036 that your institution work with government to report out on these plans and activities as required by legislation.

A strong, sustainable economy that works for everyone: I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

This Mandate Letter confirms ~~the role of higher education in our province~~. X Q G H U W K

The role of higher education is more than a pathway to opportunity for some; it is a prerequisite for anyone who wishes to access and succeed in most ~~career~~ jobs in our province. Now, with the added pressures COVID has created, some populations have been disproportionately impacted, and we must take care to build a just recovery and prosperous society that benefits everyone.

Postsecondary education and training must be available ~~to all~~ who want and need it. It allows British Columbians to upgrade their skills, acquire new ones, and access new employment opportunities. ~~Headly Post-Secondary System Where~~ E O H D
% & ¶ V HFRQRPLF UHFRYHU \ GHS Headly Post-Secondary System Where E O H D
all British Columbians gain the knowledge and skills to secure a good standard of living.

Government has identified its five foundational principles, listed above, and these are to be reflected ~~in~~ L Q D O O D V S H F W V R I \ R X U L Q V W L W X W L R Q n g , s e R i s e s , a n d W a r r i n g Q V H
practices) As the Minister Responsible for Advanced Education and Skills Training, I ask that you make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2020/21 Institutional Accountability Plan and Report:

Work with the Ministry and your communities, employers and industry to implement post secondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate in economic recovery and growing career opportunities.

Fully engage with government in implementing mandate commitments to support a future ready workforce and postsecondary system, increasing access to postsecondary education and skills training and high opportunity jobs for British Columbians. This includes cross government, community, sector and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role that builds upon J R Y H U Q P H Q W ¶ V & O H S D P O F S & C L E A N E D O W N H C future.

Public postsecondary institutions are expected to meet or exceed the financial targets identified in W K H 0 L Q L V W U \ ¶ V 6 H U Y L F H 3 O D Q W D E O H G X Q G H U % X G J H W comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable. Encourage you to continue to work collaboratively across the system, to collectively focus on learning and address common challenges that impact your sector, region, or access to education.

In addition, it is expected that your institution will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the B.C. public sector, including consistent and appropriate compensation decisions that demonstrate a cost conscious culture, achieved through coordinated, informed and transparent decision making by employers that adheres to the requirements outlined in the *Public Sector Employers Act*.

Douglas S. Scott Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Shannon Baskerville Deputy Minister
Ministry of Advanced Education and Skills Training

Neil Fassina President
Okanagan College