



February 28, 2019

Our Ref. 115122

Ms. Nicole Elaine Halbauer
Chair of the Board
Coast Mountain College
5331 McConnell Ave
Terrace, BC V8G 4X2

Dear Ms. Halbauer:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Public post-secondary institutions play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with public post-secondary institutions, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are asked to incorporate the UN Declaration and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a

**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

guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. I ask that your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of public post-secondary institutions. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

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

This Mandate Letter confirms your institution's mandate under the *College and Institute Act*, and sets out key performance expectations for the 2019/20 fiscal year.

As the Minister responsible for public post-secondary institutions, I ask that you also make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Institutional Accountability Plan and Report:

1. Implement the education-related TRC Calls to Action relevant to your institution and actively participate in an engagement process with the Ministry and local, regional and other Indigenous partners to develop and implement a comprehensive strategy that increases student success and responds to the TRC Calls to Action and UN Declaration.
2. Work closely with government to support implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:

- a. Improving access to post-secondary education with a focus on vulnerable and under-represented students.
 - b. Expanding programming aligned with high demand occupations and priority sectors (such as trades, technology and health).
 - c. Expanding co-op and work-integrated learning opportunities for all students.
3. Improve student safety and overall well-being in the areas of mental health and the prevention of sexual violence and misconduct, including creating greater awareness of available supports.
 4. Ensure that students are able to seamlessly transition into post-secondary education with the implementation of the new B.C. Graduation Program.
 5. Continue to actively participate in the implementation of the EducationPlannerBC common application system for all undergraduate applicants.
 6. Work closely with the Ministry to develop a balanced approach to international education, participating in the development and implementation of a provincial framework for international education.
 7. Meet or exceed the financial targets identified in the Ministry's three-year Service Plan tabled under Budget 2018, including maintaining balanced or surplus financial results.
 8. Comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure courses and programs are affordable.

On behalf of the Province of British Columbia, thank you for your institution's contributions over the past year, including support for: the UN Declaration and TRC Calls to Action; Tuition-free Adult Basic Education and English Language Learning; and the tuition-waiver program for former youth in care. Collaboration on these strategic actions will continue to be priorities in 2019/20.

In addition to the strategic priorities outlined above, I also recognize progress made in other key areas such as increasing student housing; expanding the use of open education resources including open textbooks; increasing technology program spaces, and developing more degree and certificate programs to increase skilled workers in the forestry sector. These initiatives contribute significantly to our province's social and economic future. I look forward to continued work in these key areas over the next year.

Post-secondary institutions together form an ecosystem with a shared responsibility for ensuring that British Columbians have a clear pathway to high quality education and training programs needed to fully participate in society. This involves being responsive to student and labour market demands, and ensuring that post-secondary education is affordable and accessible across all regions of the

province. Together, our work to enhance post-secondary affordability and accessibility ultimately contributes to helping reduce poverty and inequality, and improving the social and economic success for British Columbians.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>. This document outlines the statistical, financial and performance reports for the fiscal year. The 2019/20 list will be posted on the Ministry website in spring 2019. Your institution is expected to meet these requirements by providing the reports and high quality data necessary for Government to carry out its responsibilities. In the coming months, we will be inviting you to join in a conversation about how we collectively support accountability for the post-secondary system.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website by April 1, 2019.

I have appreciated your support for our shared priorities, and look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

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,



Minister

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary







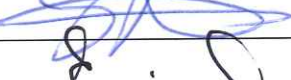
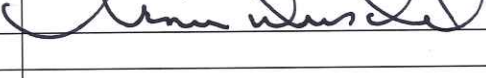


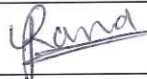
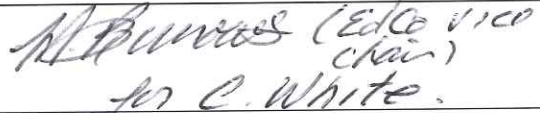
Lori Wanamaker, Deputy Minister
Ministry of Finance

Heather Wood, 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 and CEO
Coast Mountain College

For Signature by all Coast Mountain College Board Members:

Board Member	Signature
Appointed:	
Nicole Elaine Halbauer, Chair	
Diane M. McRae	
David R. Try	
Jolene S. Wesley	
Mary L. Denton	
David James Smith	
Shannon McPhail	
Ernie Chester Dusdal	
Elected:	
Ann Marie Merkel	
Carla Ollenberger	
Karen McMurray	
Karmen Smith	
Vivek Rana	
Christine Speidel	
Ex-Officio:	
Catharine White, Chair of the Education Council	 (EdCo vice chair) for C. White.
Ken Burt, President & CEO	