BRITISH COLUMBIA

April 7, 2016 Our Ref: 101807

Ms. Connie Denesiuk
Chair of the Board
Okanagan College
1000 KLO Rd
Kelowna BC V1Y 4X8

Dear Ms. Denesiuk:

On behalf of the province of British Columbia, I would like to thank you for your leadership and the contributions made by Okanagan College over the past year. We recognize the efforts made in supporting the strategic actions identified in the 2015/16 Mandate Letter, which continue to be priorities this year.

In 2014, Government established a common set of principles for British Columbia public sector organizations. The intent of the Taxpayer Accountability Principles is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by Government on behalf of British Columbians. All public sector organizations are expected to understand the responsibility they have to British Columbians and how it is complementary to the fiduciary duty to their organizations.

This Mandate Letter provides the Government's strategic priorities and key performance expectations for the 2016/17 fiscal year for your institution.

Respect for the taxpayer through affordable public policies is a core Government value. It is critical that public post-secondary institutions operate as efficiently as possible, to ensure British Columbians are provided with the highest-quality programs and services. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient and effective delivery of programs and services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the commitment by Government to control spending and balance the budget.

Government is responsible for providing funding, setting the legislative, regulatory and public policy frameworks in which public post-secondary institutions operate along with establishing the Institution's mandate. This includes the following statutory provisions:

Ministry of Advanced Education
Office of the Minister
Mailing Address: PO Box 9080 Stn Prov Govt Victoria BC V8W 9E2
Location: Parliament Buildings Victoria

Sections 5 and 6 of the *College and Institute Act.*

- In meeting the needs of its designated region, a college provides adult basic education, English as a second language and adult special education programs. It also provides first and second years of study of baccalaureate degree programs, as well as career, technical, trades and continuing education programming. A college may also offer applied baccalaureate degree programming. Further, a college supports community economic development.

Within the terms of the legislation, Okanagan College will, in fulfilling its mandate, consider strategic priorities of Government when allocating institutional resources.

Specific strategic priority actions of Government for 2016/17 are:

- Develop and implement an updated Skills Gap Plan, in alignment with priorities of the BC Skills for Jobs Blueprint;
- Continue to deepen BC's talent pool, in support of the #BCTECH strategy, ensuring opportunities for students in the technology sector;
- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase the participation and success of Aboriginal learners;
- Continue to deliver on the goals of the International Education Strategy including pursuing opportunities to advance the two-way flow of students;
- Collaborate with the Ministry on the development of a common application system for all public post-secondary institutions in the province;
- Meet or exceed the financial targets identified in the Ministry's three-year Service Plan as tabled under Budget 2016, including maintaining balanced or surplus financial results; and
- Continue to maximize the efficient use of public post-secondary administrative resources through the Administrative Service Delivery Transformation initiative.

To achieve this, several actions as detailed in the 2014 Taxpayer Accountability Principles transition letter, are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For information on the Principles, please see http://gov.bc.ca/crownaccountabilities.

Government is committed to continuing to strengthen the relationship between Government and public post-secondary institutions. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations and institutional priorities. As such it is important that each of us advise the other in a timely manner of any issues that may affect Okanagan College and/or the interests of Government. This is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

As public post-secondary institutions that receive funding from the Government, institutions are expected to conduct their affairs in a manner consistent with the legislative, regulatory and policy framework established by Government and share in upholding the Taxpayer Accountability Principles. This includes:

1. Adhering to the policy, guidelines and directions of the Public Sector Employers' Council regarding executive compensation and the management freeze that remains in place for the present time, recognizing the fiscal reality facing the provincial public sector.

2. Negotiating settlements with unionized employee groups consistent with the Economic Stability Mandate for all collective agreements that expire on or after December 31, 2013.

3. Ensuring that institutional operational and financial activities, including procurement and travel, are conducted consistent with Government standards for cost-consciousness and the most cost-effective use of taxpayer resources.

4. Conducting board matters in accordance with the best practice guideline.

5. Ensure board remuneration rates comply with Order in Council 180/95 and that remuneration is publicly disclosed annually on the institution's or associated ministry's website as required by the Treasury Board Directives.

The Core Policy and Procedures Manual of Government can be found for reference at http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm and other supporting documents found on the Public Sector Employers' Council Secretariat website at http://www.fin.gov.bc.ca/psec/.

The Government has also provided the Institution with *Reporting Requirement*s which sets out statistical, financial and performance reporting requirements and which can be found on the Ministry's website. The Institution agrees to meet these *Reporting Requirements*, and provide the Government with reports and high quality data required by Government to carry out its responsibilities.

As our economy grows, there will be thousands of job openings in various occupations. More than 78 percent of these openings will require post-secondary education. These jobs range from professions to skilled trades to management. To ensure that British Columbians have the training and skills needed to take advantage of these opportunities, our Government launched the BC Skills for Jobs Blueprint in April 2014. Thousands of students who are taking courses this fall – from critical trades to health care to business administration – are doing so as a result of targeted funding for high-priority occupations.

Government is committed to providing support to help students succeed, while at the same time making sure that funding is focused on front-line education. British Columbia has taken great strides in making post-secondary education affordable and accessible for students of all backgrounds. Our Government works with employers, institutions and students to provide research, education and training to position our diverse workforce for continued success on a competitive global stage.

Together we need to continue to look for more opportunities to position our public post-secondary system for ongoing success.

Each board member acknowledges this Mandate Letter by signing the attachment to this letter. The Mandate Letter is to be posted publicly on your institution's website and a copy signed by all board members provided to the Ministry and made available upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the Taxpayer Accountability Principles, key results and working together to protect the public interest at all times.

Sincerely,

Andrew Wilkinson
Minister

Attachments: Taxpayer Accountability Principles
Signature Page Template

pc: Honourable Christy Clark
Premier

Ms. Kim Henderson
Deputy Minister to the Premier and Cabinet Secretary

Ms. Athana Mentzelopoulos
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

As members of the Board of Okanagan College, we individually and collectively acknowledge our statutory obligations to act in the best interests of Okanagan College and affirm as Board members to take into account the Taxpayer Accountability Principles in exercising our duty.

Stephen Jung
Elected Student Member

Spencer Lupul
Elected Student Member

Laura Thurnheer
Elected Faculty Member

Alison Beaumont
Elected Support Staff Member

Christopher R. Derickson
Government Appointed Member

Charity Gerbrandt
Government Appointed Member

Susan Johal
Government Appointed Member

Jose Maciel
Government Appointed Member

Robert McGowan
Government Appointed Member

Corey Bransfield
Chair, Education Council

Jim Hamilton
President and CEO

Douglas J. Manning
Vice-Chair of the Board
Government Appointed Member

Connie Denesiuk
Chair of the Board
Government Appointed Member

June 3, 2016
Date Signed

BC Taxpayer Accountability Principles		
Further information available at: http://gov.bc.ca/crownaccountabilities		
1	**Cost Consciousness (Efficiency)**	Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to "bend the cost curve" and support sustainable public policies and programs as a lasting legacy for generations to come.
2	**Accountability**	Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government's strategic mandate.
3	**Appropriate Compensation**	Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government's taxpayer accountability principles and respectful of the taxpayer.
4	**Service**	Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.
5	**Respect**	Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers' monies.
6	**Integrity**	Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.