



Date: January 10, 2020

Cynthia Oliver, Chair
Industry Training Authority
8th Floor-8100 Granville Avenue
Richmond, BC V6Y 3T6

Dear Ms. Cynthia Oliver:

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 leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for the Industry Training Authority, on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.



In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act* which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All Crown Agencies are expected to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

Finally, having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, crown agencies, public institutions and non-government organizations to collaborate in digital research and development projects. Should the Industry Training Authority intend to participate in or be a funding partner for Digital Supercluster projects, you are asked to work closely with the Ministry of Advanced Education, Skills and Training staff to ensure that investments are aligned with Government's priorities and wherever possible undertaken collectively with partner ministries and organizations. The Ministry of Advanced Education, Skills and Training will work with the Deputy Minister's Committee on the Digital Supercluster to ensure that projects are coordinated effectively across government.

As the Minister Responsible for the Industry Training Authority, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

1. Work with government, system partners¹ and communities across B.C. to co-develop policies and training programs that align with the *Declaration on the Rights of Indigenous Peoples Act* and the TRC Calls to Action; are inclusive and welcoming to women, Indigenous people, youth and under-represented groups; and contribute to building a trades training and apprenticeship system reflective of B.C.'s diverse population.
2. Work with system partners to develop a system-wide apprenticeship completion framework that explores factors that influence non-completion, recognizes system

¹ Trades Training System Partners include: Industry associations; organized labour associations; Indigenous communities; public post-secondary Institutions (represented by the Trades Training Consortium of BC); non-public trainers; and employer sponsors.



partner accountabilities; and identifies opportunities for ITA, with partners, to enhance existing policies and programs to expedite training and improve completions for apprentices.

3. Work closely with government and system partners to implement initiatives that will support apprentices in achieving the skill levels they need to be successful in evolving trades occupations and keep pace with technological advancements. Specifically, but not limited to:
 - work with industry and training providers to advance technology in trades training that supports future learners.
 - support government in exploring which trades could benefit from Mandatory Certification to ensure trades occupations are equivalent to post-secondary degree occupations and that trade workers have a standard level of skill to be well positioned for future job openings.
 - support government in implementing effective apprentice ratios on public infrastructure projects that provide apprentices opportunities to gain high quality on-the-job training.
4. Strengthen overall trades training system performance and outcomes through implementation of a system-wide performance management plan that incorporates strong accountabilities for system partners; greater transparent public reporting of training system performance (e.g. disaggregated completion rates; foundation program outcomes; progression between levels); and enhanced reporting and analysis that utilizes data available from across government and system partners.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,

Minister Melanie Mark


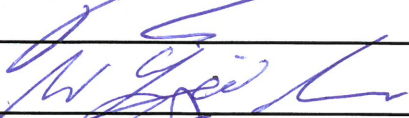
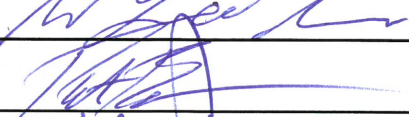
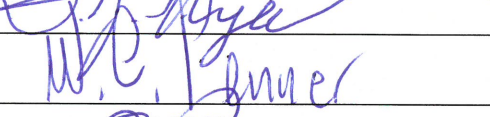

Date: January 9, 2020

Enclosure



cc: Honourable John Horgan, Premier
Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Ms. Lori Wanamaker, Deputy Minister of Finance
Ms. Heather Wood, Associate Deputy Minister and Secretary to Treasury Board
Ms. Shannon Baskerville, Deputy Minister of Advanced Education, Skills and Training
Mr. Robert Davis, Director, Industry Training Authority
Mr. Laird Cronk, Director, Industry Training Authority
Mr. Peter Baker, Director, Industry Training Authority
Mr. Thomas Nyce, Director, Industry Training Authority
Mr. Wally Penner, Director, Industry Training Authority
Ms. Tracey MacKinnon, Director, Industry Training Authority
Ms. Shelley Gray, Chief Executive Officer, Industry Training Authority



Board Member	Signature
Cynthia Oliver, Chair	
Robert Davis, Director	
Laird Cronk, Director	
Peter Baker, Director	
Thomas Nyce, Director	
Wally Penner, Director	
Tracey MacKinnon, Director	