



The Best Place on Earth

**UPDATED  
SHAREHOLDER'S LETTER OF EXPECTATIONS**

**BETWEEN**

**THE MINISTER OF ECONOMIC DEVELOPMENT AND MINISTER  
RESPONSIBLE FOR ASIA-PACIFIC INITIATIVE AND THE OLYMPICS  
(AS REPRESENTATIVE OF THE SHAREHOLDER,  
THE GOVERNMENT OF BRITISH COLUMBIA)**

**AND**

**THE CHAIR OF THE INDUSTRY TRAINING AUTHORITY  
(AS REPRESENTATIVE OF THE AUTHORITY)**

**PURPOSE**

This Shareholder's Letter of Expectations between the Shareholder and the Authority is an agreement on the respective roles and responsibilities of each, and serves as the basis of agreement between the Shareholder and the Authority on corporate mandate including high-level performance expectations, public policy issues and strategic priorities<sup>1</sup>. It will be reviewed annually and updated as required. The Shareholder's Letter of Expectations is the basis for the development of the Authority's Service Plans and Annual Service Plan Reports. The Letter applies to the Shareholder and the Authority. This Letter does not create any legal or binding obligations on the part of the Shareholder or the Authority but rather is intended to define and promote a positive and co-operative working relationship.

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<sup>1</sup> The Province of British Columbia's Crown Agency Accountability System (CAAS) ([http://www.gov.bc.ca/cas/down/shareholder's\\_expectations\\_manual\\_\(version%208\)\\_june\\_2\\_06.pdf](http://www.gov.bc.ca/cas/down/shareholder's_expectations_manual_(version%208)_june_2_06.pdf)) establishes guiding principles for the governance of Crown corporations. The CAAS also identifies roles and responsibilities for the Shareholder and Crown corporations, and provides for a Shareholder's Letter of Expectations (Letter) to be jointly developed.

## AUTHORITY ACCOUNTABILITIES

In addition to the duties of the Authority set out in the *Industry Training Authority Act*, Government has provided the following mandate direction to the Authority:

- develop training that is relevant and responsive to industry, community and labour market needs;
- expand access to training to underrepresented groups in all regions of the province;
- attract more young people into trades training, promote the benefits and rewards of a trades career path and assist with the transition from school to work;
- create avenues for training delivery that are efficient, effective and flexible; and
- ensure labour mobility under the Agreement on Internal Trade; the Trade, Investment and Labour Mobility Agreement; and bi-lateral agreements of governments, to ensure appropriate recognition of worker skills developed elsewhere, and to support multi-lateral and bi-lateral labour mobility initiatives.

In responding to government's performance expectations and the general and specific frameworks and direction of the Shareholder, the Authority will:

- conduct its affairs to achieve its mandate and the performance expectations and objectives of the Shareholder, including establishing and implementing corporate strategies, policies, programs, plans and financial outcomes that are consistent with the Shareholder's general direction and consistent with principles of efficiency, effectiveness, and customer service;
- prepare Service Plans with clearly articulated goals, objectives, strategies and performance measures and targets, and Annual Reports that detail progress toward achieving those goals, and post both documents on its website;
- display all annual Statement of Financial Information schedules prepared under the *Financial Information Act* in an easily accessible location on its website (some of this information is included in annual reports and does not need to be otherwise displayed);
- conduct its operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by the Shareholder;
- develop and implement strategies to manage risks identified in the Service Plan;
- comply with the Shareholder's requirements to make the public sector carbon neutral by 2010, including: accurately defining, measuring, reporting on and verifying the greenhouse gas emissions from the Corporation's operations; implementing aggressive measures to reduce those emissions and reporting on these reduction measures and reduction plans; and offsetting any remaining emissions through investments in the Pacific Carbon Trust, which will invest in greenhouse gas reduction projects outside of the Corporation's scope of operations;
- encourage staff involvement in developing ideas and new solutions to meet government's climate change objectives, including energy conservation programs and fleet and traffic management initiatives, and report on results achieved;
- provide the Shareholder with reports and other information that would enable the Shareholder to carry out its responsibilities; and

- provide information to the Shareholder if the Authority is unable to meet the targets identified in its Service Plan.

In addition, the Shareholder directs the Authority to take the following specific actions:

### **Relevant and Responsive Training**

- provide the policy framework and funding to support active and effective industry engagement and leadership through Industry Training Organizations;
- work with Industry Training Organizations and other stakeholders to develop policies and standards to support the delivery of training programs, approaches for competency-based qualification assessments, examinations, and credentials for programs administered by the Authority;
- work with Industry Training Organizations and other stakeholders to understand the barriers to apprenticeship completion and implement actions to improve completion rates;
- continue to expand regional availability of technical training where appropriate; and
- work with post-secondary institutions to ensure the trades training system: is accessible and current; relevant and responsive; optimizes the utilization and value of the industry training capacity; and increase the efficiency of administration and management.

### **Access to Training for Underrepresented Groups**

- work with Aboriginal groups and other stakeholders to develop an Aboriginal Apprenticeship strategy to increase participation in apprenticeship training;
- implement Government standards for Aboriginal administrative data;
- identify initiatives for women that increase their participation in apprenticeship training;
- develop strategies to increase the percentage of female youth apprentices;
- work with Industry Training Organizations and stakeholders to increase immigrant participation in industry training; and
- consult with the Minister's Council on Employment for Persons with Disabilities and provide information to Industry Training Organizations regarding supports and training tax credits available for persons with disabilities.

### **Attracting Young People**

- ensure high levels of awareness and intent to participate in trades training by target groups through communications and marketing activities; and
- continue to work collaboratively on the provision and expansion of youth industry training programs.

### **Efficient, Effective and Flexible Training Delivery**

- work with public post-secondary institutions to explore and implement strategies for increasing the trades training utilization and capacity in the public post-secondary system;
- designate private trades training institutions that meet Industry Training Authority standards and enhance capacity and innovation; and
- work with post-secondary institutions to expand training accessibility and flexibility where feasible.

### **Labour Mobility**

- participate in and influence for the benefit of industry pan-Canadian initiatives such as the Canadian Council of Directors of Apprenticeship, the Red Seal program, and the Canadian Apprenticeship Forum;
- work collaboratively with Alberta and other regulatory authorities to fully implement article 13 of the Trade, Investment and Labour Mobility Agreement to enhance the mobility of trained workers;
- develop, sign and implement labour mobility agreements with other jurisdictions and sectors, on behalf of the province, subject to the Shareholder's approval;
- continue to promote the expansion of the Red Seal program to enhance labour mobility; and
- develop an assessment model, tools and mechanisms for the efficient and effective assessment and recognition of internationally trained workers.

### **Customer Service**

- operate the business of the Authority in an efficient and effective manner for the benefit of its customers and the Shareholder;
- ensure high-quality program standards, high levels of client satisfaction with the Authority's services, and effective stakeholder relationships;
- work to reduce wait times for apprentices to access technical training; and
- ensure transparency of mechanisms for reconsideration and appeal of decisions of the Authority.

## **SHAREHOLDER'S RESPONSIBILITIES**

The Shareholder is responsible for the legislative, regulatory and public policy framework in which Crown corporations operate. In order to meet these responsibilities and support achievement of government's performance expectations, the Shareholder will:

- establish, review, revise and communicate Crown corporations' mandates;
- establish the overall and Crown-specific financial frameworks under which Crown corporations operate (borrowing, investment, and payment to the Shareholder);

- issue performance management guidelines, including guidelines for service planning and annual reports (<http://www.gov.bc.ca/cas/rpts/>);
- provide strategic input and advice to Crown corporations in the development of their Service Plans and Annual Reports;
- provide broad policy direction and confirmation of general frameworks/principles to Crown corporations, within which the Crown corporations may establish and apply specific policies/processes;
- advise Crown corporations of government's priorities, strategic decisions and public policy and performance objectives and expectations that may impact the Crown corporations; and
- issue directives or orders or sponsor submissions on behalf of Crown corporations that may be required to seek decisions or policy direction by the Executive Council or its committees, in order to facilitate Crown corporations fulfilling their mandates and achieving the performance targets outlined in Crown corporations' Service Plans.

The Shareholder has developed policies for ministries and Crown corporations for Capital Asset Management (<http://www.fin.gov.bc.ca/tbs/camf.htm> and Board remuneration policies for Crown agencies. The shareholder has also issued Best Practice Guidelines for board governance and disclosure (<http://www.fin.gov.bc.ca/oop/brdo/corporateguidelines.pdf>). During the term of this Letter, the Shareholder may provide policy direction to the Crown agency sector, and will communicate any such direction, including implementation expectations, to Crown corporations as decisions are made.

The Shareholder will also, on a continuing basis, monitor the achievement of the goals, objectives and targets identified in Crown corporations' Service Plans.

Specific to the Authority, the Shareholder:

- approves the Authority's mandate for industry training development and delivery under the *Industry Training Authority Act*;
- continues the Authority as an agent of the Crown;
- confirms the role of the Minister of Finance as fiscal agent to the Authority, providing the Authority with access to government financing and banking services;
- provides in writing to the Authority funding details for the next fiscal year, no later than March 31 plus a funding estimate for the following two fiscal years. This information is provided for planning purposes and recognizes that a public post-secondary institution may make a claim against the Province for the cost of industry training programs which are unfunded (as they extend beyond the period for which funding was originally specified) if Provincial funding through the Authority is discontinued. In accordance with government's annual budget process, funding is voted by the legislature on an annual basis and may be subject to change;
- provides all available information necessary for the Authority to facilitate implementation of the industry training system;
- reviews, monitors and evaluates programs, services and performance indicators to ensure compliance with the Authority's Service Plan and the *Industry Training Authority Act*;

- consults with the Authority in developing the government's annual expenditure and capital plans, in order to consider the financial requirements of the Authority;
- provides policy direction related to multi-lateral and bi-lateral agreements of government in support of labour mobility, trade and investment;
- confirms labour market policy and direction to support development of a skilled workforce and position the province for economic growth; and
- consults with the Authority in developing labour market information resources, in order to consider the information requirements of the Authority.

## **AREAS OF SHARED ACCOUNTABILITY:**

### **Communications**

It is agreed by both the Shareholder and the Authority that, to ensure effective and efficient day-to-day communications and relationship building, officials representing both parties will be tasked with implementing the contents of this Letter and keeping the Minister Responsible and the Board of Directors informed of progress in a timely fashion.

The Shareholder and the Authority agree that any joint announcements related to the Authority shall be released simultaneously. Development of key communications activities, including key messages, news releases and other related communications tools will be conducted jointly or in close consultation.

The Authority agrees to acknowledge the financial contribution of the Shareholder in any news releases, announcements or special joint communications and will use the Provincial Government logo in accordance with communications protocols and as requested by the Shareholder.

### **Reporting**

The Shareholder and the Authority are committed to enhanced transparency and accountability to the public. The Shareholder has put in place a public reporting structure set out in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Shareholder has provided the Authority with a reporting calendar which sets out financial and performance reporting requirements (<http://www.gov.bc.ca/cas>). The Authority agrees that it will meet these financial and performance reporting requirements. If government determines that changes to the reporting requirements are necessary, the Shareholder will communicate these to the Authority.

It is agreed by both the Shareholder and the Authority that there will be advance discussion and review of key strategic documents such as Service Plans, Quarterly Financial Reports and Annual Reports. These discussions will be completed sufficiently in advance of deadlines to ensure effective and timely input by the Shareholder.

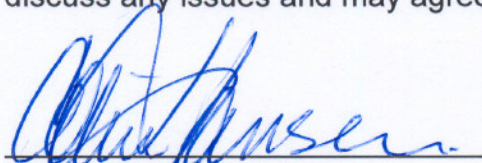
In addition to these financial and performance reporting requirements, the Authority agrees to provide information to the Shareholder related to risks and opportunities anticipated in achieving financial forecasts.

The Shareholder and the Authority agree that, as a matter of course, each will advise the other in a timely manner of any issues that may materially impact the business of the Authority or the interests of the Shareholder.

It is agreed that the Authority will post the most recent signed copy of the Shareholder Letter of Expectations on its website. Crown Agencies Secretariat will also post a signed copy of the Letter on its website.

#### **Review and Revision of this Letter**

The Minister of Economic Development is accountable for undertaking reviews of this Letter and monitoring its implementation. The Crown Agencies Secretariat is responsible for co-ordinating the overall process for preparing Shareholder's Letters of Expectation, and may assist the Minister in undertaking reviews of this Letter and monitoring its implementation. If deemed necessary by either party, the Shareholder and the Authority will discuss any issues and may agree to amend this letter.



Honourable Colin Hansen  
Minister of Economic Development and  
Minister Responsible for Asia-Pacific Initiative  
and the Olympics

January 08, 2008  
Date



Frank Borowicz  
Chair, Industry Training Authority

12/20/07  
Date

cc. Honourable Gordon Campbell  
Premier

Jessica McDonald  
Deputy Minister to the Premier and Cabinet Secretary

Chris Trumpy  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

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