

April 7, 2016

Our Ref: 101807

Ms. Pamela S. Ryan
Chair of the Board
Vancouver Community College
1155 East Broadway
Vancouver BC V5T 4V5

Dear Ms. Ryan:

On behalf of the province of British Columbia, I would like to thank you for your leadership and the contributions made by Vancouver Community 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.

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Government is responsible for providing funding, setting the legislative, regulatory and public policy frameworks in which public postsecondary institutions operate along with establishing
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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, Vancouver Community 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:

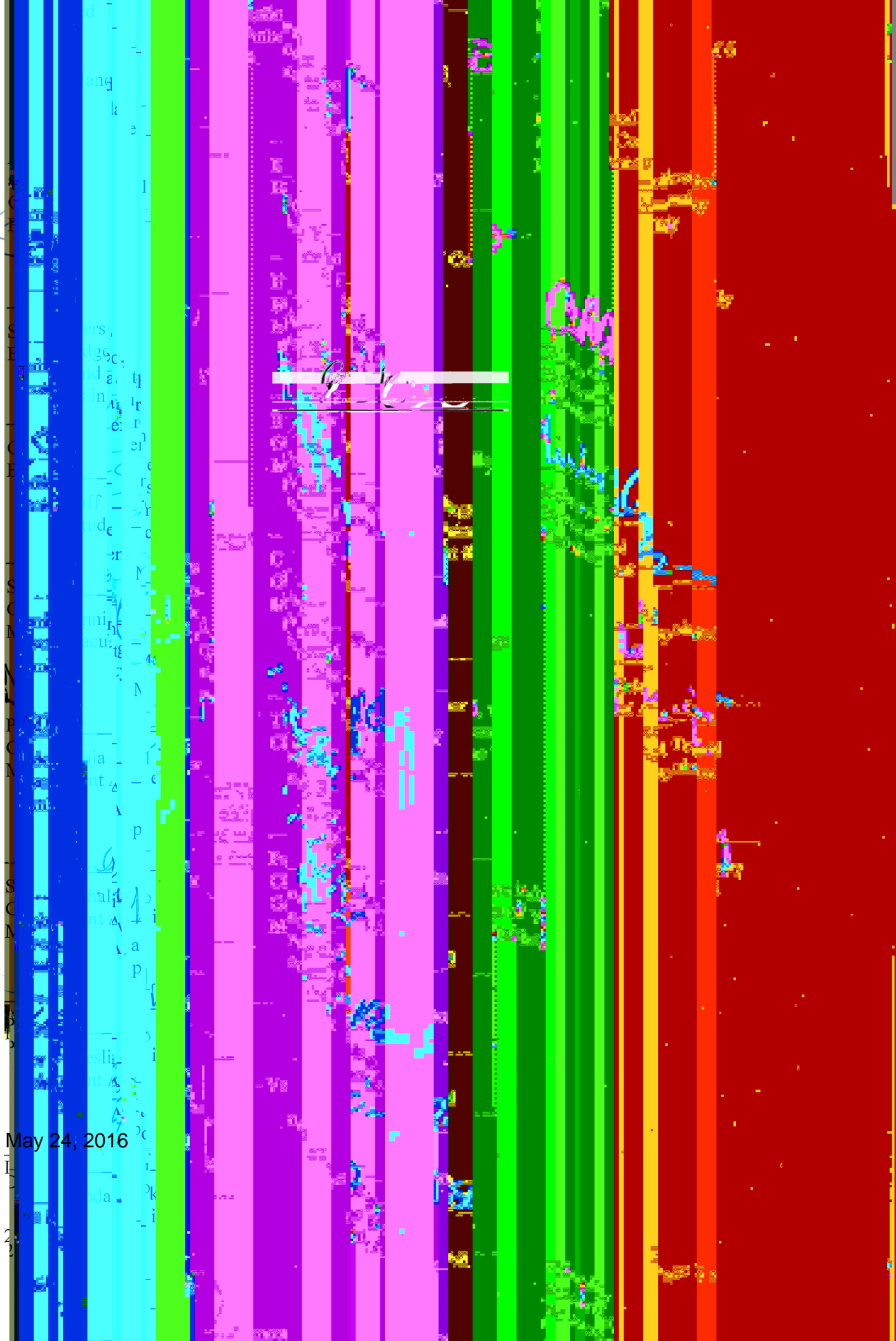
Develop and implement an updated Skills G584. in

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

Each board member

May 24, 2016

Debra



BC Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| 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. 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 the public interest. |
| 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 fair 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. |
| 6 | Integrity | Make decisions and take actions that are transparent, ethical and |