BC Council for International Education

2022/23 – 2024/25
Service Plan

February 2022

BRITISH COLUMBIA

For more information on the BC Council for International Education contact:

Suite 603 - 409 Granville Street Vancouver, BC V6C 1T2

Phone: 604-637-6766

Or visit our website at

www.bccie.bc.ca

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Board Chair's Accountability Statement

The 2022/23 – 2024/25 British Columbia Council for International Education Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BCCIE's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BCCIE's operating environment, forecast conditions, risk assessment and past performance.

Dr. Michel Tarko
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how BCCIE will support the government's priorities, including the foundational principles listed above and selected action items identified in the most recent Crown Agency Mandate Letter.

BCCIE works collaboratively with the Ministry of Advanced Education and Skills Training and partner ministries, including the Ministry of Education and Child Care and the Ministry of Jobs, Economic Recovery and Innovation, and with schools, districts, and institutions to deliver on the international education priorities of the Province. BCCIE supports B.C. students, teachers, and administrators in the provincial K-12 and post-secondary system by providing leadership and expertise as well as promoting the benefits and opportunities of international education broadly. BCCIE also supports a strong and sustainable provincial economy and builds targeted and strategic partnerships between B.C. and global institutions. This is accomplished through BCCIE's work to diversify key markets, build capacity of schools and institutions across B.C. to engage in international education, and increase pathways between B.C. K-12 and post-secondary institutions (PSI).

BCCIE's work will support Government's implementation of a new provincial International Education Framework. This includes supporting schools, school districts and PSIs to diversify their sources of international students and building the capacity of institutions to deliver a high-quality international experience while promoting regions in B.C. as study destinations. BCCIE continues to support implementation of Government's broad priorities, including Indigenization of the international education sector and expanding intercultural training and support in line with Government's focus on inclusion and anti-racism.

This work is consistent with the Ministry of Education and Child Care's Policy for Student Success, which enables all learners to maximize their potential. Specifically, they align with fostering Healthy and Effective Learning Environments and enhancing Quality Teaching and Leadership objectives, as well as promoting a future orientation that allows learners to thrive in a rapidly changing world.

BCCIE will take direction from the provincial International Education Framework to guide the development of its new three-year Strategic Plan, which may result in evolving priorities, goals, objectives and performance measures in the Service Plan in future years.

Operating Environment

In 2020, the COVID-19 pandemic significantly impacted the international community and has continued to disrupt the international education sector in 2021/22 through travel restrictions and worldwide health and safety measures. Global and Canadian travel restrictions continue to impact international student enrolment at B.C. K-12 schools and PSIs. Changing border and flight restrictions in Canada and internationally may have ongoing impacts to international education travel. In B.C., education ministries continue to work closely with provincial and federal health officials to ensure schools and institutions support the safe arrival of international students to Canada.

The COVID-19 pandemic has restricted BCCIE's ability to physically represent B.C. abroad, develop new partnerships, lead overseas missions, and hold or host international events. Early-on in the pandemic, BCCIE made the difficult, but necessary, decision to postpone the Asia-Pacific Association for International Education (APAIE 2020) conference, a BCCIE-led global event originally scheduled to be held in Vancouver in March 2020. The conference is now scheduled to be held as a virtual event in March 2022 – and represents a significant opportunity for B.C. to build strategic partnerships with institutions in the Asia-Pacific region.

In response to the limitations imposed by the COVID-19 pandemic, BCCIE developed and continues to implement new and innovative supports for B.C. institutions, through virtual student recruitment fairs and online partner-development events with target markets such as Mexico and Southeast Asia. These activities not only create new partnerships but also help sustain connections to key international partners and support system coordination within the B.C. post-secondary and K-12 sectors during the COVID-19 pandemic. These new activities and virtual models of engagement will continue beyond the pandemic. This work will strengthen the sustainability of the international education sector and support provincial economic recovery.

As the province emerges from the pandemic, and the federal government relaxes travel restrictions, BCCIE will focus on rebuilding the international education sector to support economic recovery. Diversification of B.C.'s international education system—both the sending markets and the receiving destination—will be a key focus area for BCCIE. This includes developing new source markets to support a balanced approach to international education; ensuring a more sustainable and diverse supply of international learners that is less susceptible to market shocks; and ongoing work to ensure school districts and PSIs across B.C. are building and developing the capabilities to attract, support, and retain international students in their communities. A strong and diverse international education sector supports local economies throughout the province and contributes to immediate and sustainable economic recovery for B.C.

In the coming years, there will be heightened inter-provincial and international competition to attract students and establish education partnerships. BCCIE will pursue a strategic approach to secure B.C. as a quality international destination for education. Priorities will include targeted new market entry and mature market support to attract students to in-demand programs, supporting public post-secondary institutions with the development of international education strategic plans to help manage growth and demands of international education programs within a provincial framework, and supporting institutions to promote global citizenship and provide positive education outcomes for students.

Key priorities for BCCIE which will remain important moving forward include supporting Indigenization activities and initiatives in K-12 schools and districts and PSIs in the international education sector; building intercultural competencies; and developing professional expertise.

Performance Planning

Goal 1: Support the two-way flow of students, instructors, and ideas between British Columbia and international partners.

BCCIE plays a critical role in facilitating partnerships focused on diversifying markets, both for increasing opportunities for B.C. students to study and work abroad and for positioning B.C., including regions outside the Lower Mainland, as a destination of choice for international learners.

Objective 1.1: Facilitate strategic international partnerships in education.

International partnerships are an essential part of a globally aware education system. They increase diversified markets supporting the two-way flow of students, instructors, and ideas between British Columbia and international partners and support learners to attain valuable global skills.

Key Strategies

- Update BCCIE's market diversification strategy and identify source markets for short, medium and long-term growth.
- Develop strategic international partnerships that support further diversification of international education opportunities, including working to identify new opportunities for BC Offshore Schools.
- Expand opportunities for B.C. students and educators to participate in study and work abroad experiences.
- Engage in international education activities that enhance the recognition and reputation of B.C. as a destination of choice for education and learner success.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Number of annual strategic agreements BCCIE signs to support further diversification of international education markets[1]	2	2	2	2	2
1.1b Number of opportunities for international partnership development between B.C. schools, districts, and institutions and international counterparts[2]	6	6	7	7	8

Data source: BCCIE

[1] BCCIE tracks the number of agreements signed annually.

[2] BCCIE tracks the number of partnership-building events offered to BC institutions as a part of Team BC missions, familiarization tours, the BCCIE annual summer conference, virtual B2B events and any other partnership focused events hosted by BCCIE.

Linking Performance Measure to Objective

1.1a This measure refers to strategic agreements signed by BCCIE with a range of international partners, including schools, institutions, and education organizations to support the diversification of international education markets for the Province. The partnerships facilitate global engagement in the education sector that might not have otherwise occurred. The measure was introduced in 2018/19.

1.1b This measure demonstrates BCCIE's ability to facilitate strategic relationships and support partnership development between B.C. schools, districts, and institutions, and key international partners, schools, and institutions. An opportunity is defined as a local or international event, hosted or organized by BCCIE, where B.C. schools and institutions have a chance to forge international partnerships. These in-person and/or virtual events can include Team BC missions, local familiarization tours, and business-to-business (B2B) meetings with international delegations. An opportunity could also be an offshore school lead generated by BCCIE that results in a formal Expression of Interest to the Ministry of Education and Child Care.

Discussion

Taken together, the two measures demonstrate comprehensive actions by BCCIE to facilitate sector opportunities and build international partnerships. It is important to note that the partnership development cycle is a phased approach requiring significant effort over time.

Restricted international travel due to COVID-19 has impacted BCCIE's ability to travel abroad for Team BC missions, host familiarization tours, and the APAIE 2020 conference has been postponed to March 2022. BCCIE has continued to offer virtual professional development, capacity building and partnership development events throughout 2021 that are helping achieve BCCIE's 2021/22 target for this measure. Full recovery of the international education sector is contingent in part upon favourable modifications to Canadian and international travel restrictions, global vaccine availability, country-specific quarantine regulations, the return of signature international sector events, the residual of virtual technology in instruction and sectoral engagement, as well as sectoral adaptation to climate change and climate events. As such, targets for Performance Measure 1.1b have been adjusted and will continue to be adjusted for future years.

Goal 2: Build capacity and provide leadership and expertise in international education.

BCCIE is committed to providing effective and relevant capacity building expertise and services to international education stakeholders in the province, with a continued focus on ensuring greater support and accessibility to those outside the Lower Mainland. BCCIE organizes and delivers activities and sessions throughout B.C. and undertakes focused capacity building projects with schools and institutions to support international education engagement. This work provides information, knowledge, and best practices to international education practitioners to support student success and increases capability, agility, and engagement within the sector.

Objective 2.1: Identify, create, and support opportunities for capacity building in the international education sector.

Capacity building efforts, including BCCIE's Summer Conference, focus on fostering diversity in the classroom, ensuring a positive experience for international students, and learning from and appreciating the intercultural dynamics developed within classrooms and campuses. This includes supporting the awareness of the history of Indigenous peoples in B.C. and Canada among international students.

Key Strategies

- Expand capacity building opportunities across B.C., particularly for participants in regions outside the Lower Mainland.
- Support the Province's goals for K-12 and post-secondary institutions in the Indigenization of the international education sector to foster greater awareness of the history of Indigenous peoples in B.C. and Canada among international students.
- Support intercultural training in schools, districts, and institutions—particularly for those outside the Lower Mainland—to help ensure faculty, staff, and administrators are supported to work with international students.
- Continue delivering a mentorship program focussed on building leadership within the sector and ensuring collaboration and learning amongst institutional leaders across the province.
- Support public post-secondary institutions with the development of international education strategic plans to help manage growth and demands of international education programs within a consistent framework.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a # of capacity building sessions[1]	22	12	12	12	12
2.1b # of participants at capacity building sessions[2,3]	2625	1000	900	925	950
2.1c Satisfaction with capacity building sessions and annual Summer Conference[4]	94%	95%	95%	95%	95%

Data source: BCCIE

[1]Capacity building sessions refer to expert-led workshops, seminars, the BCCIE annual conference and the mentorship program. Both virtual and in-person events are included. 2020/21 actuals were higher due to virtual events during COVID-19.

[2]Numbers of participants includes participation in capacity building sessions for both virtual and in-person events. 2020/21 numbers are higher due to virtual events as a result of COVID-19.

[3]The number of participants anticipated in 2022/23 and 2023/24 are lower and reflective of a transition back to some in-person events which may have lower attendance than virtual events.

[4]BCCIE surveys participants, using a standard five-point Likert scale to measure their satisfaction with the coordination and organization of the session.

Linking Performance Measure to Objective

2.1.a This measure refers to virtual and in-person capacity building sessions, including the BCCIE annual Summer Conference and programs organized and delivered by BCCIE. These events are an effective platform to share and build knowledge, enhance sector ability, and ensure greater agility within the education sector in B.C. The success of the measure will be based on effective strategic partnerships and ongoing knowledge exchange between BCCIE and a range of partners, including schools, institutions, education organizations, Indigenous peoples, and various levels of government.

2.1.b This measure is an indicator of BCCIE's reach in targeting education sector capacity building efforts. To that end, this measure is greatly influenced by whether it is virtual or in-person as well as the location of the event. Events held virtually and in the Lower Mainland are well attended. BCCIE is refining measures to effectively track the number of participants from outside of the Lower Mainland attending capacity building sessions to ensure all regions of the province are benefiting from these learning opportunities.

2.1.c This measure is an indicator of the stakeholder perspective of the effectiveness of the capacity-building sessions BCCIE organizes, leads, and delivers in the province, including the annual Summer Conference.

Discussion

Sector capacity building sessions bring stakeholders together to share best practices, foster peer-to-peer learning, discuss new ideas, and collaborate on a variety of topics such as regional or relevant challenges. In 2020/21, BCCIE hosted more capacity building events as part of one-time funding initiatives supported by the Ministry of Advanced Education and Skills Training. As funding for these additional capacity building events is not ongoing, targets for the number of events will remain unchanged in future years.

In 2022/23, BCCIE will continue to focus on offering capacity building sessions that support Indigenization, build intercultural competencies and ensure greater accessibility to institutions and practitioners outside of Metro Vancouver by continuing to deliver more online offerings, including a virtual Summer Conference that was held in June 2021. By offering more webinars and online events now and in the future, the targets for the number of participants have been adjusted for 2022/23 and beyond.

Goal 3: Promote the benefits and opportunities of international education.

BCCIE plays a leadership role in communicating and engaging with stakeholders in the sector, including B.C. students, schools and institutions; international institutions; and government partners. This goal promotes the value proposition of the sector through information sharing about opportunities and best practices, as well as fostering positive relationships.

Objective 3.1: Develop effective communication and engagement strategies for outreach to domestic and international stakeholders.

Through a variety of in-person, web, and digital communication methods, BCCIE shares information about opportunities and best practices and supports positive relationships and collaborations for the benefit of the entire education sector. As the Province works to develop a balanced and student-centred approach to international education, BCCIE will play a critical role in communicating provincial international education priorities and strengthening the provincial education sector profile.

Key Strategies

- Increase publicly available information to international students in British Columbia, including information related to the availability of rights, assistance, and supports that enhance students' experiences in B.C.
- Share best practices and data by creating and distributing news stories, market intelligence, and other communications to profile the positive impact of international education at schools, districts, and institutions in B.C.
- Profile the impact of international education by sharing success stories on the benefits and economic impact of international education in B.C. communities.
- Promote the opportunities and benefits of global citizenship through study abroad experiences for B.C. students and educators.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Total number of annual pageviews for BCCIE website[1]	95,730	100,500	105,500	110,775	116,300

Data source: BCCIE Google Analytics

[1]Baseline for 2020/21 was lower than previous years due to the COVID-19 pandemic and replacing the in-person 2021 Summer Conference with an online conference. New targets have been set with a modest 5% increase year over year.

Linking Performance Measure to Objective

3.1.a This measure is an indicator of the reach and effectiveness of BCCIE's communication strategies which include messages shared via social media, newsletters, articles, and news releases. These communication channels drive traffic back to the BCCIE website and are captured by total pageviews. Google analytics defines pageviews as a view of a page on the site that is being tracked by the analytics tracking code. Pageviews is a metric defined as the total number of pages viewed.

Discussion

This metric was introduced in 2019/20 to demonstrate the effectiveness of BCCIE's communication activities to promote and support provincial international education priorities. While there are limitations with this measure as it is not a complete representation of all

BCCIE's communication and engagement strategies, it provides a high-level assessment of the efficacy of communications efforts.

In 2020/21, our page-view numbers decreased substantially as a result of COVID-19, the absence of the annual summer conference and technical changes to registrations for online events. In 2021/22, as the world re-opens and activities start resuming to a new normal, we expect our page views to start climbing. However, due to continued new registration activities for online events and conferences, the climb to traditional numbers of page views will be slow over the years. New targets are set at 5% increase per year.

Financial Plan

Financial Summary

As of December 31, 2021

($m) or ($000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Provincial Grant – General Operations	1,500,000	1,500,000	1,500,000	1,500,000
AEST – One-time Funding[1]	50,000	175,000	0,000	0,000
BCCIE Summer Conference[2]	168,000	150,000	357,000	367,000
APAIE 2022[3]	-	-	-	-
Professional Development for Sector	8,000	4000	4000	4000
Other Government Contracts[4]	379,000	-	-	-
Bank Interest[5]	8,000	9,000	9,000	9,000
Total Revenue	**2,113,000**	**1,838,000**	**1,870,000**	**1,880,000**
Total Expenses				
Program Areas[6]	712,000	421,000	387,000	356,000
Operations and Administrative Expenses (IT, Board Meetings, Supplies, Salaries)[7]	1,401,000	1,417,000	1,483,000	1,524,000
Total Expenses	**2,113,000**	**1,838,000**	**1,870,000**	**1,880,000**
Annual Surplus (Deficit)	**-**	**-**	**-**	**-**
Total Debt	**-**	**-**	**-**	**-**
Accumulated Surplus (Deficit)	**773,000**	**773,000**	**773,000**	**773,000**
Capital Expenditures	**-**	**-**	**-**	**-**

[1]At the start of 2021/22, there was $225,000 remaining from the one-time funding received from Advanced Education and Skills Training. $175,000 of this funding has been approved for deferral to 2022/23 fiscal to support the implementation of the International Education Framework.
[2]Summer Conference revenue is smaller for 2021/22 and 2022/23 due to the impacts of COVID-19. For 2022/23 BCCIE is developing the B.C. International Education Week to replace the annual summer conference.
[3]APAIE conference will be held in March 2022 as a virtual event due to continued travel restrictions and current health orders surrounding COVID-19. No net revenue is expected to be generated from this event. BCCIE expenses for APAIE are included within program area.
[4]BCCIE received transfer under agreement (TUA) funding from the Ministry of Education and Child Care in 2022.
[5]Bank interest is from term deposits.
[6]Program area expenses are higher in 2021/22 and 2022/23 due to expenses relating to the one-time funding from AEST. 2021/22 also had disbursement of TUA funding.
[7]Operational expenses are reduced in 2021/22 and 2022/23 from the temporary elimination of a position in 2021/22. Expense increases in 2023/24 and 2024/25 are primarily due to rising operating costs, including rent and insurance.

Key Forecast Assumptions, Risks and Sensitivities

The BCCIE forecast is based on the following key assumptions:

- operating funds from the Ministry of Advanced Education and Skills Training will continue at current levels for jointly agreed activities;
- a carry-over to 2022/23 of $175,000 from a total of $500,000 of one-time funding from the Ministry of Advanced Education and Skills Training to support Government's implementation of the provincial International Education Framework;
- no additional contract revenue from the Ministry of Education and Child Care;
- Summer Conference for 2022/23 will be re-imagined to focus on the priorities listed in the International Education Framework and will be a break-even event;
- revenue from Summer Conference in 2023/24 and 2024/25 is based on a slight reduction from historical in-person events as post-COVID-19 activities resume; and
- no net revenue from APAIE 2022, which will be a virtual event.

Management's Perspective on the Financial Outlook

On March 2, 2020, the APAIE 2020 conference was postponed due to mounting concern about COVID-19 and emerging travel restrictions. The conference will now be held virtually in March 2022, although we do not expect any net revenue from this event.

In 2020/21 and 2021/22, BCCIE reduced overall expenditures as a result of COVID-19, due to elimination of travel, cancellation of BCCIE-led sector missions, and the shift to online delivery of events and webinars; however, we did experience an increase in costs to effectively deliver online services. The shift in service delivery enabled BCCIE to deliver on its mandate priorities within its existing funding.

On March 30, 2020, BCCIE received one-time, restricted funding from the Ministry of Advanced Education and Skills Training of $500,000, to further BCCIE's role in implementing the provincial government's International Education Framework. With continuing travel restrictions, less international activity in the education sector due to COVID-19, and the pending finalization of the final International Education Framework, BCCIE has not yet fully completed the intended work for the one-time funds. BCCIE has been given approval to carry-over $175,000 of the one-time funds into the 2022/23 fiscal year to support the implementation of the provincial International Education Framework.

Over the years, operating costs have increased as a result of inflation increases to rent and insurance. In mid 2021/22, BCCIE temporarily deferred hiring a vacant permanent position to offset the organization's budgetary pressures.

Additionally, in 2022, BCCIE will be embarking upon a new strategic plan to strengthen BCCIE's link to the International Education Framework. Through this work, BCCIE will need to ensure the future financial strategy aligns to new strategies and priorities, such as exploring how the suspended position fits within the new strategies.

In 2022/23, it is expected that international events and travel will resume, therefore costs associated with international events will increase. BCCIE will continue to closely monitor resources and expenditures to deliver services in an efficient and cost-effective manner. BCCIE will work collaboratively with the Ministry of Advanced Education and Skills Training, Ministry of Education and Child Care, and Ministry of Jobs, Economic Recovery and Innovation to develop strategies to manage expenditures, leverage partnerships, and ensure alignment with Government priorities.

Appendix A: Additional Information

Corporate Governance

Board of Directors: http://www.bccie.bc.ca/about/board-of-directors/

Corporate Governance and Reports: http://bccie.bc.ca/about/corporate-reports/

Senior Management: http://www.bccie.bc.ca/about/our-team/

Organizational Overview

Mandate, Vision, Business Areas: http://www.bccie.bc.ca/about/about-bccie/

Partner Organizations: http://www.bccie.bc.ca/about/partner-organizations/

Location: http://www.bccie.bc.ca/contact

Additional information including an organizational overview and further details about the corporate governance structure at BCCIE can be found at www.bccie.bc.ca.

Appendix B: Crown Mandate Letter from the Minister Responsible

Our Ref. 121564

Date: May 27, 2021

Ms. Sherri Bell, Board Chair
British Columbia Council for International Education
Suite 603, 409 Granville St.
Vancouver, B.C., V6C 1T2

Dear Ms. Bell:
On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skill with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for British Columbia Council for International Education (BCCIE), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BCCIE about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Calls to Action of the Truth and Reconciliation Commission through your mandate.

- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.

- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British

Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for BCCIE, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Support Government's mandate review of BCCIE, and implementation of recommendations from the review.
- Support Government's implementation of the provincial international education framework, with a focus on:
    - Supporting school districts and post-secondary institutions to further diversify their sources of international students, and work to identify new opportunities for BC Offshore Schools; and,
    - Supporting school districts and post-secondary institutions in regions outside the Lower Mainland to build their capacity to engage in international education, and work to promote these regions as study destinations.

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 2021.

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

Sincerely,

Honourable Anne Kang

Minister

Attachment: Signature page template

cc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education and Skills Training

Feroz Ali
Selena Basi
Shawn Chisholm
Patricia Gartland
Keith Godin
Nicola Lemmer
Blair Littler
Neil Mort
Michel Tarko
Jay Yule
Board Members
British Columbia Council for International Education

Randall Martin

Executive Director

British Columbia Council for International Education