



BOARD OF GOVERNORS

Inaugural Meeting

MEETING: Monday, September 17, 2018
TIME: 5:00 pm
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

Tim Ayers
Sherri Bell, President
Cindy Choi
Joanne Cumberland
Stefan Fletcher
Brenda McBain
Margie Parikh
Ron Rice
Emily Rogers
Laylee Rohani
Rob Smythe
Al van Akker
Phil Venoit
Gultash Waraich

ADMINISTRATION:

John Boraas, VP Education
Shane Busby, VP Administration
Deborah Huelscher, Chief Financial Officer
Geoff Wilmshurst, VP Partnerships
Joan Yates, VP Student Experience

GUESTS:

Ian Humphries Dean, School of Access & Eyē? Sqā'lewen: CIECC
Janice Simcoe, Director, Centre for Indigenous Education & Community Connections (CIECC)

REGRETS:

Barbara Severyn, Executive Director, Human Resources

BOARD ASSISTANT: Heather Martin

Camosun College campuses are located on the traditional territories of the Lkwungen and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

A G E N D A

- I CALL TO ORDER** (Huelscher)
- II OATH OF OFFICE** (Huelscher)
 - i) Brenda McBain
 - ii) Margie Parikh
 - iii) Emily Rogers
 - iv) Rob Smythe
 - v) Gultash Waraich
- III ELECTION OF THE BOARD CHAIR** (Huelscher)
 - i) Board Conduct By-Law – Definition of Board Chair
Board Decision Making Policy, Sections B (partial) & C (see page 2 of agenda)
 - ii) Nominations
 - iii) Elections
- IV ADJOURNMENT**

CAMOSUN COLLEGE BOARD OF GOVERNORS

ELECTION OF THE BOARD CHAIR

G-1.1 CAMOSUN COLLEGE BOARD CONDUCT BY-LAW (IN PART)

A. Definitions

Board Chair means an external member elected annually to the position of chair from among the voting board members by a majority vote.

G-1.3 CAMOSUN COLLEGE BOARD DECISION MAKING POLICY (IN PART)

B. Roles & Responsibilities

1. Board Chair

The role of the Chair of the Board is to provide leadership to the Board and to:

- a) Chair the regular, in camera, and special meetings of the Board.
- b) Act on behalf of the Board in liaison and linkage with the CEO.
- c) Delegate or appoint Board members to Standing Committees, to the Foundation Board, to the Pacific Institute for Sport Excellence Board and to the Education Council.
- d) Represent the Board at public events and College functions, or delegate.
- e) Act as the official spokesperson for the Board.
- f) Name the Vice-Chair.
- g) Set the Board agenda.

C. Election of the Chair

1. Election of the Chair will be held annually, at the September meeting of the Board.
2. The elections will be presided over by the Chief Financial Officer or others as designated by the Board.
3. Nominations for the position of Chair will be called from the floor.
4. A vote will be decided by a show of hands unless a resolution is passed calling for a secret ballot.
5. The Chair will assume his/her position immediately upon the adjournment of the meeting.



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, September 17, 2018
TIME: immediately following the inaugural meeting
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

Tim Ayers
 Sherri Bell, President
 Cindy Choi
 Joanne Cumberland
 Stefan Fletcher
 Brenda McBain
 Margie Parikh
 Ron Rice
 Emily Rogers
 Laylee Rohani
 Rob Smythe
 Al van Akker
 Phil Venoit
 Gultash Waraich

ADMINISTRATION:

John Boraas, VP Education
 Shane Busby, VP Administration
 Deborah Huelscher, Chief Financial Officer
 Geoff Wilmshurst, VP Partnerships
 Joan Yates, VP Student Experience

GUESTS:

Ian Humphries, Dean, School of Access & Eyē? Sqâ’lewen: CIECC
 Janice Simcoe, Director, Centre for Indigenous Education & Community Connections (CIECC)

REGRETS:

Barbara Severyn, Executive Director, Human Resources

BOARD ASSISTANT: Heather Martin

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	PAGE
I CALL TO ORDER	
II APPROVAL OF THE AGENDA	
III ORIENTATION – FOLLOW UP PHOTOS	
IV BOARD MEMBER REPORTS	
1. Chair’s Report [5 min] (Rice)	no attachment
2. President’s Report [5 min] (Bell)	no attachment
3. Foundation [5 min] (Fletcher/Wilmshurst)	no attachment
4. Education Council [5 min] (Ayers)	
i) Minutes of the May 16, 2018 meeting	attachment 4
5. Pacific Institution for Sport Excellence [5 min] (Bell)	no attachment

	PAGE
V BOARD COMMITTEE REPORTS	
1. Executive Committee [5 min] (Rice)	no attachment
i) Five Year Capital Plan [5 min] (Busby) *	attachment 7
2. Finance Committee [10 min] (Choi)	
i) Minutes from the April 3, 2018 meeting	attachment 9
ii) Report from the September 4, 2018 meeting	no attachment
a) Financial Information Act Report *	attachment 11
VI APPROVAL OF THE MINUTES	
1. Minutes of the June 11, 2018 meeting [2 min] (Rice)	attachment 37
VII NEW BUSINESS	
1. Indigenization Truth and Reconciliation [30 min] (Humphries/Simcoe)	attachment 42
2. The Alex and Jo Campbell Centre for Health & Wellness Update [10 min] (Busby)	no attachment
3. Budget Reinvestment [10 min] (Bell)	attachment 49
4. Strategic Plan Progress Report [20 min] (Bell)	enclosure
VIII ADJOURNMENT	
* Requires a decision. See Page 3 for the proposed motions.	attachment 3

CORRESPONDENCE [nil]



BOARD OF GOVERNORS
Monday, September 17, 2018

V BOARD COMMITTEE REPORTS

1. EXECUTIVE COMMITTEE

i) Five Year Capital Plan

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE'S FIVE YEAR CAPITAL PLAN (2019/20 to 2023/24) TO THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.

2. FINANCE COMMITTEE

ii) a) Financial Information Act Report

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2017/2018 FINANCIAL INFORMATION ACT REPORT AND AUTHORIZE ITS SUBMISSION TO THE MINISTER OF FINANCE AND THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.



Approved Minutes

Wednesday, May 16, 2018

4:00 - 6:00 pm,

CC 321, Interurban

Present

Andrea Kucherawy, Support Staff
 Bijan Ahmadi, Faculty
 Connie Klassen, ICC Chair
 Isabel Grondin, Faculty
 Alison Bowe, Faculty
 Karen Neilson, Faculty
 Peter Ove, Faculty

Richard Stride, Administration
 Scott Harris, Administration – Via conference call
 Jackie Polding, Temporary Secretary
 Tim Ayers, Faculty (Chair)
 Rashed Al-Haque, Administration
 Brent Wasserman, Faculty

Regrets/Absent

Dana Campbell, Student
 Isaiah Jurkuch, Student
 Stephen Benecke, Faculty
 John Boraas, Administration
 Karen Lightbody, Faculty

Tia Primrose, Support Staff
 Sherri Bell, President
 Patrick Jones, Faculty
 Phil Venoit, Board of Governors

Guests

ITEM	PRESENTER
<p>A. Call to order and declaration of quorum</p> <p>The Regular Meeting was called to order at 4:10 pm by Tim Ayers, Education Council Chair.</p> <p>*<u>Note</u>: Rashed Al-Haque was allocated as a voting council member in order to reach quorum.</p>	Tim Ayers
<p>B. Acknowledgement of Coast Salish Territory</p> <p><i>Camosun College campuses are located on the traditional territories of the Lkwungen and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html</i></p>	Tim Ayers
<p>C. Round-Table Check-In</p>	Tim Ayers

If you cannot attend please inform Education Approvals @ 370-4690 or edapprovals@camosun.bc.ca

ITEM	PRESENTER
Round table discussion: plans for end of academic year (May / June)	
D. Acceptance of Agenda	Tim Ayers
E. Minutes for Approval	Tim Ayers
The minutes for March 21, 2018 were approved.	
F. Reports	
1. Education Council Chair	Tim Ayers
<ul style="list-style-type: none"> -Notice of upcoming EdCo Election. -New members will be invited for the election portion of June 20th EdCo meeting. -Members asked to submit your nominations for election positions to edapprovals@camosun.bc.ca. -Academic Governance Council (AGC) was hosted by Camosun College on May 11th. Tim Ayers was re-elected as Chair of AGC. -EdCo retreat will be post-poned until end of September. Date TBD. -Rashed Al-Haque was allocated as a voting council member in order to reach quorum. -Tim Ayers, Bijan Ahmadi and Connie Klassen to review and adjust quorum bylaws. -Melody Foreman is Camosun's new Coordinator of Education Approvals and permanent EdCo secretary. 	
2. VP Education	
Nil	
3. Board Member	
Nil	
G. Committee Reports	
Education Council Policy and Standards Committee	Rashed
Currently working on Inclusion Policy and Student Conduct Policy	Al-Haque
H. Presentation and Discussion	
I. Integrated Curriculum Committee Report	Connie Klassen
1. Curriculum for Presentation and Approval (Nil)	
2. Curriculum For Approval	Connie Klassen
<p>Motion: It was moved by Bijan Ahmadi and seconded by Isabel Grondin that Education Council approves the following:</p>	

If you cannot attend please inform Education Approvals @ 370-4690 or edapprovals@camosun.bc.ca

ITEM	PRESENTER
<p>* ELD 037, 057 * PHYS 157 * FREN 106, 205, 206, 250 <u>Note:</u> Currently the course description for FREN 250 is written in French only. It is recommended that FREN 250 course description be adjusted to include an English as well. *MUSC 143 *Diploma in Massage Therapy – Expedited Approval *AET 201, 202, 260, 261, 272, 273, 360 *BAET</p> <p style="text-align: right;">Motion carried</p>	
<p>3. Upcoming curriculum under review https://hub.camosun.ca/sites/Education/icc/</p> <ul style="list-style-type: none"> • Associate of Arts Degree – Psychology • CSEA 175 • ECET • ELC 150B • HLTH 115 • IMHA • MHA • NURS 112 • NURS 252 • NURS 253 • PN2BSN 	<p>Connie Klassen</p>
<p>J. Adournment The meeting adjourned at 5:00pm.</p>	<p>Tim Ayers</p>



BRIEFING NOTE

SUBMITTED BY: Shane Busby, VP Administration
DATE: September 17, 2018
TOPIC: FIVE-YEAR CAPITAL PLAN

For Information:

For Decision: **X**

For Discussion:

1. OVERVIEW

Each year, the Ministry of Advanced Education, Skills & Training (AEST) requires post-secondary institutions to prepare a list of major capital projects for the upcoming five year period (from 2019/20 to 2023/24). The five-year rolling capital plan must be approved by the Board prior to submission to government. Where government submission deadlines and Board meeting schedules do not coincide, government permits institutions to submit plans subject to Board approval. All projects within the plan must comply with government requirements, policies and procedures, including:

- a) Ministry Capital Asset Reference Guide
- b) Capital Asset Management Framework
- c) Greenhouse Gas Reduction Targets Act
- d) Wood First Act
- e) LEED® Gold for new construction
- f) LEED® Silver for major renovation and renewal projects and
- g) College and Institute Act.

Based upon previous Five-Year Capital Plans and assessing emerging needs at the College, the following priority projects (in order) are being put forward:

<u>Project</u>	<u>Project Costs</u>
1. Young Building Renewal	\$38.75 M
2. Student Housing	\$79.50 M
3. Huber Hall Renewal & Expansion	\$14.65 M
4. Dental Building Renewal	\$ 7.95 M
5. Dunlop House Renewal & Expansion	\$ 3.95 M

The above projects are the same as 2017/18 with an increase in costs.

2. OPTIONS

Approve motion as written or as modified.

3. FINANCIAL IMPLICATIONS

Major capital projects are typically funded by Government with a potential co-contribution requirement (e.g., Camosun, Foundation, Federal Government).

4. COMMUNICATION

Camosun submits the list to Government and notification of approved projects flows from Government.

Facilities Services and Camosun Communication group work together and with Ministry Communications staff to message out information regarding capital project approvals.

5. RECOMMENDATION AND OR MOTION

THAT THE BOARD OF GOVERNORS EXECUTIVE COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE'S FIVE YEAR CAPITAL PLAN (2019/20 to 2023/24) TO THE MINISTRY OF ADVANCED EDUCATION, SKILLS & TRAINING.

6. SUPPORTING INFORMATION:

The following table provides more information on projects within the plan, or which have recently been approved or completed (and are no longer in the plan):

Submission	Est. Cost (\$M)	Description
Young Building Renewal	38.75	With the approval of the Centre for Health & Wellness (CHW), the Young Building Renewal became the highest capital priority request. Camosun has included the full remediation cost of the building. Camosun has \$9M in reserve which will be contributed to the project.
Student Housing	79.5	Student Housing is being carefully assessed and planning is underway. Given government funding and loan parameters, Camosun is prudently investigating the benefits, costs, context and feasibility of whether the College can proceed, and if so, to what level of scope.
Huber Hall: Culinary Arts/Food Services Renewal/Expansion	14.65	The cost estimate has been adjusted to account for deferred maintenance and construction escalation in the area. Remediation and expansion of the service/building is critical, given the growing demand for food services at the Interurban campus (due to implementation of CHW).
Dental Building Renewal	7.95	The Dental Building remains a high capital priority for Camosun. The building has a high Facility Condition Index (FCI), with particular attention required on building envelope, building systems, and seismic remediation. The CHW proposal requested integration of Dental, but this was not approved by Federal and Provincial government.
Dunlop House	3.95	Dunlop has one of the highest FCI scores at Camosun. As projects are approved and completed, this iconic heritage structure has been added to Camosun's rolling capital plan.

Recent Submissions	Budget (\$M)	Description
Centre for Health & Wellness (CHW)	48.5	The CHW is Camosun's largest capital undertaking to date. The building was sought for 25 years and was finally approved. The structure is well underway, with a target completion date of September 2019.



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Tuesday, April 3, 2018
TIME: 5:00 pm
LOCATION: Paul Building, Room 216, Lansdowne Campus

FINANCE COMMITTEE MEMBERS:

Cindy Choi, Chair
 Sherri Bell, President
 Joanne Cumberland
 Ron Rice
 Laylee Rohani

ADMINISTRATION:

John Boraas, VP Education
 Shane Busby, VP Administration
 Deborah Huelscher, Chief Financial Officer
 Barbara Severyn, Executive Director, Human Resources
 Joan Yates, VP Student Experience

BOARD MEMBERS:

Tim Ayers
 Stephen Chang
 Phil Venoit
 Melanie Winter

REGRETS:

Mitchell Auger-Langejan
 Stefan Fletcher
 Bill Gyles
 Al van Akker
 Geoff Wilmshurst, VP Partnerships

BOARD ASSISTANT: Heather Martin

I CALL TO ORDER

Finance Committee Chair Cindy Choi called the meeting to order at 5:08 pm.

II APPROVAL OF AGENDA

The agenda was approved as presented.

III MINUTES OF PREVIOUS MEETING

The minutes of the January 29, 2018 meeting were approved as distributed.

IV NEW BUSINESS

1. Budget 2018/2019

The whole board is invited to attend the April Finance committee meeting in order to listen to a comprehensive review of the proposed budget. Deborah Huelscher, CFO, presented the proposed 2018/2019 budget including the accountability framework, budget strategies, cost savings and efficiencies, an overview of the process, highlights, and budget risk. The goal is a balanced budget that aims to deliver as many student FTEs as possible, to meet student and community needs, and to provide capacity for investment in alignment with the strategic plan.

This year's investment priority shifts to capital infrastructure, including the Master Campus Plan and moves associated with the new health building.

OPERATIONS - REVENUE

The total operating revenue is \$128M. For the first time in many years the college has been funded for 20 new seats for technology programming of \$.22M with 20 to be funded in 2019.

The operating grant includes funding to cover the costs of negotiated increases. Credit tuition is \$22.4M, and this includes a 2% increase in September as per the Province's tuition policy.

OPERATIONS - EXPENDITURES

The total expenses are \$123M with personnel costs of \$102M and non-personnel costs of \$21M.

CAPITAL

Capital revenue of \$11M includes \$4.6M funded by the Ministry for routine major and minor projects, and \$6M deferred capital contributions for amortization charges on externally funded projects. The budget also includes \$2.8M for the 2018/2019 amortization charge for self-funded capital assets and \$2.5M for self-funded capital investment in the current year.

BUDGET RISK

The College relies significantly on self-funded activities which will contribute \$17.3M, up \$3.1M over last year, with the most significant contribution from international education. The risk mitigation strategies for international enrolment include reliable data to monitor growth, market diversification, agent management, and communication with program areas and connection to other institutions and cost reductions to offset any decrease in revenue. General risk mitigation strategies include increased financial awareness, quarterly financial reviews, review of key performance measures, continued engagement with the Ministry and ITA, ongoing restructuring and redesign of various areas, and program mix analysis.

MOTION:

**THAT THE FINANCE COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2018/19 WITH TOTAL REVENUE AND TOTAL EXPENDITURE OF \$139,020,652 RESULTING IN A BALANCED BUDGET.
CARRIED**

2. Remuneration of Employees on the Board

Cindy Choi, Chair, noted the letter from Tony Loughran, ADM, AEST, on the remuneration of College employees on the board was attached. It was in response to past Board Chair Russ Lazaruk's request to the Minister that all board members receive the same honorarium.

V ADJOURNMENT

The meeting was adjourned at 6:08 pm.



2017/2018 FINANCIAL INFORMATION ACT REPORT

(Published in accordance with the Public Bodies Information Act of British Columbia,
1987, Chapter 8, and the Financial Information Act.)



2017/2018 FINANCIAL INFORMATION ACT REPORT STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned represents the Board of Governors of Camosun College and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Chair, Board of Governors

September 17, 2018

Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9



2017/2018 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

There were no guarantees or indemnities given by the College during the 2016/2017 fiscal year that required government approval prior to being given under the ***Guarantees and Indemnities Regulation*** (B.C. Reg. 258/87).

Chair, Board of Governors

September 17, 2018

Chief Financial Officer

September 17, 2018



2017/2018 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF DEBT

The College reports no long-term debt secured by debt instruments such as debentures, mortgages and bonds for the 2016/2017 fiscal year (B.C. Reg. 371/93).

Chair, Board of Governors

September 17, 2018

Chief Financial Officer

September 17, 2018



2017/2018 FINANCIAL INFORMATION ACT MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act*, have been prepared by management in accordance with section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia, in particular, the financial statements are presented in accordance therewith.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The College's Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Finance and Audit Committees of the Board. The Finance Committee reviews proposed budgets, monitors financial results and reports on any significant financial matters. It meets with management 4 times a year. In addition, the Audit Committee, composed of independent Governors, appoints the external auditors, reviews the audit plan and meets with the external auditors to receive their reports prior to making recommendations to the Board of Governors. It meets 2 times a year.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and expresses an opinion on the financial statements. This examination does not relate to the other schedules and statements required by the Act. This examination includes a review and evaluation of the College's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of the Board.

On behalf of Camosun College:

Name: Deborah Huelscher
Title: Chief Financial Officer

Date: September 17, 2018



**STATEMENT OF REMUNERATION AND
EXPENSES
FOR THE BOARD OF GOVERNORS
FOR THE YEAR ENDED MARCH 31, 2018**

Total amount of remuneration for each board member and the total amount of expenses paid to or on behalf of that board member.

Prepared under the Financial Information Regulation, Schedule 1, section 6(2), (3), (4), (5) and (6)

Name	Position	Full or Partial Year	Remuneration	Expenses	Retainers	Total	Number of meetings attended***
Mitchell Auger-Langejan	Elected Student	Partial		0	833	833	3
Tim Ayers*	Education Council Ex-Officio	Full	102,198	2,750		104,948	8
Sherri Bell*	President Ex-officio	Full	187,166	20,735		207,901	43
Stephen Chang**	Appointed Member	Full		0		0	10
Cindy Choi	Appointed Member	Full		0	2,000	2,000	21
Joanne Cumberland*	Elected Employee	Full	57,040	2,114		59,154	12
Stefan Fletcher	Appointed Member	Full		0	2,000	2,000	7
Nigel Giuliany	Appointed Member	Partial		0	1,500	1,500	10
Meagan Greentree	Elected Student	Partial		100	666	766	4
Bill Gyles	Appointed Member	Full		0	2,000	2,000	17
Debbie Hlady*	Elected Employee	Partial	105,811	4,643		110,454	3
Russ Lazaruk, Chair (9 months)	Appointed Member	Partial		125	1,875	2,000	18
Anthony Pica, Partial	Elected Student	Partial		0	666	666	3
Ron Rice, Chair (3 months)	Appointed Member	Full		0	2,125	2,125	32
Laylee Rohani	Appointed Member	Full		0	2,000	2,000	16
Al van Akker*	Education Council Ex-Officio	Partial	98,382	4,707			4
Phil Venoit**	Appointed Member	Partial		0			3
Melanie Winter	Elected Student	Partial	100	1,100	1,333	2,533	5
			550,696	36,274	16,998	500,881	219

* Remuneration and expenses reported for elected and ex-officio board members who are employees of the College is in respect of their duties as employees.

** Stephen Chang declined remuneration, Phil Venoit declined first pay period.

***Only board regular and board committee meetings are included under the number of meetings attended.



**STATEMENT OF EMPLOYEES'
REMUNERATION AND EXPENSES FOR
THE YEAR ENDED MARCH 31, 2018**

Total amount of remuneration for each employee that exceeds \$75,000 and the total amount of expenses paid to or on behalf of that employee, excluding employees who are members of the Board of Governors and excluding any amounts paid under a severance agreement.

Prepared under the Financial Information Regulation, Schedule 1, section 6 and the Financial Information Act, Section 2(3)(b)(i).

Employee Name	Remuneration	Expenses
Ableson, Serena	92,251	3,000
Abuleal, Sue	92,206	3,178
Adu-Febiri, Francis	93,038	3,919
Ahmadi, Bijan	87,943	1,079
Albano, Mice	88,598	4,803
Alexander, Julie	93,038	3,000
Alexander, Kevin	97,670	1,447
Allen, Christian	97,197	7,220
Allen, Glen	92,206	-
Anderson, Kristal	94,650	3,996
Anthony, Lawrence	94,933	2,182
Armour, David	96,517	70
Armstrong, David	93,038	3,000
Ashwood-Smith, Hannah	93,459	1,427
Atkinson, Gillian	91,463	3,938
Avis, Christopher	95,033	-
Ayles, Christopher	85,508	2,771
Bai, Bao-Qin	93,038	3,593
Bain, John	94,127	9,000
Ballinger, George	94,879	140
Bannikoff, Sandra	92,476	-
Barker, Ada	93,236	4,044
Baskerville-Bridges, Robert	93,680	4,800
Bass, Michelle	91,774	2,906
Beck, Sandra	92,251	-
Benecke, Stephen	84,034	-
Bennett, Jennifer	93,038	4,070
Bergeron, Dominic	104,938	608
Bergerud, Daniel	93,038	79
Berna, Laura-Lea	107,288	9,680
Bernard, Christiaan	115,579	70,452
Berry, Stuart	92,230	4,380
Biin, Dianne	91,490	965
Blundon, David	92,206	3,583
Bocsik, Miklos	93,107	1,285
Boehme, John	91,467	1,840

Boraas, John	160,928	39,982
Borins, Michael	93,038	2,100
Borrowman, Anne	91,910	2,873
Bowe, Alison	95,447	908
Bowles, Angela	77,959	1,787
Brash, Mona	90,398	3,414
Brix, Ann	90,978	688
Broad, Kyle	97,575	683
Broom, Zoe	105,351	6,144
Brown, Jessie	84,236	2,482
Brown, Tika	84,071	886
Browning, Ian	92,972	877
Bryan, Gwenda	92,251	967
Bryce, Andrew	84,460	-
Bunton, Kirsten	84,342	4,028
Burrage, Peter	100,646	488
Busby, Shane	158,746	533
Caldwell, Judy	93,321	-
Callin, Timothy	93,038	-
Calvert, Brian	105,173	2,124
Cameron, Ian	93,038	-
Campbell, Brock	88,737	1,138
Campbell, Meghan	91,419	2,791
Cazelais, Gilles	92,232	-
Chakanyuka, Christina	79,882	-
Chan, Arnold	86,043	-
Chen, Susan	92,206	3,962
Chia, Pei Mei	86,755	54
Christensen, Sandra	76,365	19,993
Chung, Lawrence	110,521	3,000
Clarke, Karen	90,233	-
Clement, Michelle	91,343	3,719
Coccola, Odette	98,673	2,290
Coey, Brian	86,269	449
Conway, Jacqueline	94,047	22,731
Cowden, Stephen	76,630	-
Crowther, Douglas	93,850	-
Cuizon, Gemma	86,830	-
Cumiskey, Jason	98,989	-
Curran, Justin	94,367	232
Curtis, Trevor	92,458	3,000
Daigle, Daniel	93,686	523
deGoey, Carmen	98,304	2,248
delVillano, Heather	95,018	17,688
Denchev, Yolina	92,428	4,615
Dhade, Gurbinder	83,594	517
Dhillon, Jasdeep	86,831	1,114

Dober, Clemens	106,735	-
Docherty, Marcia	91,536	4,354
Donatelli, Martin	85,672	694
Doner, Susan	93,038	2,270
Donnecke, Daniel	92,206	-
Doran, James	93,038	-
Dosanjh, Harjit	89,185	-
Downarowicz, Jadwiga	92,232	3,000
Drews, Marilyn	79,750	3,182
Duncan, Alan	97,869	1,058
Dundas, Melvyn	94,188	3,692
Dunning, Troy	105,189	949
Dyer, Clifford	89,734	-
Elkin, Timothy	90,243	3,887
Elliot, Enid	90,639	2,453
Erdelyi, Sarah	87,279	2,904
Everitt, Carl	95,887	12,418
Farish, Tanis	94,588	3,799
Fast, Robin	94,874	2,950
Fayowski, Vivian	90,846	4,173
Fell, Peter	99,116	1,346
Ferguson, Stephen	97,833	620
Fernyhough, Lois	97,205	975
Ferriss, Anita	96,833	6,564
Fertile, Candace	92,826	3,426
Fire, Artemis	79,558	1,670
Fisher, Blair	103,007	5,692
Frame, Heather	93,756	2,291
Frost, Catherine	92,251	743
Fukushima, Masayuki	87,634	15,372
Fyfe, Maria	86,141	16,045
Gaudreault, Patricia	95,931	3,268
Gibbs, Renate	80,056	4,127
Giffon, Karen	92,206	259
Giles-Pereira, Rosalind	95,516	595
Gilliland, Diane	93,018	3,832
Giuliani, Jennifer	91,463	-
Glover, Robert	103,981	931
Godwin, Leah	76,824	1,128
Gonzalez-Harney, Dalia	91,743	452
Goodrick, Jodi	94,993	2,557
Gordon, John	111,138	27,253
Gormican, Stephen	96,719	3,290
Gow, Jennifer	89,771	-
Grigoryan, Narine	101,471	900
Grondin, Isabel	85,065	1,594
Gupta, Pooja	93,535	1,268

Gustafson, Aleah	77,652	3,295
Hadian, Shohreh	96,408	-
Hagreen, Vara	83,202	6,123
Hall, Carly	93,711	10,255
Hamilton, Tark	89,017	4,056
Hampton, John	93,038	-
Hancyk, Philip	88,816	5,596
Hannigan, Patricia	77,433	425
Harber, Mary	85,741	4,792
Harris, Donovan	91,523	5,053
Harris, Scott	117,167	1,682
Harrison, Sybil	119,972	7,669
Haynes, Sheryl	91,463	1,373
Hayre, Mandeep	96,719	6,749
Haywood, Geoffrey	87,096	-
Heagy, Robin	94,612	123
Heerah, Imtehaze	91,463	416
Herman, Dagmar	75,774	1,240
Herron, Brian	93,038	795
Hodgson, Daniel	97,963	1,690
Hoggard, Amy	92,569	3,977
Hoh, Joseph	93,005	3,467
Hood, Christine	76,091	3,617
Horie, Michael	87,133	-
Horsman, Beverly	92,618	-
Hoskyn, Karen	82,722	250
Hotchkiss, Chrisa	83,199	2,898
Hrechka Fee, Jessica	92,116	-
Huelscher, Deborah	149,069	3,006
Huffman, Shauna	86,043	996
Humphries, Ian	119,972	3,793
Humphries, Joan	96,719	5,831
Hunt, Judith	92,418	2,573
Hunter, Peggy	91,201	3,000
Iacobucci, Denise	93,038	-
Inglis, Gordon	98,763	3,506
Ipe, Alex	91,419	-
Iribarne, Jeanne	93,132	900
Isaac, Jo-Anne	84,851	1,954
Ivanov, Katrina	86,962	-
Jackson, Beverly	93,038	1,994
Jackson, Janet	86,043	-
Jackson, Lynnea	82,751	2,699
Jaffey, Marina	92,837	3,850
Jantzen, Darlaine	95,142	7,660
Jarrett, Patricia	92,206	5,716
Johnson, Pamela	92,321	1,480

Johnston, Susan	95,125	150
Jones, Christopher	103,676	6,117
Jones, Kari	89,144	-
Jones, Patrick	100,847	4,528
Jung, Stan	98,579	1,082
Kellman, Chris	116,556	1,150
Kemna, Angela	79,847	5,403
Kemp, Timothy	102,992	2,424
Kennedy, Sonja	101,285	2,118
Kerins, Kristine	94,485	2,739
Kerr, Sonja	81,529	3,394
Kerrigan, Neil	91,916	706
Khalifa, Nasr	93,563	-
Kilburn, Nicole	93,038	2,539
Kinniburgh, Susan	76,457	-
Kirchner, Christine	92,251	3,000
Kirkland, Tanya	75,274	4,164
Klassen, Constance	96,708	836
Knight, John	85,918	6,067
Knipfel, Graham	88,935	67,708
Kohl, Diana	85,640	2,755
Konomoto, Elizabeth	88,792	2,723
Kristjanson, Tana	80,116	4,852
Ku, Tennyson	85,999	-
Kumar, Mahesh	98,196	476
Kunen, Mark	88,665	551
Lai, Raymond	91,445	-
Lambert, Jennifer	78,278	284
Lane, Kirstin	91,535	3,332
Lang, Stephen	96,024	1,334
Larkin, Kara	87,881	172
Larose, Patricia	79,929	12,394
Lee, John	94,312	2,838
Lee, Lawrence	93,038	1,000
Lemieux, Kimberly	80,028	586
Lenihan, Beverley	92,251	900
LeVecque, Jennifer	93,038	1,704
Ley, Robin	87,022	1,400
Li, Diana	92,251	-
Lidstone, Rodney	94,543	482
Lieb, Christian	77,306	684
Lightbody, Karen	95,111	5,321
Limacher, Mark	92,232	3,623
Lindner, Bonnie	80,885	-
Lindsay, Maureen	91,117	13,127
Liska, Julia	83,842	-
Littlejohn, Paula	92,206	5,306

Lu, Ocean	92,933	1,098
Lyall, Dorothy	86,674	2,700
Lyle, Ross	91,821	2,505
Lysak, Michelle	100,085	977
Mack, Catherine	92,188	3,784
MacRae, William	92,326	-
Maguire, Patrick	89,459	2,583
Mahoney, Ellen	79,500	-
Mar, Len	93,898	835
Marczak, Karyn	93,036	-
Mason, Rebecca	92,484	2,209
Mayes, Wayne	92,043	3,000
McAlister, Martha	92,056	2,928
McCormack, Bruce	92,251	3,063
McIntosh, Ann	94,113	527
McKinnon, Stephen	96,353	245
McLean, Melissa	100,602	-
McLean, Nancy	79,261	-
McNeill, Karen	83,278	8,869
McPherson, Robert	96,071	1,141
Meanwell, Neil	93,038	2,987
Meek, David	94,543	-
Megenbir, Ron	94,543	52
Mehta, Rajesh	92,206	-
Mekelburg, Brent	93,774	13,481
Melissa, Shelley	94,129	2,346
Michaud, Francis	85,004	970
Middleton, Annemarie	88,538	4,550
Mitchell, Sandee	91,996	6,094
Molnar, Charles	75,208	-
Montague, Valerie	92,469	5,690
Montgomery, Patrick	92,342	1,489
Moore, Thalia	89,162	2,281
Moorhouse, Kelli-An	88,989	770
Morch, Elizabeth	92,875	1,879
Morier, Christopher	80,997	3,303
Morris, Dennis	94,543	13,000
Morrison, Alexander	92,635	1,000
Muir, David	82,763	275
Murphy, Deidre	77,777	1,140
Murray, Geoff	95,313	2,759
Neilson, Karen	98,382	6,737
Nelson, Edgar	92,251	2,600
Nemec, James	91,463	3,000
Nevado, Thuy	92,315	154
Newburg, Grant	92,968	-
Newton, Lorelei	89,801	4,252

Newton, Thomas	98,200	1,518
Nielsen, Olaf	108,435	32,862
Niwa, Maureen	92,251	2,901
Noel, Justine	92,814	900
Nordman, Eric	94,335	-
Norrie, Keri	96,077	2,057
Noussitou, Gilbert	82,099	10,300
Odynski, Patricia	93,360	1,112
Ogilvie, Ernest	91,419	2,904
Oickle, Mark	77,579	-
Ormiston, Todd	104,386	12,891
Ove, Peter	90,531	-
Paetkau, Laura	85,245	2,181
Painter, Leslie	86,386	-
Panton, Douglas	93,038	3,794
Parker, Alison	93,094	3,977
Paterson, Allan	93,711	2,090
Paterson, Elaine	92,206	2,571
Paxman, Erika	93,038	3,944
Peivast, Morteza	99,523	5,983
Pelling, Cate	91,613	-
Penn, Hazell	83,738	3,642
Perkin, Ronald	93,505	4,955
Petrak, Heidi	92,078	1,430
Pettyjohn, Dwayne	87,557	1,991
Pimlott, Godfried	110,212	-
Pitman, Kelly	91,625	3,000
Plant, Nannette	83,830	8,788
Ploughman, Elizabeth	92,336	-
Plummer, Marilyn	92,094	1,161
Pollock, Michael	93,038	-
Prytherch, Sian	93,038	1,999
Puritch, Jeanne	94,012	3,100
Quigley, Sharon	88,561	-
Raju, David	92,251	1,676
Rayson, Todd	86,830	138
Read, Nicholas	103,348	-
Richman, Michael	93,973	1,000
Robb, Leanne	96,756	3,424
Robbins, Lynda	78,888	-
Robertson, Lisa	92,206	457
Robinson, Liisa	81,076	5,392
Robson, Beverley	81,782	3,000
Roe, Sarah-Jayne	98,417	4,087
Rogers, Pamela	86,579	527
Rook, Rusty	93,038	232
Ross, Kristin	92,783	4,808

Rumpel, Steven	109,094	800
Rusekampunzi, Augustin	78,754	-
Russell, Robert	86,830	15,131
Sacilotto, Laura	92,778	984
Schaerer, Saryta	120,680	301
Schudel, Emily	94,044	3,718
Scott, Stephen	90,491	6,810
Sehn, Eric	119,972	4,295
Severyn, Barbara	138,211	5,431
Shelstad, Megan	93,038	3,261
Shepherd, Laura	92,002	-
Shields, Diana	88,433	3,663
Shpak, Dale	104,831	743
Silden, Eva	92,759	3,855
Sillem, Nikolaas	88,231	-
Simcoe, Janice	105,198	2,951
Sims, Trina	77,478	827
Sly, Nancy	105,318	5,530
Smith, Cynthia	118,813	15,180
Smith, Derek	94,054	911
Smith, Mavis	92,206	5,117
Sorensen, Robert	90,631	-
Stask, Christopher	95,250	6,884
Stein, Anna	80,582	3,900
Stein, Jennifer	92,509	3,402
Stekelenburg, Lisa	79,423	768
Stephen, Jeffrey	91,000	3,193
Stephens, Karen	95,613	3,100
Stratford, James	94,543	255
Stretch, Lindsay	94,644	-
Stride, Richard	119,972	6,379
Strobl, Margit	92,394	3,216
Stubbs, Neil	92,257	-
Stull, Joshua	76,548	6,024
Sunderland, Andree	93,038	3,081
Surridge, Blair	93,731	5,725
Swanwick, Mark	91,359	4,546
Sykes, Ryan	86,089	977
Szwender, Halinka	98,368	2,108
Tait, Shannon	88,596	96
Tamosiunas, Joel	76,905	1,436
Tarnai-Lokhorst, Kathy	94,745	-
Tavares, Cecilia	93,466	1,037
Telford, John	79,302	993
Thiessen, Susanne	99,633	3,000
Thomson, Daryl	94,487	-
Thorndyke, Robert	101,643	-

Todd, Thea	92,412	900
Tol, Ian	107,288	690
Tonks, Randal	92,232	3,667
Traore, Michelle	84,346	11,496
Travers, Nicholas	87,048	-
Tudor, Tara	95,208	1,436
Underwood, Larry	78,086	15,911
van Alderwegen, Anneke	90,310	230
van de Vegte, Joyce	93,394	10,848
van Oort, James	144,010	-
VanDenbossche, Jamie	85,729	14,909
VanSchubert, Steven	91,463	4,106
Vaux, Darren	123,583	6,054
Vawda, Ahmed	93,620	-
Verjinschi, Bogdan	92,206	-
Vernon, Anthony	95,561	15,791
Vis, Alfred	94,543	-
Vos, Peter	79,126	-
Vreugdenhil, Philip	86,183	-
Wadsworth, Kerry	93,679	841
Wakefield, Ronald	92,026	-
Walker-Duncan, Steven	101,858	4,167
Walzak, Timothy	138,017	9,108
Warren, Russell	103,148	-
Warrender, Ian	94,543	28,059
Wassermann, Brent	92,251	4,417
Weaver, Michael	90,807	5,834
Webster, Anthony	92,575	3,025
Weimer, Melody	93,756	1,781
Welsh, Marlene	92,692	1,143
West, Elizabeth	92,105	3,913
Wieler, Susana	75,850	-
Willbond, Mary	91,419	527
Wilmshurst, Geoffrey	161,619	38,193
Wilson, Ali	82,751	2,042
Wilton, Bree	80,099	-
Wong, Bill	96,719	2,874
Wong, Regina	89,242	6,560
Wood Meszaros, Aileen	79,770	1,166
Woodward, Eleanor	91,461	641
Worrall, Richard	94,729	1,748
Wrate, Cynthia	101,953	5,612
Wrean, Patricia	93,038	-
Yacucha, Keith	84,349	108
Yahn, Brian	85,025	6,618
Yakimoski, Nancy	93,179	446
Yang, John	91,445	-

Yates, Joan	159,053	14,055
Yee, Francis	91,792	1,917
Yilmaz, Cuma	84,970	4,080
Yutani, Lynelle	94,518	15,715
Zajchowski, Richard	75,890	1,730
Zaleski, Leta	80,271	2,106
Zamluk, Corrine	91,194	2,406
Zehr, Lori	90,445	2,998
	<hr/>	<hr/>
Total over \$75,000	39,101,409	1,453,484
Total for employees earning less than \$75,000	40,229,173	1,010,500
	<hr/>	<hr/>
Total All Employees	79,330,582	2,463,984
	<hr/> <hr/>	<hr/> <hr/>

Severance Information:

Number of agreements	3
Number of equivalent month's gross salary	10

Prepared under the Financial Information Regulation, Schedule 1, section 6(7)

Reconciliation

Total remuneration for Members of the Board of Governors	\$ 567,694
Total remuneration for other employees	\$ 79,330,582
	<hr/>
Subtotal	79,898,277
Total per Note 13. Expenses by object:	101,418,669
	<hr/>
Variance	<u>(21,520,392)</u>

Explanation of variance:

Prepared under the *Financial Information Regulation* , Schedule 1, section 6 and the *Financial Information Act* , Section 2(3)(b)(i).

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.



**PAYMENTS TO CORPORATIONS, FIRMS
AND INDIVIDUALS FOR SUPPLIES OR
SERVICES RENDERED DURING
THE YEAR ENDED MARCH 31, 2018**

Prepared under the Financial Information Regulation, Schedule 1, section 7 and the Financial Information Act, Section 2.

Vendor	Amount
2IC Systems Inc	47,542
4imprint Canada	39,129
8099227 Canada Ltd	45,179
A & L Electronic	32,908
Acacia Landscape Inc	36,356
Acklands - Grainger Inc	33,705
Acme Supplies Ltd.	134,324
Air Liquide Canada Inc	84,310
Alert First-Aid Inc.	30,180
Apple	85,684
Applied Engineering Solutions Ltd.	32,320
Applied Management Centre	111,668
Aral Construction	818,959
Aramark Canada Ltd.	120,389
Axis Design	26,040
Ayva Educational Solutions Ltd	47,949
B&C Food Distributors	46,118
B+H Architects	152,268
Bartle & Gibson Co Ltd	25,689
BC Electrical Association	41,448
BC Hydro	961,671
BCNet	468,068
BC Pension Corp	6,971,659
BC Transit	84,463
Best Buy Canada Ltd.	25,793
Black Press Group Ltd	56,069
Breakwater Law	80,000
BTY Consultancy Group Inc	48,170
Can-Achieve International Education Limited	72,225
Canadian Linen Supply	30,578
Canam Consultants	46,250
Canem Systems	35,816
Canpro Construction Ltd	4,076,331
Capital Stenographic Services	25,989
Cardinal Health Canada Inc	84,199
Charms Education & Immigration Services	72,900
Charter Telecom Inc	54,290
Chase Office Interiors	62,593
Chemistry Consulting Group Inc	67,520
Chetanya Career Consultants Pvt Ltd	72,650
City Spaces Consulting Ltd	30,197
Coastal Painting Ltd.	28,061
Coca-Cola Refreshments Canada Co.	47,107
Colleges and Institutes Canada	47,565

Colliers Project Leaders Inc.	222,115
Computrain IT Pvt Ltd	30,600
Corfield and Associates	31,500
Corp of The Dist Of Saanich	1,057,672
CSA Canadian Standards Association	32,677
Decoda Literacy Solutions Society	185,000
Dubwear	47,147
DV Media/DV Cuisine	32,151
Ebsco Canada Ltd	32,828
Ellucian Technologies Canada	360,613
Erb Technical Contracting Ltd.	96,315
Executive House Ltd.	90,356
Federal Express Canada Ltd.	28,458
Festo Didactic Ltd	183,596
Fisher Maritime Consulting Group	52,242
Fisher Scientific Company	27,278
Flynn Canada Ltd.	27,945
Follett Higher Education Group	81,319
FortisBC	218,009
Frame And Associates	33,809
GE Healthcare	32,025
Geffen Gourmet Catering	34,051
Global Industrial Canada Inc.	25,452
Global Payments	552,420
Graphic Office Interiors Ltd	48,885
Greater Victoria School Board	85,075
Gregg Distributors B C Ltd.	40,784
Guard.Me International	54,298
Harris & Company LLP	70,134
Henry Schein Canada, Inc.	191,899
Homewood Health Inc	40,974
Honeywell Limited	66,516
Hu-Friedy Mfg. Co., LLC	64,852
ICBC	29,813
IDP Education	55,030
IEL Projects Ltd	3,165,460
Independant Contractors & Businesses Assoc	85,781
Infosilem Inc	25,961
Innovative Pathways Inc	80,257
Island Office Equipment Ltd	32,374
Island Tractor & Supply Ltd	56,581
J.E. Anderson & Associates	25,051
Jackson Irving	34,771
Jain Overseas	39,527
John Wiley & Sons	161,236
Kaufman, Hall & Associates LLC	62,045
Kinetic Construction Ltd	28,597
KMS Tools	47,572
Knappett Projects Inc.	6,283,106

KPMG LLP	29,584
Laerdal Medical Canada Ltd	29,029
Linde Canada Ltd C3199	45,031
Livingston Internation, Inc.	36,530
Lloyd'S Register Canada Ltd	76,125
Login Brothers Canada	187,918
Long View Systems Corporation	463,493
Lumberworld Ltd	111,363
Manulife Financial	5,199,650
Mark's Commercial	29,025
Marsh Canada Ltd	37,267
MBS - Textbook Exchange, Inc.	120,645
Mcgraw-Hill Ryerson Limited	89,793
MCW Consultants Ltd	32,962
Mencius Consulting Ltd	42,788
Microserve Business Computers	1,238,349
Microsoft Corporation	47,153
Minister Of Finance	323,334
Moneris	85,335
Monk Office	524,449
Montcalm Ventures Ltd DbA Budget Car Sales	51,631
Monti's Marine & Motor Sports	31,643
Morton Clarke & Co. Ltd.	45,622
Mothers Computers	26,968
MPS Macmillan Publishing Services	38,504
Multivista Construction Documentation	27,615
MVCC Video Communications Corp	129,234
Nebraska Book Company	41,823
Nelson Education Ltd.	285,911
North Island College	40,522
Orbis Communications Inc	44,310
Oxford Univ Press	106,275
P.R. Bridge Systems Ltd.	33,194
PA Finishing	29,817
Pacific Institute For Sport	637,484
Pacific Restaurant Supply, Inc.	33,567
Pacific Spray Booths Ltd.	34,222
Passion Sports	37,845
Pattison Outdoor Advertising	25,151
Pauquachin First Nation	52,819
Pearson Education Canada	734,953
Postage By Phone	50,000
Price's Alarm Systems Ltd	28,751
Professional Choice Uniform Inc	34,501
Proquest LLC	90,552
Queen's Printer	219,415
Raffles Educuity	37,500
Read Jones Christoffersen Ltd	209,209
Receiver General for Canada	4,178,984

Refuse Holdings Ltd	33,078
RFS Canada	98,036
Ricoh Canada Inc	180,747
Roadmasters Safety Group	27,213
Robbins Parking Service Ltd	249,423
Rogers	95,006
Rolex Plastics & Printing Ltd	29,575
Rona Home Centre	25,449
Saltspring Island Literacy	29,200
Santa Monica Study Abroad Pvt Ltd	86,115
School District #63	58,564
School District #64	125,143
School District #62	99,175
Securiguard Services Limited	242,403
Shanahan's Ltd (Mcgregor Group)	38,304
Shell Energy North America (Canada) Inc	139,846
Shield Safety Services	47,302
Shop3D.Ca	39,813
Signs Of The Times Ent Inc	69,781
Simon Fraser University	183,696
Sirsidynix	35,600
Skillplan	39,940
Skills Canada Bc	74,530
Skillsource	100,215
Solidcad	159,976
Songhees First Nation	88,914
Spatial Technologies Inc	59,579
Spicers Canada	135,849
Stantec Consulting Ltd	1,874,728
Staples	40,955
Summit Mechanical Systems	114,965
Sushil Seli	92,378
Sysco Victoria	183,399
Telus	141,513
The Canada Homestay Network	27,650
Think Communications Inc	31,688
Thrifty Foods	31,216
Thurber Engineering Ltd	53,833
Top Line Roofing Ltd	586,202
Travesia Partners Consulting Inc	29,897
University of Victoria	60,864
Vancouver Island University	74,976
Vancouver Public Education Alliance	33,784
Veritiv Canada, Inc	67,255
Victoria Conservatory Of Music	160,280
Victoria Literacy Connection	48,410
Waste Management	108,198
Westburne West	45,488
Westcoast Roof Inspection	47,351

Westech Systems Fm Inc	28,615
Western Equipment Ltd	38,485
Wilkinson Steel And Metals	79,747
Wilson's Transportation Ltd	159,084
Wolters Kluwer Ltd.	26,015
Worksafe BC	292,347
WSP Canada Inc	<u>36,280</u>
Total over \$25,000	53,130,409
Total less than \$25,000	7,066,677
Grand total	<u><u>60,197,086</u></u>

Reconciliation

Total of aggregate payments exceeding \$25,000 paid to suppliers	\$ 53,130,409
Consolidated total of payments of \$25,000 or less paid to suppliers	\$ 7,066,677
Consolidated total of all grants and contributions exceeding \$25,000	\$ -
	<hr/>
Subtotal	\$ 60,197,086
Total per Note 13. Expenses by object	28,036,876
	<hr/>
Variance	<u><u>32,160,210</u></u>

Explanation of variance:

Prepared under the *Financial Information Regulation* , Schedule 1, section 7 and the *Financial Information Act* , Section 2.

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, June 11, 2018
TIME: 5:00 pm
LOCATION: Paul Building, Room 216, Lansdowne Campus

BOARD MEMBERS:

Ron Rice, Chair
 Tim Ayers
 Sherri Bell, President
 Stephen Chang
 Cindy Choi
 Joanne Cumberland
 Stefan Fletcher
 Bill Gyles
 Laylee Rohani, Vice Chair
 Al van Akker
 Phil Venoit (via teleconference)
 Melanie Winter

ADMINISTRATION:

John Boraas, VP Education
 Shane Busby, VP Administration
 Deborah Huelscher, Chief Financial Officer
 Barbara Severyn, Executive Director, Human Resources
 Geoff Wilmshurst, VP Partnerships
 Joan Yates, VP Student Experience

GUESTS:

Scott Harris, Registrar
 Dan Hodgson, Director, Institutional Research & Planning

REGRETS: Mitchell Auger-Langejan

BOARD ASSISTANT: Heather Martin

I CALL TO ORDER

Ron Rice, Chair, called the meeting to order at 5:00 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III BOARD MEMBER REPORTS

1. Chair's Report

Ron Rice, Chair, was invited to take part in the BC Indigenous Articulation Committee meeting which took place over three days at Camosun in May. The members are from a wide range of government and post-secondary institutions in BC. He was astonished at how much work they accomplished in three days. Sherri Bell, President, and Ron met and will be planning Sherri's 360 for September.

The Joint Foundation/Board of Governors annual meeting was a great opportunity to share ideas and get to know each other. Next year's meeting will be in January and have a special focus on health. It will include a tour of the Health building.

Thank you to Laylee Rohani for speaking on behalf of the board at the Trades student awards on May 29. Al van Akker also attended. Bill Gyles spoke at the Technology student awards on May 30.

The capital campaign for the newly named 'The Alex & Jo Campbell Centre for Health and Wellness' was launched on May 30 at the Beach House. It was a wonderful celebration. Thank you to all the members who came to show support. The campaign has already achieved half of the target of \$5M.

Cindy Choi will bring greetings to the School of Business student awards on June 18, and Laylee Rohani will speak at the Centre for Sport & Exercise Education student awards on June 19. The College wide graduation ceremonies will take place June 21 and 22 over four separate sessions. Over 4000 student will be graduating. Cindy Choi, Laylee Rohani, Bill Gyles and Ron Rice will speak on behalf of the board. If you would like to attend any of the four sessions, please let Heather know as soon as possible. This is our last meeting with Bill Gyles, Melanie Winter and Mitchell Auger-Langejan. You will have a chance to say goodbye at the farewell reception following tonight's meeting.

Ron and Sherri Bell attended a film screening at Camosun of 'Finding Peter Bryce'. It was a documentary on the Deputy Minister of Health who blew the whistle on residential schools in 1907, and was shunned. His descendants, one of whom teaches at Camosun in communications, were researching the story.

2. President's Report

Sherri Bell, President, noted she attends most of the same events as Ron Rice, so won't repeat them. The draft Institutional Accountability Plan and Report on today's agenda captures a lot of the year end reporting and there is a lot to celebrate. A highlight of the last month was the retreat at Camp Pringle. It was a cultural camp put on by Indigenous elders and educators from Camosun. Administration had two days together to eat, learn, and celebrate. They made a drum from scratch, and learned that they must give their first drum away. Sherri attended the BC Tech Summit in Vancouver, where Camosun had a display. She went to a one day workshop at the Post-Secondary Employers' Association (PSEA).

The launch for the health campaign was incredible. The Foundation staff did an amazing job, and made the donors feel valued. There was a virtual walk through of the building. The campaign has already achieved half of the mandatory \$5M the College must raise. The Minister of Education Rob Fleming and his staff, all of whom are Camosun alumni, spent the morning of June 1 at the College. They toured Camosun Innovates and were very impressed by our connection to industry. They went to trades to hear from dual credit students, which is funded by the Ministry. They had lunch cooked by the Culinary Arts students. Next week the College-wide graduation takes place over two days. It is very emotional and exciting, and a lot of fun. Sherri highly recommended that the board attend. It takes an enormous amount of work to mount as it is all done in-house.

3. Foundation

Stefan Fletcher, Foundation Liaison, noted the board met two weeks ago. They had an audit and discussed investment strategies. The amount of funds going to students next year has increased significantly. The new staff were introduced to the Foundation board.

4. Education Council

Tim Ayers, Education Council Chair, noted the minutes from the March 21, 2018 meeting were included in the agenda package. Tim went over the highlights of the May 16, 2018 meeting.

The elections for the Education Council Chair and Vice Chair will take place at the June 20 meeting.

5. Pacific Institute for Sport Excellence (PISE)

Stephen Chang, PISE Board of Directors member, reported they met two weeks ago. There was ongoing discussion regarding Canadian Sport Institute Pacific and the facility. PISE is about to launch a \$1.5M campaign. The main part will be \$1M to replace the field. They also want an outdoor training facility in front of the building, to refinish the gym floor, and to add seating. The College usually contributes to their fundraising efforts as our students use it.

IV BOARD COMMITTEE REPORTS

1. Audit Committee

i) The minutes from the October 30, 2017 meeting were included in the agenda package.

ii) Report from the May 29, 2018 Enterprise Risk Management Audit meeting
Bill Gyles, Chair, Audit Committee, gave a report on the May 29, 2018 Audit Committee meeting. Last year the board tasked the Audit committee with enterprise risk management. They reviewed the risk register in detail. It no longer goes directly to the board, as they will get the report from the Audit committee. There were eight high risks, nine medium risks, and three from last year were removed. The Audit committee will select one risk item per year for further audit, and will come up with recommendations on how to better mitigate the risk. The most urgent is cyber-attack. The committee will hire a consultant for the review. IT will provide a risk registry of their security concerns in priority order. Deborah Huelscher, CFO, will take the lead. The budget is up to \$50K. An interim report will go to the Audit committee in October, which will be reported to the board. The final report will be delivered within the year. The second priority is deferred maintenance and functional obsolescence of the College buildings, but it will be looked at after completion of the Campus Master Plan.

iii) Report from the June 4, 2018 Audit Committee meeting

a) Audited Financial Statements for the Year Ending March 31, 2018

The draft audited financial statements are included in the agenda in draft form. The committee met with KPMG, who reported it was a very clean audit.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2018 AS PRESENTED.

CARRIED

b) Reappointment of the Auditor

KPMG provided a rolling 5 year proposal and we just completed year three. The board must appoint an auditor each year.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REAPPOINT KPMG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2019.

CARRIED

1. Executive Committee

Ron Rice, Chair, noted they received an update on the Centre for Health and Wellness progress. Sherri will talk about Student Housing later on the agenda. The Executive received a lot of good feedback from the Board Individual Evaluations. Cindy Choi and Deborah Huelscher will put on a half-hour lesson on basic finance training at the lay-person level prior to the first fall board meeting, and prior to the budget decision Finance meeting. Heather will contact the Camosun College Student Society to ask them to bring a presentation to the board on what they do. The process for asking questions, putting forward agenda items, and current committees and membership will be put on the Orientation agenda. Heather will attach the committee's Terms of Reference to the agenda of the first meeting of the term for each committee, and include when non-voting board members can vote. For the next annual board orientation, the members asked for quality one-on-one time to get to know each other and have more interaction with College Executive Team, as the current format is too formal. It will be changed to a longer event with an active social activity to follow. Contact Sherri Bell with ideas for orientation. It may be delayed a week if it ensures the two new students will go. The topics for the Special Focus will be 'Focus on Education', and a 'Focus on Health' in January. It will replace the Joint Foundation/Board meeting in May.

V APPROVAL OF THE MINUTES

The minutes of the May 7, 2018 meeting were approved as distributed.

VI NEW BUSINESS**1. Student Housing**

Sherri Bell, President, advised last month that she said the board would be asked for a decision today for administration to proceed with the work on student housing. The report Sherri received indicated costs were substantially higher than expected. It will now go to the board in the fall when there is more information from the meetings with Government. Camosun College was not included in the first wave of loans from Government.

2. The Alex and Jo Campbell Centre for Health and Wellness Update

Shane Busby, VP Administration provided an update on the Alex and Jo Campbell Centre for Health and Wellness. The fourth floor slab has been poured, and the roof will be next. They have reduced the schedule by three to four weeks. There are sixty workers on site at present.

3. Annual Enrolment Report

Joan Yates, VP Student Experience, noted the annual enrolment report is for the board's use principally. The numbers are critical to Scott Harris in his role as Registrar, and Institutional Research & Planning is now reporting to him. Dan Hodgson, Director, Institutional Research & Planning, is working closely with the Registrar's team. Scott Harris advised Full Time Equivalent and Headcount are different. FTE is the count that Government requires, and 1 equals 1 student taking a full course load in a program. If they are taking half the courses they count as .5 FTE. Overall activity was almost same as last year. Domestic FTE was down a bit and international enrolment was up 9%. The Headcount was 18,338. The trends are comparable to other institutes in the Province. Utilization measurement is based on the domestic target set by Government, and it is almost 100%. Headcount is important as it affects library services, parking, food services, bookstore, and space.

4. Institutional Accountability Plan & Report 2017-18

Joan Yates, VP Student Experience, noted the report is required by the Ministry and is posted on their website. The draft format is included in the agenda. It is written in alignment with Government priorities, so they can see how Camosun meets their mandate. The data at the back is what they require, but we include Camosun's story at the front end. It gives a comprehensive overview of the accomplishments over the past year and is a good news story. Scott Harris reviewed the data in the report as it is closely related to the enrolment report. The demographic trends will be adjusted to show the Indigenous population.

5. Camosun Coastal Centre

Geoff Wilmshurst, VP Partnerships, reported that in its first year of operation the Camosun Coastal Centre was an enormous success. He acknowledged the Manager, Michelle Traoré for her role in its growth. The centre is extremely well used, and offers programming offsite in Halifax and Vancouver. There is local and national marine industry interest in the training. With over 5000 students, 2017/2018 showed the best usage in the history of the building. The gross revenue was \$600K. The net revenue was less because of the cost to buy the building, the cost of signage and upgrades. They were still able to add \$80K to the Camosun bottom line. The net revenue is expected to increase substantially next year, and they will then look at expanding capacity.

VII ADJOURNMENT

The meeting was adjourned at 6:35 pm.

Ron Rice, Chair

Date

Heather Martin, Recorder



Indigenization & Reconciliation Task Force Update September 10, 2018

From: Ian Humphries, Dean, School of Access, and Janice Simcoe, Director, Eyē? Sqā'lewen: The Centre for Indigenous Education & Community Connections

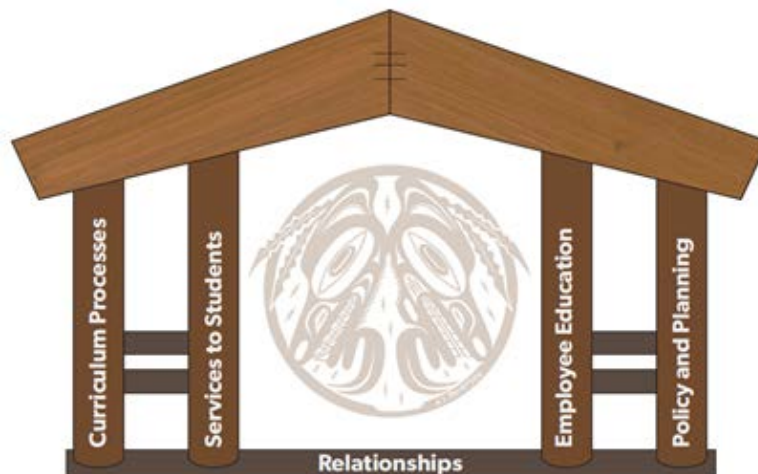
Hi everyone,

On behalf of our Indigenization and Reconciliation Task Force, we wanted to give you a quick update on our Indigenization and Reconciliation project.

Detailed information about this project can be found on the intranet under [Planning and Development / Indigenization & Reconciliation project](#).

Our Indigenization and Reconciliation Project Charter includes 39 recommendations. To date we have completed 11 recommendations; 2 have the foundation complete with ongoing work to do; 16 are ongoing, and we have recently begun work on the final 10.

Our work is framed under the four corner-post model of Indigenization



In the 2016-18 fiscal years we accomplished the following 11 recommendations:

Under our **Policy and Planning** corner post we:

1. Brought more Indigenous presence to our Senior Leadership Council (SLC)

We welcomed Janice Simcoe, our new Director of Indigenous Education, as an SLC member. Janice's presence has been tremendously impactful. Her relationships with local First Nations, her experience, and her insightful comments, have added tremendous capacity to SLC to support Indigenization.



2. Ensured the Strategic Plan is informed by Indigenization and Reconciliation

Indigenization is one of the core values in our Strategic Plan. Indigenization is the process by which Indigenous ways of knowing, being, doing and relating are incorporated into educational, organizational, cultural and social structures of the institution. Its goals are to make Camosun as welcoming and relevant to Indigenous learners as we can be, and to prepare non-Indigenous students, graduates and employees to better understand, live alongside of, and work with Indigenous peoples. Reconciliation is an ongoing process of establishing and maintaining respectful relationships.



Like a First Nation's longhouse, our strategic plan is supported by corner posts. One of those corner posts, to Support People in an Engaged Community, includes a goal of building on the support for the Indigenous peoples and communities in BC.

3. Designated September 30 as an annual, college-wide, college-supported Orange Shirt Day.

Tsawout artist and Camosun student Bear Horne designed the graphic for our 2016 Orange Shirt day. The design symbolizes vision for a bright future, health of the mind, body, and spirit, and the necessity to feed the connection of these elements.



Camosun Indigenous Studies students Eddy Charlie and Kristin Spray, with the support of the Camosun Board of Governors and the Centre for Indigenous Education and Community Connections, initiated Orange Shirt day at Camosun, to honour those who attended residential schools and their families. Students and supporters were asked to help honour the 150,000 survivors of the residential school system. Orange Shirt Day made its debut in Williams Lake and in just four years has spread across Canada, the U.S. and Europe. September 30 represents the time of year children were taken from their homes, and it sets the stage for anti-racism and anti-bullying policies for the coming school year. It is the opportunity for communities to come together in the spirit of reconciliation and hope for generations of children to come.

4. **Piloted an Indigenous job event for potential employees**

This pilot event facilitated our meeting a number of community members interested in working with Camosun. The event and our follow-up discussions have provided some great ideas regarding promising practices for recruitment going forward.

5. **Provided Elders' parking**

The College is providing annual parking permits for Indigenous Elders who regularly visit our campuses. Three parking stalls have been reserved, two at Lansdowne adjacent to disability parking and the Na'tsa'maht Gathering Place in P1, and one stall at the Interurban campus in P5.



Under our **Employee Education** corner post we:

6. **Facilitated an 'issues session' for Board**

After reviewing background reading, our Board of Governors received a presentation from Janice Simcoe, Director, Eyē? Sqā'lewen: The Centre for Indigenous Education & Community Connections, and Corrine Michel, Indigenization Coordinator, to ensure their awareness of the legacy of Residential Schools, the TRC Calls To Action, what we as a College were already doing, and what we can do next. Our Board has been incredibly supportive of our efforts.

7. **Provided a one-day TRC awareness day in February 2017 for all employees**

February 17, 2017 was an amazing day, a Day of Reconciliation. It was a wonderful opportunity to hear from Chief Dr. Robert Joseph, and his daughter Shelley Joseph, from Reconciliation Canada. Sherri expressed how inspiring it was to see everyone from across our college so absorbed and engaged in what is a tremendously challenging and imperative topic for us as a public institution and as a country. The feedback we received from college employees was incredible; some describing it as a "powerful day," while others saying it was "the best Conversations Day we have ever held." The comments Sherri received about the activities and dialogue each department engaged in on the afternoon of Conversations Day were insightful and inspiring.



8. **Expanded offerings of TELFIN TFE WILNEW (TTW) for employees**

TELFIN TFE WILNEW (TTW) is an award winning, blended delivery course which provides insight into an Indigenous world view; describes the impact of colonization and how it affects students attending the college today; and guides participants in the development of new teaching and learning methods



We have significantly ramped up our offerings of TTW, going from 3 sections per year to a minimum of 9 per year. As of the end of Winter 2018, 318 Camosun employees have completed the TTW course.

9. Incorporated intercultural awareness and understanding as key college-wide competencies, informed by principles of Indigenization, in the college's Capability Framework.

The purpose of the college's Capability Framework is to: Create an inclusive, capability-based framework for consistency in decision-making and resource allocation; identify core and leadership capabilities unique to Camosun; focus on knowing, being, doing, and relating in ways that foster an environment that supports students on their path to success as life-long learners; develop language that reflects the common culture of the Camosun community; and provide the foundation for identifying and developing new strategic initiatives.



10. Indigenized the onboarding process, the welcome orientation, and the employee handbook.

Each new employee welcome event includes a Territorial welcome from Camosun Elders, occur in circle format, explicitly highlight Camosun's commitment to Indigenization, and are designed to promote relationships through listening, dialogue and interaction.



The redesigned New Employee Handbook was launched in February 2018. The handbook is organized around the four quadrants contained in Dr. Martin Brokenleg's Circle of Courage model: belonging, mastery, independence, and generosity.

A new onboarding process has been developed and piloted for new employees. A course element within the leading for engagement and performance course is designed around Dr. Brokenleg's Circle of Courage and provides opportunities to explore and experience the importance of socialization and relationship building between workplace leaders and new employees

11. Piloted the development of cultural camps for students and employees, including college leadership

The pilot for the cultural camp led to the development of a new course: IST 250 QĆÁSET - Indigenous Cultural Camp. Students learn about traditional Indigenous values, philosophies, spirituality, teachings, and ceremonies related to relationships with land. The course is primarily delivered as a land-based experiential camp, off-site, under the direction of Indigenous knowledge keepers, Elders, and faculty.



Updates regarding the other 28 recommendations follow below:

Curriculum Development & Delivery

1. Integrate circle learning and Indigenous teaching and Pedagogy into non-Indigenous programs [facilitated by increasing opportunities for employees to complete TTW]
-Ongoing
2. Develop Indigenous-focused required learning for all applicable programs (CSEA, ELC, BSN, CRIM, PRE-SOCW)
-Ongoing
3. Support faculty to indigenize teaching and learning experiences in programs and courses. This could include the application of indigenous teaching and learning processes and strategies and/or course and program planning that includes learning outcomes and practices that reflect inclusion of contextualized indigenous content or traditional knowledge appropriate to the discipline. Indigenization of programs and courses may take the form of formal learning experiences (e.g. IST 120, HLTH 111), teaching through circle, intentional application of indigenous models such as the Circle of Courage approach to teaching/learning practices, or indigenization as a curricular theme. Facilitate the use of courses like IST 120 and HLTH 111 as electives for students Indigenous course offerings students.
-Ongoing
4. Explore programming to meet relational and cultural leadership needs in Indigenous communities and organizations (IECC and School of Business)
-Beginning
5. Develop and provide learning opportunities for newcomers to Canada and International students to learn more about Indigenous peoples, history, and current issues e.g. Building relations with NZ and Hawaii, plus scholarship dollars for Indigenous Students/Faculty to do study abroad activities.
-Ongoing
6. Facilitate the construction of a Camosun Canoe to provide students, employees and community members' access to a canoe for cultural camps and outdoor expeditions/field trips etc. The canoe can also be used by Camosun employees who participate in the annual RRU canoe race on National Indigenous Peoples' day. We hope to take an interdisciplinary approach to this project by engaging students from a variety of disciplines, e.g. engineering, woodwork, art, videography, etc.
-Beginning
7. Explore new pathways between Indigenous and non-Indigenous programs
-Beginning
8. Explore domestic and international field schools, for example with Maori students and institutions, to support students learning more about international approaches to Indigenization
-Ongoing

9. Facilitate support for Indigenized teaching approaches through the work being undertaken by the 'Indigenization of Curriculum Committee'; the 'Learning Spaces Advisory Board'; and the 'Campus Planning Steering Committee'.

-Beginning

10. Develop and implement contract training opportunities for public servants and local business owners to become more knowledgeable about issues of reconciliation and developing better working relationships with Indigenous peoples

-Beginning

Policy, Planning, & Infrastructure

11. Policy development to enable Indigenous-focused required learning for all applicable programs, and threading Indigenous elements throughout curriculum.

-Ongoing

12. Policy development to ensure that college policy and planning teams establish a process for consultation with Elders, leaders, and knowledge keepers from Indigenous communities, Nations and organizations. Focus in on the development of an Indigenization Policy and an Indigenous Research Ethics Policy

-Ongoing

13. Enhance educational planning to support the major goals of Indigenization and Reconciliation

-Ongoing

14. Indigenize hiring practices to value Indigenous competencies and employment of Indigenous people

-Foundation complete. Ongoing work to do.

15. Include elements of the TRC calls to action in the Respect in the Workplace program

-Foundation complete. Ongoing work to do.

16. Establish a Cultural Centre in the new Health and Wellness building, similar to the Wilna Thomas Cultural Centre

-Ongoing

17. Na'tsa'maht Wrap & Steps to Pit Cook. The goal of the Na'tsa'maht Wrap project is to explore ways to keep people warmer during Na'tsa'maht events on cold days. The goal of the Steps to the Pit Cook project is to facilitate easier and safer access for Elders and others from Na'tsa'maht down to the Pit Cook area.

-Ongoing

18. Establish Indigenous gathering/learning space at Interurban [and ideally student space in each building]

-Ongoing

19. Integrate circle learning and other Indigenous teaching methods into non-Indigenous programs. Note infrastructure request for easily movable tables and chairs. [Recommendation also

included under Curriculum and Employee Education corner posts too – see update there]

-Ongoing

20. Identify what an Indigenous Research Centre would look like. Identify synergies and a sustainable connection between Applied Research and Indigenous Research

-Beginning

Employee Education

21. Develop and provide more web-based education and training to staff, faculty and admin wishing to become more informed about reconciliation

-Beginning

22. Organize and implement an information campaign to educate the Camosun community and the public about the United Nations Declaration on the Rights of Indigenous Peoples

-Ongoing

23. Integrate circle learning and other Indigenous teaching methods into non-Indigenous programs [facilitated by increasing opportunities for employees to complete TTW]. This recommendation is dependent upon employee education. Note request for easily movable tables and chairs. [Recommendation also included under Curriculum and Policy corner posts too]

-Ongoing

24. Calendarize Indigenous events. The goal here is to ensure the College community is aware of key dates, e.g. National Indigenous Peoples' Day, and Orange Shirt Day etc., while also facilitating the appropriate invitations to various events.

-Beginning

25. Devote part of the Eyē? Sqâ'lewen website to reconciliation information and support

-Beginning

Relationships

26. Work with other Island Corridor institutions (UVIC, RRU, VIU, NIC) to implement TRC recommendations

-Ongoing

27. Develop and provide learning opportunities for newcomers to Canada and International students to learn more about Indigenous peoples, history, and current issues [Also included under Curriculum corner post]

-Ongoing

28. Develop and implement contract training opportunities for public servants and local business owners to become more knowledgeable about issues of reconciliation and developing better working relationships with Indigenous peoples [Also included under Curriculum corner post]

-Beginning

2018-19 Budget New Reinvestments as of July 2018

* Budget investments benefitting both Corner Post 1 and Corner Post 2

Corner Post 1:

The Student Experience	Operating	Capital	Continuing	One-time
CAL Supervisor	X		X	
Library Positions			X	
CETL Learning Materials*				X
Term Counsellor				X
Counselling Services Review				X
Increase to annual Lab & Shop equipment (Schools)		X	X	
Phase 3 Computer Science Lab *		X		X
Expand Mobile Computer Lab Program		X		X
Equipment for new Health building*		X		X
Single Sign-on software		X		X

Corner Post 2:

Supporting People in an Engaged Community	Operating	Capital	Continuing	One-time
CETL Learning Materials*				X
Talent Management Software		X		X
CE move to VI Tech Park - network & telephones	X			X
Equipment for new Health building*		X		X
Enhance Room Booking software	X	X	X	X

Corner Post 3:

Creativity & Innovation	Operating	Capital	Continuing	One-time
Phase 3 Computer Science Lab *		X		X

Corner Post 4:

Sustainability for the Environment & Society	Operating	Capital	Continuing	One-time
Brand refresh	X			X
Additional Custodian	X		X	

Operating investment:	\$.3M	continuing activity
	<u>\$.2M</u>	one-time projects
	\$.5M	
Capital investment:	\$.2M	continuing activity
	<u>\$.4M</u>	one-time projects
	\$.6M	
Total investment:	\$1.1M	

Campus Plan outcomes; moves / renovations related to the new Alex & Jo Campbell Centre for Health & Wellness

\$2.5M	2108/19 budget
<u>\$2.5M</u>	reserves
\$5M	