

<p>NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING TO BE HELD AT C211, PORT ALBERNICAMPUS THURSDAY, SEPTEMBER 28, 2017 @ 1:00 PM</p>

AGENDA

**Note: A community lunch reception will be held at 11:45 am and regular business meeting will start at 1:00 pm.*

	Topic	Attachment	Action	Time
1.	CALL TO ORDER			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Oath of Appointment (All Board Members)	✓		
1.3	Election of Chair (J. Bowman will be presiding officer)			
1.4	Election of Vice Chair			
1.5	Board Committee Appointments			
1.6	Adoption of Agenda		To adopt	
1.7	Minutes of the Regular Meeting of June 8, 2017	✓	To approve	(20 mins)
2.	BOARD BUSINESS			
2.1	Report from In-Camera Meeting, September 28, 2017			
2.1.1	Comox Valley Pay Parking Review/Recommendation		Information	(2 mins)
2.1.2	Excluded Compensation		Information	(2 mins)
2.2	Action Items Log as of September 28, 2017	✓	Information	(2 mins)
2.3	Draft Board Retreat Agenda October 26-27, 2017	✓	To discuss	(15 mins)
2.4	Fall 2017 Credit Enrolment Report	✓	Information	(10 mins)
2.5	Executive Committee Report	✓	Information	(5 mins)
2.6	Finance Committee Report	✓	Information	(2 mins)
2.7	Roundtable Regional Reports		Information	(20 mins)
3.	REPORTS ON STRATEGIC ACTIVITIES			
3.1	President			
3.1.1	Acting President's Report, September 2017	✓	Information	(15 mins)
3.1.2	President's Report, September 2017	✓	Information	(15 mins)
3.1.3	Regional Highlights Report	✓	Information	(5 mins)
3.2	Vice President, Learning and Students			
3.2.1	Tuition Policy, Adult Basic Education and English as Second Language		✓ To approve	(10 mins)
3.3	Vice President, Finance and Facilities			
3.3.1	Financial Information Act Report	✓	To approve	(5 mins)
3.3.2	First Quarter Financial Statements 2017/18	✓	Information	(5 mins)
3.3.3	Campbell River and Mount Waddington Facilities Projects Update	✓	Information	(2 mins)

3.4	Vice President, Strategic Initiatives		
3.4.1	Strategic Initiatives Division Update	✓	Information (10 mins)
3.4.2	NIC Foundation Report		Information (5 mins)

4. INFORMATION (attachments)

4.1	Board of Governors Calendar of Events 2017		
4.2	AGB Board Governance Workshop Agenda October 3-5, College of the Rockies, Cranbrook BC		
4.3	NIC Foundation Letters re Recipients of the 2017 Board of Governors Bursary, August 2017		
4.4	NIC Foundation Endowment Statement on the Board of Governors Bursary, May 2017		
4.5	President's Newsletter – Update on Pay Parking September 4, 2017		
4.6	Itinerary – AVED Minister Melanie Mark's Visit to NIC August 14, 2017		
4.7	Congratulatory Letters to Recent Ministry Appointments, July 2017		
4.8	Government's Mandate Letter to Minister Mark, July 18, 2017		
4.9	President's Newsletter, September 2017		(10 mins)

5. NEXT MEETING DATES

- Annual Retreat, October 26-27, 2017, Mount Waddington Region
 - Regular meeting – Thursday, November 23, 2017, Comox Valley Campus
-

6. ADJOURNMENT 3:30 pm



**North Island College
Board of Governors**

Oath of Appointment

The following Oath of Office is to be sworn, signed and dated before the Board at the commencement of all members' first meeting with the Board. The Ministry suggests that either the Board Chair, or, if an institution prefers, a Commissioner of Oaths would be appropriate administrators of the Oath.

*I, _____, sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a Member of the Board of Governors of **North Island College**. I have read and agree to abide by the Code of Conduct and the Conflict of Interest Bylaws of the Institution.*

I, _____, have received, read and understand the North Island College's Board of Governors Information Manual.

(Signature)

Date

**MINUTES OF THE REGULAR MEETING OF THE
NORTH ISLAND COLLEGE BOARD OF GOVERNORS
HELD IN KOMOUX HALL BOARDROOM, COMOX VALLEY CAMPUS
THURSDAY, JUNE 8, 2017**

BOARD MEMBERS**PRESENT**

D. Lamb, Community Member, Campbell River Region, Chair
B. Bell, Community Member, Comox Valley Region
L. Domae, Acting President
R. Everson, Community Member, Comox Valley Region
R. Grant, Community Member, Campbell River Region
E. Mosley, Community Member, Port Alberni Region
J. Mundi, Student Representative
J. Murphy, Community Member, Comox Valley Region, Vice Chair
C. Reyno, Support Staff Representative

BOARD MEMBERS ABSENT

J. Bowman, President
K. Gibson, Faculty Representative
D. Lightfoot, Chair, Education Council
G. Phelps, Community Member, Comox Valley Region
J. Whitehead, Student Representative

ALSO PRESENT

K. Crewe, Director, Human Resources and Organizational
Development
C. Fowler, Vice President, Finance and Facilities
D. Graham, Director, Facilities Management
R. Heidt, Vice President, Strategic Initiatives
T. Pather, Executive Director, Office of Global Engagement
R. Reid, Executive Assistant, Board of Governors

1. CALL TO ORDER

D. Lamb called the meeting to order at 1:03 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

D. Lamb acknowledged that the meeting is being held in the traditional territory of the K'ómoks First Nation.

1.2 Adoption of Agenda

Moved C. REYNO/Seconded J. MUNDI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF JUNE 8, 2017 AS PRESENTED.

Motion carried

1.4 Minutes of the Regular Meeting of April 20, 2017

Moved B. BELL /Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE MINUTES OF THE REGULAR MEETING OF APRIL 20, 2017 AS CIRCULATED.

Motion carried

2. BOARD BUSINESS

2.1 FTE Enrolment Report for Year Ended March 31, 2017

T. Bellavia provided a summary of the report which represents NIC's domestic student full time equivalent enrolments (FTE) and utilization with respect to the Ministry of Advanced Education (AVED) funded targets. He explained the concept of an FTE as a measurement of full-time enrolment in a program year. The majority of the College's programs show steady enrolment with declines in domestic enrolment offset by increases in international enrolment.

T. Bellavia explained that the decline in Developmental FTEs could be attributed to the implementation of tuition fees in these program areas during the last couple of years. On why the College is only at 71% of AVED's targets, L. Domae explained that NIC's is still at par with other smaller rural colleges and that its commitment to providing access and a diversity of programs to students from a wide geographical area means that NIC's utilization rate would not be as high as post-secondary institutions (PSIs) situated in highly-populated urban areas like Vancouver and Victoria. FTE utilization as a measure of NIC's performance is subsequently questionable.

Moved B. BELL/Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE 2016/17 FINAL FTE ENROLMENT REPORT.

Motion carried

2.2 2016/2017 Institutional Accountability Plan and Report (IAPR)

L. Domae acknowledged the contribution of the College community to the development of the report, including the College's Institutional Research group led by Wes Skulmoski as well as Christiana Wiens, Writer/Media Liaison. Together, they are the principal authors of the report. A responsibility of the Board of Governors, the IAPR is a public report submitted to Government that summarizes the College's accomplishments and enumerates its contributions to society at large. It also highlights how NIC Plan 2020 responds to its responsibilities to Government. J. Murphy commented on the quality of the report and suggested incorporating some of its key findings in planning the Board's retreat agenda this Fall.

Moved B. BELL/ Seconded R. EVERSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT FOR THE 2016/17 REPORTING CYCLE.

Motion carried

2.3 Audited Financial Statements for Year Ended March 31, 2017

C. Fowler directed the Board to both the Financial Statements and the audit report by KPMG under Information in the Board agenda. He added that Government will consolidate the financial statements with others within the PSI sector. In summary, KPMG auditors found the Financial Statements in compliance with the financial reporting provisions of the Budget Transparency and Accountability Act (BTAA) of BC.

Moved E. MOSLEY/ Seconded B. BELL: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FY 2016/17 FINANCIAL STATEMENTS AS PRESENTED.

Motion carried

2.4 Governance and Human Resources Committee Report

R. Grant reported that the Committee reviewed the proposed bylaw which was updated to reflect and match current provincial rates within Canada. K. Crewe added that the bylaw coincides with the College's travel policy which took effect June 1st.

2.4.1 Board Bylaw 5 – Reimbursement of Business-related Expenses

Moved R. GRANT/ Seconded B. BELL: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES BOARD BYLAW #5 – A BYLAW TO PROVIDE FOR THE REIMBURSEMENT OF BUSINESS-RELATED EXPENSES TO MEMBERS OF THE BOARD OF GOVERNORS AS PRESENTED AND RECOMMENDED BY THE GOVERNANCE AND HUMAN RESOURCES COMMITTEE.

Motion carried

2.5 Report from In-camera Meeting of April 20, 2017

2.5.1 President/CEO Compensation

2.5.2 Excluded Employee Compensation

D. Lamb commented that the two items were included for information only following decisions made by the Board at its in-camera meeting of April 20, 2017.

2.6 Action Items Log as of June 8, 2017

The Board reviewed and updated the Items Log. D. Lamb encouraged Board Members to consider joining and/or moving to another committee in the coming year.

2.7 Annual Board Self-Evaluation Survey Results

D. Lamb commented that a recurring theme of the annual survey is the need for Board Members to become more visible and more involved with the College community. He welcomed suggestions and confirmed that he will work with senior management over the summer to come up with strategies for the Board to respond to this need.

2.8 Executive Committee Report

The Board will go ahead with holding its annual retreat in October at the current Mount Waddington regional campus notwithstanding the later opening of the new campus location. D. Lamb also reminded everyone of the elections for Chair and Vice Chair in September as well as committee appointments. He requested that those qualified and interested in running for the positions of Chair and Vice Chair inform either himself or L. Domae prior to September.

2.9 Finance and Audit Committee Report

2.9.1 Draft Meeting Minutes, May 30, 2017

E. Mosley highlighted the Committee's discussion regarding the draft risk management policy that C. Fowler will be bringing forward to the Committee in the Fall.

2.10 Roundtable Regional Reports

J. Mundi participated in NIC's Living Library, part of the "Elevate the Arts" event, held June 3rd as a "living book". He was also interviewed by J. Bowman for his sabbatical leave project as a member of the

CV Global Awareness Society. C. Reyno also participated in the Living Library where she signed out a “book”. She also put together two teams from the College that participated in this year’s Snow-to-Surf held in April with the help of J. Wallace of Purchasing. C. Reyno also attended the Elevate the Arts event and participated in the Province’s Bike to Work Week held in May, a program implemented across campuses and included over 50 participants.

R. Everson invited the Board to attend the National Aboriginal Day celebrations at the K’ómoks First Nation’s Big House on June 21st. Aside from cultural presentations, a highlight of this year’s celebration is the presence of an Aboriginal family from New Zealand whose children who were raised speaking their native language as their first language and mother tongue.

E. Mosley attended a meeting of the Alberni Valley Learning Council and met with the Alberni Valley Bulldogs junior hockey club, some of whose players are students of NIC.

J. Murphy, as St. Joseph Hospital’s CEO, was also interviewed by J. Bowman for his sabbatical leave project and commented that the project could be very beneficial for the College. J. Murphy added that various transitions are happening between St. Joseph’s Hospital and the new Comox Valley Hospital with a target date of October 1st this year for opening. She also shared that St. Joe’s received a written compliment from a patient/client who was very pleased with his interaction with an admitting registration clerk who happened to be a recent NIC graduate.

D. Lamb reported meeting with Colin Ewart of BC Colleges. He also met with Jeremy Dunn of the BC Salmon Farmers Association regarding aquaculture in the Campbell River region.

2.11 2017 CICan Conference Report

D. Lamb referred to a written report from K. Gibson about this year’s CICan Conference held in Ottawa. R. Grant also attended the conference and highlighted some of the sessions during the conference including topics on the concept of a board development committee to deal with board orientation and development and the risk of cyber security within the post-secondary institution sector.

3. REPORTS ON STRATEGIC ACTIVITIES

3.1 Acting President

3.1.1 Acting President’s Report May 2017

On May 16, L. Domae attended NIC’s Alumni Association Social event which had over 40 alumni present. She acknowledged the work of Bill Parkinson, Chair of the School of Business, for spearheading the development of an alumni association for the College. L. Domae also spoke about the College’s yearend celebration the following day, June 9th, where part of celebrating Plan 2020’s year one achievements will be presentations from faculty and staff on each of the nine strategic priorities. The Board of Governors is welcome to join the day’s activities.

3.1.2 Regional Highlights Report

L. Domae acknowledged the work of R. Heidt and of Cheryl O’Connell, Dean of Trades and Technical Programs, who had worked over many years on developing an Aquaculture diploma curriculum with the aquaculture industry for the region and making NIC’s presence felt in the aquaculture industry.

3.2 Vice President, Finance and Facilities

3.2.1 Campus and Facilities Plan

C. Fowler presented the plan for 2017-2018 which provides information on projects that are funded through routine capital envelope and ministry funded projects. The College recently signed a lease with the landlord for the new location of the Mount Waddington campus with plans to move into the new location by end of the year. The Campbell River campus project is expected to finish by Spring 2019.

3.3 Vice President, Strategic Initiatives

3.3.1 Strategic Initiatives Division Update

R. Heidt reported that the Division is in the process of hiring a Campaign Development Officer and is establishing an internal campaign committee in collaboration with Cheryl O'Connell, Dean of Trades and Technical Programs and Chris Udy, Director of Trades and Technical Programs.

3.3.2 NIC Foundation Report

R. Heidt reported that the Foundation is making good progress with its Board towards improving its constitution and bylaws with the help of Margaret Mason of Norton Rose Fulbright LLP who has had experience in governance work with over 20 post-secondary institutions' foundation boards for over 30 years. He will provide a full report to the Board by September.

R. Heidt also reported that they are in the process of receiving a \$40,000 donation from a donor who requested that the amount be matched by NIC Foundation. The Foundation Board agreed to match it.

3.4 Chair, Education Council

3.4.1 Education Council Report

The Board received the Education Council Report.

4. INFORMATION

The Board received the following information items:

- 4.1 Board of Governors Calendar of Events 2017;
- 4.2 2017 Federal Budget Highlights – Universities Canada;
- 4.3 Media release dated March 23, 2017 re BC Ministry of Jobs, Tourism and Skills Training Funding of NIC's Aquaculture Program;
- 4.4 Media release dated March 30, 2017 re BC Ministry of Jobs, Tourism and Skills Training Funding of NIC's pilot TV and Film Crew Training Program;
- 4.5 President's Newsletter re 2017/18 Budget Update dated March 27, 2017.

5. NEXT MEETING DATES

- 5.1 Regular meeting – Thursday, September 28, 2017, C211, Port Alberni Campus
- 5.2 In-camera meeting – Thursday, September 28, 2017, immediately following the regular meeting

6. ADJOURNMENT

The meeting adjourned at 2:46 p.m.

Derek Lamb, Chair

Rachel Reid, Executive Assistant

NIC Board Action Items Log

(R) 2.2

Regular

#	ITEM	SOURCE	ACTION	ASSIGNED TO	COMPLETED BY
1	Committee Evaluation	BOG 2014 Workplan - January 30, 2014; BOG in-camera meeting - May 28, 2015; BOG meeting September 24, 2015	Evaluate committees' performance	All Committees	Ongoing
2	Policy/Bylaw Updates (conflict of interest, student appeals, unruly behaviour)	BOG 2014 Workplan - January 30, 2014; GHR Committee meeting - Oct. 30, 2014	Approve new revised policies/bylaws; (note: BL 5 approved June 2014; BL 2 approved March 2014)	GHR Committee	Ongoing
3	Fundraising for capital project	BOG in-camera meeting - March 27, 2014; BOG meeting September 24, 2015	Update on RFP reported at BOG meeting of September 24, 2015; results to be reported at a later date; update on fundraising campaign	J. Bowman	Ongoing
6	NIC Foundation	BOG meeting - April 20, 2017	Progress report on Foundation's governance work and development of a memorandum of agreement	J. Bowman	September 2017

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: REGULAR MEETING
2.3 COLLEGE BOARD PLANNING RETREAT
October 26-27, Port Hardy

Background

The annual Board of Governors Planning Retreat is scheduled to be held in the Mount Waddington Region, October 26-27.

The following is a list of the proposed focus topics and activities to be included in the itinerary and agenda.

- Mount Waddington Region Campus Presentation (programs and services, students)
- New Campus Site Tour
- AGB Workshop (October 3-5) – Overview/Highlights/Sharing
- NIC Plan 2020 – Year 2 (Objectives – College, President)
- Board Objectives/Planning 2018/19
 - o Review Assess Strategic Objectives, 2017/18
- Presentation/Discussion re President’s Sabbatical Leave Project
- Other Topics?

Travel to Port Hardy on Thursday, October 26 - 9:00am – 12:00pm

Sessions

Thursday afternoon/evening

Friday morning 8:30 – 12:00 noon

Luncheon 12:00 – 1:30

Depart Port Hardy 1:30pm

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College holds a vision of being a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting

2.4 FALL 2017 Stable Credit Enrolment Report (attachment)

Relationship to values: Accountability

Relationship to strategic issues: Long-term Sustainability

Reason:

Separate reports have been provided for domestic and international student data:

- Domestic students
 - Fall 2017 Stable Credit Enrolment Report - Instructional Area
 - Fall 2017 Stable Credit Enrolment Report - Campus/Location
- International students
 - Fall 2017 Stable Credit Enrolment Report - Instructional Area
 - Fall 2017 Stable Credit Enrolment Report - Campus/Location
 - Fall 2017 International Student Citizenship

Stable enrolment is defined as the last date a student can withdraw from a course and receive a refund of tuition; for classes beginning in September, this date is typically ten days after the first day of classes.

The fall 2017 stable enrolment reports provide a comparison of student headcount on September 14, 2017 (this year's fall term stable enrolment date) with September 15, 2016 (last year's fall term stable enrolment date).

With 2,271 domestic students and 287 international students enrolled at the reporting date, domestic student headcount is lower by 4% (90 students) and international student headcount is higher by 10% (26 students).

It is important to note that this comparison is based on a point-in-time snapshot of the data at an early stage in the annual enrolment cycle. Enrolment will continue to grow throughout the remainder of the year as students register in continuous intake programs as well as programs with start dates later in the fall, winter, spring and summer terms, including community and industry responsive programming.

Action: For the Board's information.

DOMESTIC ENROLMENT

Fall 2017 Stable Credit Enrolment Report

Student Headcount by Instructional Area - All Locations

At September 15, 2017 with Comparison Data at September 16, 2016

Instructional Area	Fall 2017	Fall 2016	Change	% Change
University Studies & Applied Programs	1,273	1,360	-87	-6 %
Applied Business Technology	163	190	-27	-14 %
Business Administration	238	227	11	5 %
Fine Arts	105	109	-4	-4 %
Information Technology & Computer Science	41	63	-22	-35 %
Interactive Media & Graphic Design	52	54	-2	-4 %
Metal Jewellery Design	8	11	-3	-27 %
Tourism & Hospitality Management	30	28	2	7 %
Tourism: Adventure Guiding	13	23	-10	-43 %
Tourism: Hospitality Distance Learning	2	4	-2	-50 %
University Studies	855	925	-70	-8 %
Health & Community Care	435	436	-1	0 %
Activity Assistant	8		8	
Community Mental Health Worker	10		10	
Early Childhood Care & Education	93	92	1	1 %
Health Care Assistant	49	49	0	0 %
Hospital Unit Clerk	12	12	0	0 %
Human Services	84	99	-15	-15 %
Nursing: Bachelor of Science	142	148	-6	-4 %
Practical Nursing Diploma	38	36	2	6 %
Trades & Technology	177	173	4	2 %
Aircraft Structures Mechanic	11	8	3	38 %
Animal Care Aide	20	16	4	25 %
Automotive Service Technician Foundation	29	26	3	12 %
Carpentry Foundation	13		13	
Electrical Foundation	16	16	0	0 %
Electronics Technician: Core	11	11	0	0 %
Electronics Technician: Industrial Automation Technician	10	15	-5	-33 %
Heavy Mechanical Foundation	15	16	-1	-6 %
Joinery/Cabinetmaking Foundation	14	15	-1	-7 %
Occupational Skills	7	18	-11	-61 %
Plumbing & Piping Foundation	14	15	-1	-7 %
Welding	17	17	0	0 %
Apprenticeship Training	121	139	-18	-13 %
Apprenticeship: Carpentry	29	38	-9	-24 %
Apprenticeship: Construction Electrician	30	22	8	36 %
Apprenticeship: Heavy Duty Mechanic	16	24	-8	-33 %
Apprenticeship: Landscape Horticulture		13	-13	-100 %
Apprenticeship: Plumbing	26	27	-1	-4 %
Apprenticeship: Professional Cook	16	10	6	60 %
Apprenticeship: Welding	4	5	-1	-20 %
Adult Upgrading	518	535	-17	-3 %
Access for Students with Disabilities (ASD)	98	110	-12	-11 %
Adult Basic Education	417	398	19	5 %
Employment Transition Construction Access		9	-9	-100 %
English as a Second Language	14	30	-16	-53 %
Total Unduplicated Headcount	2,271	2,361	-90	-4 %

Notes:

- International Education student enrolments are excluded.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

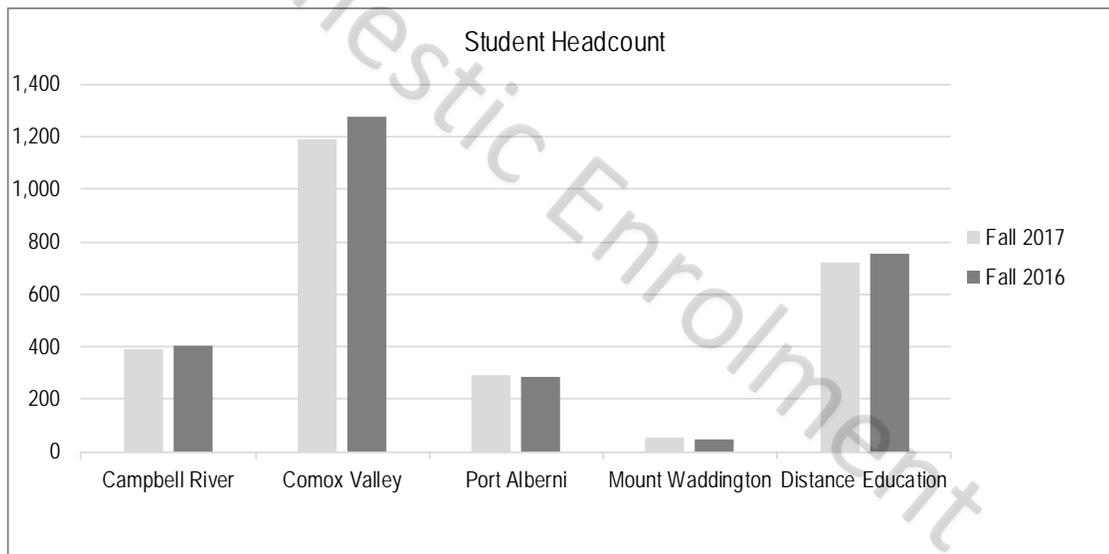
DOMESTIC ENROLMENT
Fall 2017 Stable Credit Enrolment Report

Student Headcount by Location

At September 15, 2017 with Comparison Data at September 16, 2016

Location	Fall 2017	Fall 2016	Change	% Change
Campbell River	394	405	-11	-3 %
Comox Valley	1,190	1,273	-83	-7 %
Port Alberni	292	285	7	2 %
Mount Waddington	57	49	8	16 %
Distance Education	719	756	-37	-5 %

Total Unduplicated Headcount	2,271	2,361	-90	-4 %
-------------------------------------	--------------	--------------	------------	-------------



Notes:

- International Education student enrolments are excluded.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total Unduplicated Headcount is the count of unique students enrolled; it will not equal the sum of headcounts by location since students may be taking activity in more than one location.

INTERNATIONAL EDUCATION ENROLMENT
Fall 2017 Stable Credit Enrolment Report
Student Headcount by Instructional Area - All Locations
 At September 15, 2017 with Comparison Data at September 16, 2016

Instructional Area	Fall 2017	Fall 2016	Change	% Change
University Studies & Applied Programs	251	217	34	16 %
Business Administration	162	142	20	14 %
Fine Arts	9	5	4	80 %
Information Technology & Computer Science	26	15	11	73 %
Interactive Media & Graphic Design	22	14	8	57 %
Metal Jewellery Design	1	1	0	0 %
Tourism & Hospitality Management	38	30	8	27 %
Tourism: Adventure Guiding		1	-1	-100 %
University Studies	143	128	15	12 %
Health & Community Care	3	4	-1	-25 %
Early Childhood Care & Education	2	1	1	100 %
Human Services	1	3	-2	-67 %
Trades & Technology	3		3	
Heavy Mechanical Foundation	1		1	
Joinery/Cabinetmaking Foundation	2		2	
Adult Upgrading	60	70	-10	-14 %
Adult Basic Education	20	16	4	25 %
English as a Second Language	40	55	-15	-27 %
Total Unduplicated Headcount	287	261	26	10 %

Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

INTERNATIONAL EDUCATION ENROLMENT

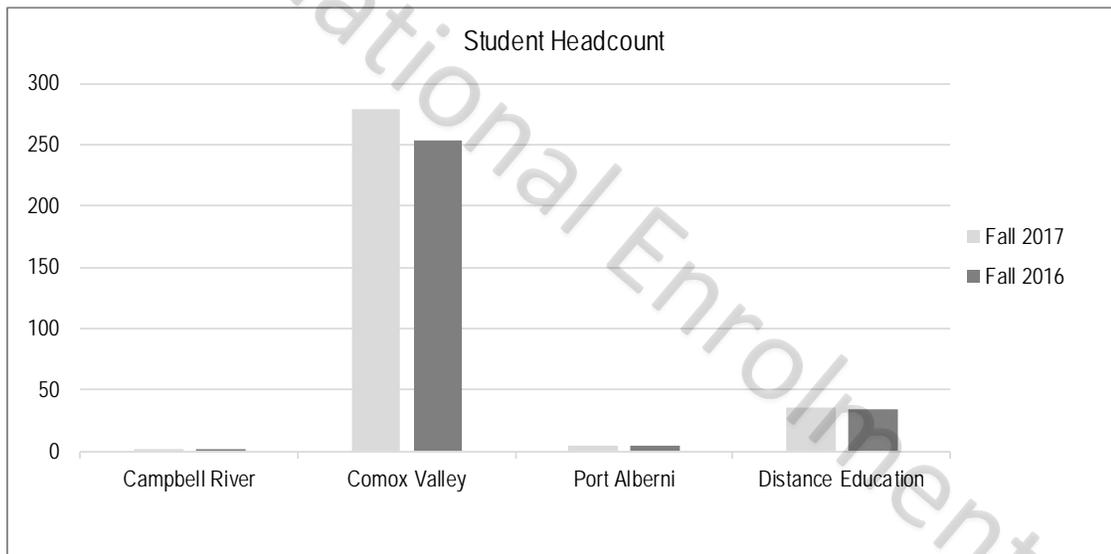
Fall 2017 Stable Credit Enrolment Report

Student Headcount by Location

At September 15, 2017 with Comparison Data at September 16, 2016

Location	Fall 2017	Fall 2016	Change	% Change
Campbell River	2	2	0	0 %
Comox Valley	279	254	25	10 %
Port Alberni	4	5	-1	-20 %
Distance Education	36	34	2	6 %

Total Unduplicated Headcount	287	261	26	10 %
-------------------------------------	------------	------------	-----------	-------------



Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total Unduplicated Headcount is the count of unique students enrolled; it will not equal the sum of headcounts by location since students may be taking activity in more than one location.

INTERNATIONAL EDUCATION CITIZENSHIP
Fall 2017 Stable Credit Enrolment Report
 At September 15, 2017 with Comparison Data at September 16, 2016

Student Citizenship	Fall 2017	Fall 2016	Change	% Change
Brazil		2	-2	-100 %
Burundi	2	2	0	0 %
Cayman Islands	1		1	
China	35	47	-12	-26 %
Denmark	2	1	1	100 %
France	1		1	
Germany	2	2	0	0 %
Ghana	1	3	-2	-67 %
Hong Kong	1	1	0	0 %
India	158	123	35	28 %
Iran (Islamic Republic Of)	2		2	
Italy	1		1	
Japan	22	29	-7	-24 %
Kenya	2	2	0	0 %
Mauritius	1	1	0	0 %
Mexico	2	2	0	0 %
Netherlands	1		1	
Nigeria	4	6	-2	-33 %
Norway	1		1	
Pakistan	1	1	0	0 %
Paraguay		1	-1	-100 %
Philippines	11	2	9	450 %
Rwanda	3	4	-1	-25 %
Singapore	1		1	
South Africa	1	2	-1	-50 %
South Korea	4	1	3	300 %
Spain	1	1	0	0 %
Sweden		1	-1	-100 %
Taiwan		2	-2	-100 %
Thailand		1	-1	-100 %
Turkey		1	-1	-100 %
Uganda	2	2	0	0 %
Ukraine	1	1	0	0 %
United Kingdom	2	2	0	0 %
United States		3	-3	-100 %
Venezuela		1	-1	-100 %
Viet Nam	8	1	7	700 %
Zambia	2	2	0	0 %
Zimbabwe	11	11	0	0 %
Total Unduplicated Headcount	287	261	26	10 %

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting
2.5 Executive Committee Report

The Executive Committee met on Tuesday, September 19, 2017 with Jane Murphy chairing the meeting, Bruce Bell, John Bowman and Rachel Reid in attendance. Derek Lamb and Roy Grant also participated via teleconference.

The Committee discussed the following items as reported by J. Bowman:

President's Sabbatical Leave and Report

J. Bowman reported that overall feedback from over 80 interviews across the regions was generally positive. He will provide a report on this to the College community and the Board in October.

Fall 2017 Activities

The visit by Advanced Education, Skills and Training (AEST) Minister Melanie Mark on August 14 went really well. J. Bowman added that, as part of the Board's advocacy work, a request to meet with her and senior Ministry staff in November has been forwarded to her office. Once the College hears back from the Ministry, similar meetings will be arranged with Ministers Claire Trevena and Scott Fraser as well as Comox Valley MLA Ronna Rae Leonard.

Minister's Mandate and Priorities

A copy of the BC Government's Mandate Letter to the AEST Minister is included in the Board's regular agenda package for September 28th. The Committee discussed the College's priorities as they relate to the Government's Mandate Letter including student housing, indigenous learning, funding for tuition-free Adult Basic Education and ESL as well as continued funding for major programs like the Aquaculture Technician and Film and TV Crew training programs.

Pay Parking

J. Bowman discussed the draft review and recommendation provided by the Senior Leadership Team. The Committee provided suggestions, questions for clarification on existing contracts and financial impacts and considerations for maintaining the principles of fiscal sustainability and environmental stewardship. The report and recommendations on the Comox Valley pay parking item will incorporate suggestions made at this meeting and will be included in the in-camera agenda of the Board meeting on September 28th the discussion of which will be reported in the regular session on the afternoon of the same day.

Mount Waddington and Campbell River Campuses Projects

C. Fowler will provide an update report to the Board on progress being made on construction projects for both the Campbell River and Mount Waddington campuses.

NIC Foundation

J. Bowman reported that the Foundation Board is close to finalizing its new constitution and bylaws. A joint meeting with both the NIC Foundation Board and NIC Board of Governors will be planned for November.

Board Retreat Agenda, October 26-27, 2017

Planning for the annual Board Retreat is underway. It will be held in Port Hardy and will include presentations on the Mount Waddington operations, programs and new campus as well as an opportunity to meet students, employees and community members.

Executive Committee Meeting

R. Reid will send an email to the Committee members with suggestions on dates for an October Executive Committee meeting.

J. Bowman also briefly provided an update on the proposed BC Salmon Centre of Excellence in the City of Campbell River. He added that NIC could potentially play a part in the proposed Centre.

The Committee agreed to hold the in-camera meeting in the morning prior to the regular session. The Committee also reviewed, edited and approved both regular and in-camera Board meeting agendas of September 28, 2017.

Finance and Audit Committee
September 2017 via email

Members: K. Gibson (Chair), E. Mosley and D. Lamb

Resources: C. Fowler (VP, Finance & Facilities), S. Fleck (Director, Finance), R. Reid (EA to BOG)

Approval of Prior Minutes

The Committee received the minutes of May 30, 2017 which was previously circulated among Committee members for approval and included in the Board meeting agenda of June 8, 2017.

2017/18 First Quarter Forecast Statement

C. Fowler provided a copy of the First Quarter Forecast attestation statement submitted to the Provincial Government as required every year in June. He explained that the forecast reflects the College's 2017/18 budget and will be adjusted to reflect any new revenue or expenditure items that may need to be added to the forecast.

The Committee received the 2017/18 First Quarter Forecast Statement as presented.

First Quarter 2017/18 NIC Financial Statements

C. Fowler provided the Q1 Financial Statements as well as a draft cover sheet both to be included in the September Board agenda package. K. Gibson inquired about deferred capital contributions and how such funds are reported in the financial statements. C. Fowler explained that when the College receives capital funding for specifically targeted projects from the Province, such funds are credited as deferred capital contributions and debit cash. As the College uses the funds to pay for projects, cash is drawn down/credited and work-in-progress is debited.

Statement of Financial Information

C. Fowler also presented the draft Statement of Financial Information (SOFI) for FY 2016/17 which will require approval from the Board of Governors. The SOFI is a required statement for all public organizations in BC as required under the Financial Information Act and is due for submission to the Ministry of Finance by September 30, 2017. C. Fowler will provide a suggested resolution for the Board to consider in approving the SOFI.

The Committee recommends to the Board of Governors the approval of the draft Statement of Financial Information for FY 2016/17.

Large Payment Report

The Committee received the large payment report for period ending August 31, 2017.

Kim Gibson
Committee Chair

ACTING PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

Prepared by L. Domae
September 28, 2017

This report covers the time period from June 9 to August 31, 2017. It highlights only some of the activities and events that the Acting President participated in during the time period. In some instances, entries span more than one strategic priority.

Student Experiences and Success

Graduation and Student Achievement Celebrations

Throughout June, it was an honour to be part of NIC graduation ceremonies that were held throughout the NIC region. I also had the pleasure of attending the Math Science Student Recognition Awards (June 19) and the Bachelor of Science in Nursing Pinning Ceremony (June 23) where faculty recognized the achievements of their students.

Capping this month of celebration was the June 27th graduation ceremony in Ahousaht. The impromptu event was held because a highway closure prevented graduates of NIC's in-community Early Childhood Care and Education program in Ahousaht from travelling to Port Alberni and graduating with their peers earlier in the month. Several NIC faculty and administration joined the community of Ahousaht in celebrating its first-ever formal post-secondary graduation, a very heartfelt and momentous experience for us all.

Student Orientations

Every Fall semester begins with a day of student orientation activities at each campus. On August 31, I welcomed students to NIC at the Port Alberni campus. On his return, John Bowman welcomed students at similar events held at the Campbell River and Comox Valley campuses on September 6. Mount Waddington campus opened their academic year on September 19th.

High Quality, Relevant, Responsive Curriculum and Programs

The Regional Highlights Report, provides an overview of recent activities and developments regarding Curriculum and Programs.

Access to Learning and Services Across the Region

On June 27th, while attending the first-ever formal post-secondary graduation for the in-community Early Childhood Care and Education program in Ahousaht, I along with other administrators met with community leaders in Ahousaht to discuss future programming initiatives. The day also included a tour of the Nation and discussion about the social and economic health of the community.

Aboriginal Education and Indigenization

On June 21, I attended National Aboriginal Day celebrations at K'omoks First Nation. The outdoor event included music, dance, food and the arts in celebration of the cultural diversity of First Nation, Metis and Inuit people from across Canada.

On June 29, I attended the Aboriginal Education Advisory Council (AEAC) Meeting. The 2016/17 Aboriginal Service Plan was reviewed and approved by AEAC. I provided an update on NIC President John Bowman's sabbatical interviews noting he had met with a number of AEAC members and that he looks forward to the Fall AEAC meeting to share the general feedback that members had provided.

International Education and Internationalization

On August 28, I gave a welcome address to approximately 100 new international students at their Fall semester orientation.

People, Organization, Culture

NIC Year End Celebration

On June 9, NIC employees came together from across the NIC region to celebrate the achievements from the first year of Plan 2020. The year-end celebration was both a fun and educational experience. Faculty retirees Nick Robinson, Business; Mickey Bliss, Electrical; and Cathy Clark, Nursing were honoured with NIC's Emeritus designation.

The NIC Dunk Tank fundraiser was very popular. Senior Leadership Team's Thevi Pather, Tony Bellavia, Ken Crewe, Colin Fowler, and Randall Heidt and Deans Brent McIntosh and Diane Naugler volunteered to be dunked for a good cause and their generosity to donate every time they went underwater. Our thanks to employee and Board of Governors contributions that helped raise \$1300. These funds are supporting three additional scholarships which have been presented to worthy students during September's Student Awards receptions.

On June 21, I chaired a business meeting of the Senior Leadership Team (SLT) at the Port Alberni Campus. Following the meeting, I attended a Hawaiian themed retirement celebration for Derek Hanebury an English instructor with 25 years of service to NIC.

Welcome Back Meetings and Celebrations

The last two weeks of August were filled with campus and department events that kick-off the Fall semester. On August 29, I welcomed faculty and staff back at the Campbell Campus Welcome Back event. Joined by some of our Timberline colleagues, the campus community was updated on the Heritage Lands rejuvenation project as well as new programming initiatives.

Shared Leadership, Dialogue and Team Learning

One of the highlights of the Fall start-up is the opportunity to engage with faculties as they begin their academic year with a department meeting. This month, I was invited to attend the Trades and Technical Programs department meeting and BBQ (August 29) where faculty shared the latest developments with their program areas, including curriculum harmonization efforts, the Math Science department meeting (August 28) where I heard professional views of the Eclipse. I will attend the Nursing, Tourism, Bachelor of Science in Nursing, and Fine Arts department meetings in the upcoming days.

On August 30, I attended the annual New Employee Welcome event and introduced the Senior Leadership Team. Over twenty new employees joined the Human Resources department which provided a friendly orientation to the College.

Resources, Investment, Sustainability

On June 26, along with Tony Bellavia, Acting Vice-President Learning and Students and Colin Fowler, Vice President, Finance and Facilities, I participated in the BC Colleges Presidents and

Vice Presidents Strategic Retreat which was hosted by President Peter Nunoda and his team at Vancouver Community College. The annual planning retreat is an opportunity to come together as a college system to pursue a shared direction with the Ministry of Advanced Education, Skills and Training.

On August 14, I hosted a delegation which welcomed the Honourable Melanie Mark, Minister of Advanced Education, Skills and Training and M.L.A. for Vancouver – Mount Pleasant, on the occasion of her first visit to NIC. Her visit formed part of two week, 25 stop tour of BC's public post-secondary institutions. Minister Mark was traditionally welcomed by Komoux First Nations Council Member Sharlene Frank and Elders, Fran Prince and Fernanda Pare. After hearing our delegation's perspectives of NIC's role in the community and meeting with students, Minister Mark and her staff left with a strong impression of the learning environment of which we at NIC are so proud.

Active Connections to Community

On June 10, 2017, I attended "Fresh Fest", one of the signature events for the BC Shellfish and Seafood Festival, as a guest of the BC Salmon Farmers Association.

On June 28, I participated in the SET (Senior Education Team) Annual Planning Retreat which was held at K'omoks First Nation. Jan Unwin, BC Superintendent of Graduation and Student Transitions and School District 69, 70, 71, 72, 84 and 85 representatives joined Tony Bellavia, Acting Vice-President Learning and Students and the rest of the SET table for a discussion of BC's New Transformation Curriculum.

On July 13, 2017, I attended the Dawn Marie Markle Commemorative reception in Port Alberni. The NIC Foundation was one of four community-based charities she selected to benefit from her estate. Her love of nature and the outdoors was honoured with a new outdoor gathering space for students and in the establishment of a garden area at the college, where culinary students can cultivate fresh herbs and produce. An endowment will also be created to provide financial support to students.

College Identity and Brand

Randall Heidt, Vice President, Strategic Initiatives will provide an update on recent activities and developments with respect to this priority during the Regular Meeting of the Board of Governors on September 28, 2017.

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

Prepared by John Bowman

This report covers the time period from September 1 to 27, 2017. It is intended to provide an overview (not an exhaustive list) of the activities and events that the President has participated in during the time period. Other information notes are also provided under the related NIC Plan 2020 Strategic Priority headings. In some cases, items may be related to more than one strategic priority.

Student Experiences and Success

On September 5, I participated in the student orientation and welcome events at the Comox Valley and Campbell River Campuses.

On September 20, I attended the Student Awards Ceremony at the Campbell River Campus. This year across the College, a total of 280 students will receive scholarships and bursaries through the NIC Foundation with a total value of \$294,000.

High Quality, Relevant, Responsive Curriculum and Programs

The Regional Highlights Report, also provides an overview of recent activities and developments regarding curriculum and programs.

Access to Learning and Services Across the Region

The Fall 2017 Stable Enrolment Report will be presented by Lisa Domae, Vice President, Learning and Students.

Aboriginal Education and Indigenization

On September 20, the Aboriginal Eco-tourism Training Program ([AETP](#)) completion celebration was held at Tsa Kwa Lutén Lodge, Quadra Island. The AETP is a partnership involving NIC, Vancouver Island University and Heiltsuk Tribal Council and Aboriginal Tourism BC.

International Education and Internationalization

On September 9, I participated in the Comox Valley International Student and Immigrant Welcome event. The College, School District #71, Immigrant Welcome Centre, City of Courtenay, Town of Comox, and Comox Valley Regional District co-sponsor the gathering to celebrate and welcome international newcomers to the Comox Valley.

People, Organization, Culture

On September 21, I chaired the Diversity Matters Working Group (DMWG) meeting at the Comox Valley Campus. The DMWG is coordinating an initiative in support of the NIC Plan 2020

goal to *Foster an open organizational culture that supports and celebrates diversity and learning.*

This fall and winter the Diversity Matters initiative will focus on engaging college employees and students in campus based conversations about:

- *What would a truly diverse and inclusive college and campus environment look like?*
- *What is NIC doing well in order to foster a diverse and inclusive community?*
- *What areas can we improve upon?*

Resources, Investment, Sustainability

On September 8, the annual Mayors' Golf Tournament was held at Crown Isle Golf Resort. A portion of the funds raised are provided to the North Island College Foundation.

Work on the Campbell River Campus facilities project is progressing well. Colin Fowler, Vice President, Finance and Facilities will provide more information on the project in his report.

On September 18, a Town Hall and Information Night was held at the campus to provide community members, college students and employees, as well as the Timberline Secondary School community with information regarding the project, an overview of its progress to date, as well as the future phases of construction and renovations. The College Campbell River Campus [project website](#) will be updated regularly.

Active Connections to Community

On September 9, the College was well represented at the Comox Valley Project Watershed Fundraising Bar-B-Q Dinner held at 40 Knots Winery. At the dinner, Project Watershed announced their agreement reached with the City of Courtenay, K'omoks First Nation, and Interfor to purchase and restore the [Former Field Sawmill Site](#) to a natural environment.

On September 15, Randall Heidt, Vice President of Strategic Initiatives and I, met with the Mayor and Senior Staff from the City of Campbell River, to assist them in the preparation for meetings at the Union of B.C. Municipalities annual conference during the last week of September. We provided key messages and updates on college activities in Campbell River, including progress on the campus expansion and renovation project, program developments and plans.

On September 27, I will be one of the guest speakers at the Port Alberni Chamber of Commerce dinner meeting.

Other Topics

Colin Ewart, President of BC Colleges (BCC) visited NIC on September 7 to meet with me and other members of the college administration. Colin provided me with an update on recent provincial system developments that occurred during the summer months and we discussed BCC's plans for the coming year.

On September 11, I attended the Trades Training BC (TTBC) institutional consortium annual general meeting and board of directors meeting. At the meeting, attendees shared institutional information regarding program delivery plans, capital project developments and received reports

on the coordination of trades training system plans. TTBC institutional relationships and advocacy with the Industry Training Authority (ITA) and provincial government were also discussed.

On September 12, a regular BCC Council of Presidents meeting was held in Vancouver. Minister of Advanced Education, Skills and Training (AEST) Melanie Mark and DM Shannon Baskerville joined the meeting via teleconference to discuss with the presidents the new government's priorities for post-secondary education. BCC is also working on a project that will outline for the provincial government a number of policy changes that would provide post-secondary institutions with greater financial flexibility to manage their fiscal resources to maximum effect.

On September 13, I attended the Post Secondary Employers' Association (PSEA) Annual General Meeting. Collective Bargaining preparations, organizational changes within PSEA, and PSEC overview of provincial government changes were discussed.

On September 18, I spoke via telephone conference call with DM Baskerville. We discussed Minister Mark's visit to the Comox Valley Campus, the Minister's Mandate Letter priorities, and the government's policy decision with respect to tuition free Adult Basic Education.

In our conversation I highlighted NIC's desire to move forward on the development of student housing and stressed the importance that institutional differences be considered when developing and implementing new directions, and that "one size fits all" approaches can be inequitable for smaller rural institutions like NIC.

**REPORT TO NORTH ISLAND COLLEGE BOARD OF GOVERNORS
REGIONAL HIGHLIGHTS
SEPTEMBER 2017**

CONTINUING EDUCATION AND TRAINING

Regional Overview

Submitted by Lynne MacFadgen, Regional Director

CET continues to strengthen Departmental structures and processes, while working with our instructional areas and community partners to enhance student access and pathway programs across our four regions.

Examples of our strategic priorities and collaborative programming include the following:

Human Resource Analysis & Stabilized Staffing

Over the past six months, the Regional Director has worked collaboratively with Human Resources to review CET work priorities, strengths and gaps, with the aim of creating an efficient and integrated operational structure.

The following positions have been filled (or are in process) to address HR priorities:

The Manager Contract & Training Services vacancy was filled in June/17; the positions were replaced in July-Aug/17 (due to retirements); and selection Administrative Officer Projects & Budgets, and the CV Program Assistant processes are now underway for the CR Regional Training Officer replacement and the new part-time PA Program Assistant.

During the cyclical review of the Regional Training Officer Job Description, the position description was updated to include contract training and curriculum development responsibilities. The review focused on addressing workload balance/efficiencies in contract work across regions, streamlining work procedures to reach performance targets, and offering professional development opportunities.

Extended Ministry Contracts & Regional Priorities

In July 2017, our Ministry Contract Manager (JTST) offered us a renewal of the 2016/17 Project-Based Training initiatives (with a 10% budget reduction). With this funding, CET is offering the following programs:

- *Coastal Forest Resource/Wildfire Training* – a Coastal Forest Resource Program in Campbell River (Oct 16/17-Jan 31/18), as well as two Wildfire Training Programs in Port Alberni and Campbell River (Feb 5-Mar 2/18, and Mar 5-16/18 respectively)
- A repeat offering of *Underground Mining Essentials Training* was also approved for delivery in Pemberton (Nov 22/17-Mar 3/18).

With deferred AVED Community Adjustment Funds, we were able to offer the following mix of programs:

- *Essential Skills Facilitator Training*, with an Aboriginal focus, at the Port Hardy campus (a collaborative project with ACCESS Futures and Douglas College, Aug-Nov/17)
- A series of *Marine Certification* courses for Nanwakolas Council members in July-Aug/17 in Campbell River
- A *Barriers to Balance* job-readiness training program, in collaboration with the North Island Employment Foundation (NIEFS) in Campbell River
- A weekend *Wildfire Suppression & Entrapment Training Program* at the Port Alberni campus (delivered on Sept 8-12/17).

Aboriginal Community-Based Programming

We are currently offering a *Taste of Trades: Introduction to Carpentry Program* in partnership with Toquaht Nation and Ucluelet First Nations to be delivered in Ucluelet (Oct 23-Nov 9/17).

We are in the planning stages with Huu-ay-aht Nation to support their Pathways to Employment initiative.

In addition, we are awaiting the results of the Aboriginal Community-Based Training Partnership Proposals (AVED) that we submitted in partnership with Port Alberni Friendship Center and our Faculty of Health and Human Services (*Working with People Pathway Program*), and in partnership with Tla-o-qui-aht First Nation and our Faculty of Trades & Technical Programs (*Carpentry Career Pathways Program for Foundation & Apprenticeship Training*).

We look forward to having additional opportunities to address Aboriginal education/training needs, given the Ministry of Advanced Education, Skills and Training mandate to address the Calls to Action of the Truth and Reconciliation Commission.

New Initiatives & Innovative Partnerships

The Manager of Contracts & Training Services assumed his role in June/17 and has concentrated on building partnerships with Aboriginal communities, as well as with agriculture and marine industries. Examples of potential new developments include:

1. *Remote Indigenous Community Medic Development* to provide an enhanced level of medical assistance for citizens living in remote indigenous communities (training to Occupational First Aid Level 3 standards to support the set-up of first aid centres for life-saving care), with expressed interest from Ka:'yu:'k't'h' and Che:'k'tles7et'h' First Nations
2. *Controlled Environment Agriculture* to train participants in the operation of vertical container gardens and indoor hydroponic farms, with a focus on including local plants traditionally used for medicine and food by indigenous people in our regions
3. *Enhanced Marine Certification* that combines Essential Skills training with traditional First Nations knowledge to assist First Nations youth in obtaining essential workplace skills and marketable marine skills for seeking viable and rewarding careers in their home territories.

Programming Activities

CAMPBELL RIVER

Coastal Forest and Underground Mining

Ministry funding was approved for the delivery of the *Coastal Forest Resource Program* in Campbell River, and *Underground Mining Essentials* in Pemberton BC. We will be working with the Naqu'qua First Peoples, members of the Lillooet First Nation in D'Arcy, BC to provide the *Underground Mining Essentials Program*, in partnership with Avino Gold and Silver and Sandvik Technologies. An information session was held at the end of August for the *Coastal Forest Resource Program*. As a result, we have engaged five enthusiastic and qualified candidates and are anticipating additional recruitment.

Barriers to Balance

Advanced Education funding will be used to deliver a cohort of *Barriers to Balance* in Campbell River this term. This program is in collaboration with the North Island Employment Foundation (NIEFS) to provide job-readiness training, and support back-to-work activities for office settings. The Ministry of Advanced Education is planning to feature a student 'Success Story' from the Port Hardy *Barriers to Balance* program that took place last Fall at the Mount Waddington campus.

TV and Film Crew Training

Continuing Education is providing program coordination support to our Faculty of Trades and Technical Programs to facilitate their pilot project in *TV and Film Crew Training*. Production Assistant calendars have been finalized for Port Alberni and Campbell River campuses, and student recruitment interviews

have begun. Section requests and calendar preparation assistance has been requested for the six Trades-focused training sessions that will be offered at both campuses in November 2017 and January 2018.

Metal Jewellery Design

We organized a booth at the Campbell River, River City Arts Festival in July for three Metal Jewellery grads, including our instructor Ernest Smith, to promote our jewellery programs while selling their jewellery. We held Metal Jewellery instructor meetings for a curriculum review of the program and drafted Approved Course Description and program revisions to submit to EdCo. The *Metal Jewellery Design Certificate* started in September with nine students, including three First Nations students, one student from Japan, one from Holland, and one from Ontario.

Marine Skills Training

Advanced Education funding was used to deliver a series of *Marine Certification* courses for Nanwakolas Council members in July and August. The students who completed the program are now pursuing careers in archaeological surveys, adventure tourism, and commercial fishing. We hired a new Marine instructor, Dianna Hay, to add to our training capacity and we are working to expand our course offerings in this important sector. Marine courses from Transport Canada, including the *Marine Emergency Duties* and *Small Vessel Operator Proficiency Training* courses, have new course requirements. We are working on updating our curriculum to meet these needs.

Cruise Line Service Training Program:

We have finalized course outlines for *Cruise Line Service Training Program* for Global Education and we created a Facebook page to connect to the industry and attract potential instructors.

Elder College

ElderCollege hosted their information session in Campbell River on September 15th and ElderCollege newsletters, registration forms, and the *Joy of Lifelong Learning* brochures were distributed. Students will be advised to start planning now for academic offerings in the Winter term.

COMOX VALLEY

Our *Hospital Unit Clerk* and *Activity Assistant* Programs started with excellent enrolment. The *Animal Care Aide Program* is full (20 students) and starts on Oct 2/17. Our promotion plan is being implemented for the *Landscape Horticulture Level 1 Apprenticeship Training* to start January 2018, and we are hoping for increased enrollment.

Open enrolment classes are off to a good start with classes filling up nicely.

With thanks to Facilities Management, the Annex 3 office renovations are complete and comfortably accommodate CV staff, including the CET Manager of Contracts & Training Services, and the CET Program Assistant.

First Aid Training

Contracts are starting to pick up with inquiries from The District of Ucluelet and SD#71. We organized *Occupational First Aid Level 2* training for SD#71 *Introduction to Trades Programs*. Our Port Hardy instructor is still off on a medical leave from BC Ambulance Service and is expected to return to work in four to six weeks. We are currently in the middle of providing training for all of our new trades programs that started in September.

ElderCollege

ElderCollege is very active this fall. We hosted the Information Forum and had more than 250 people in attendance to learn about the fall programming. There are over 60 courses scheduled for the fall and currently more than 600 registered ElderCollege members with more joining each week.

Joy of Lifelong Learning

The *Joy of Lifelong Learning* initiative is going very well, with 15 mature learners participating in the Fall program for a total of 45 individual course registrations. Only five of our registrants are ElderCollege

members, so we are pleased to be recruiting new registrants who are seeking academic offerings.

PORT ALBERNI

Applications are coming in for the upcoming Ministry-sponsored *Building Service Worker Program* (in collaboration with Vancouver Island University) starting at the Port Alberni campus on Oct 16/17. We will be conducting interviews at the end of September to recruit participants.

With funding from The Ministry of Advanced Education, we held *Fire Suppression and Wildfire Entrapment Avoidance* courses in September to help with the demand for wildfire fighters in BC. Because many of the current fire crew members went back to school in September, there was a demand for trained replacement personnel.

We are working on a contract with Toquaht Nation & Ucluelet First Nations to provide a three-week, in-community *Taste of Trades: Introduction to Carpentry Program* in Oct /17. The training will be conducted at the Ucluelet First Nations' Fire Hall.

We are working with Huu-ay-aht First Nation to potentially offer a “Taste of Forestry” program in the spring of 2018, which would include a sampling of the different careers in the Forestry industry. This training will be delivered in Port Alberni.

CET staff and Fine Arts faculty met with the Directors and members of the local Arts Council about potential partnerships to bring Fine Arts education to the Alberni Valley. At this point, we are exploring the possibility of offering an Arts Series through Elder College, and the possibility of offering a Dual Credit Fine Arts course in collaboration with SD#70.

We are also assisting with student recruitment for the *TV & Film Crew Training Program*, which is planned for delivery in Nov /17, at the Port Alberni campus.



Coastal Forest Resource Certificate (Mt Waddington)



Animal Care Aide Certificate CV



Fire Suppression & Wildfire Avoidance Training (Port Alberni)



Metal Jewellery Design Certificate (Campbell River)



Red Cross Emergency Medical Responder Training (CV)

TRADES AND TECHNICAL PROGRAMS

September 2017 Report

Submitted by: Cheryl O'Connell, Dean

PROVINCIAL AND REGIONAL

Harmonization

The Canadian Council of Directors of Apprenticeship (CCDA) is responsible for the Red Seal Program, which develops common interprovincial standards and examinations. The CCDA is undertaking the Harmonization Initiative in 30 Red Seal trades by 2020. British Columbia is an active participant in this initiative. The goal is to substantively align apprenticeship systems across Canada by making apprenticeship training requirements more consistent in the Red Seal trades.

NIC Harmonization Progress

- *Carpentry Foundation Harmonized* as of September 2017; replacing Carpentry Foundation – core content is consistent, however, sequencing of which modules are delivered when is the main adjustment. The intent is to ensure that if a student completes this program in BC, they can easily transition into a program in central or eastern Canada.
- *Carpentry Apprenticeship* is being gradually introduced.
- *Welding Foundation Harmonized* as of September 2017; replacing Welder Foundation.
- *Welder Apprenticeship Harmonized* as of September 2017; replacing Welder Apprenticeship 1,2,3
- *Automotive Technician Harmonized* as of September 2017; replacing Automotive Technician

Future Conversions:

- Heavy Mechanical fall/spring 2017/18
- Electrical – January 2018
- Plumber – TBC expected January 2018
- Culinary 2019/2020

Along with ITA's Manager of Training Investment, Gwyn MacGregor, ITA's New Director of Training Investment, Paulette Sangalang, visited our Campbell River and Vigar Road campuses in August to meet our team and see our facilities.

Ms. Sangalang is responsible for the management of ITA's annual training investment ensuring that supply of apprentices meets the future needs of the economy and industry. Paulette leads high performing teams that support Trades Training Investment, Youth Programs and the Canada BC Job Fund Program for under-represented groups.

National Council of Deans of Technology and Council of Deans of Trades and Apprenticeship Canada will hold their general meeting October 11-13, 2017 in Kitchener, Ontario.

HIGHLIGHTS

Fall registrations are strong in the Faculty of Trades and Technical Programs, with the following programs beginning in September:

- Aircraft Structures - CR
- Automotive - CR
- Automotive - PA
- Carpentry Apprenticeship – Level 2 - CV
- Carpentry Foundation - CV
- Cook 1 - CR
- Cook 1 - PA
- Electrical Foundation - CR

- Heavy Duty Foundation - CR
- Joinery - PA
- Plumbing Foundation
- Plumbing Apprenticeship – Level 3 – CV

Applications are coming in for our new *TV and File Crew Training* courses with the first cohorts of Production Assistant set to begin in Campbell River in October and Port Alberni in November.

Aquaculture development continues with approximately one third complete.

Annual Trades Fall Gathering

Faculty attended the annual Trades and Technical faculty meeting on August 29, 2017. The afternoon event had a full agenda and included topics such as Campus Expansion, Supporting Students, NIC Policies, and Work Experience Initiative. Guest speakers included Erin McConomy (English Support Services for Students), Margaret Hearnden (Academic Integrity), Doug Podetz (ITA updates), Randall Heidt with our new Campaign Development Officer, Rachel Pearsall (Campus Expansion and Fundraising Initiative) and Dana Simison (Windows 10 Update). It was a great way to kick off the new school year.

Annual Welcome Back (CR) event

Sarah Deagle and Cheryl O'Connell welcomed staff and faculty back for the 2017-18 school year at the Campbell River Campus on August 29, 2017. This annual event showcased brief updates on initiatives from Senior Leadership and the Senior Education Teams, as well as providing a welcoming message to all new and returning staff and faculty. This year staff were treated to a delicious buffet prepared by our talented Cafeteria staff and Chef!

Cafeteria Schedule and Menu Changes

The Campbell River Campus cafeteria menu has changed for the 2017-2018 school year, with a focus on healthier choices to accommodate a broader range of dietary needs. We are also adjusting our hours of operation to better serve students and staff. Hours of operation are 8 am – 1 pm, Monday – Friday.

Welcome to our new Faculty and Staff

Tony Yaklin (CR)

We are pleased to announce that Tony Yaklin will be joining our Faculty of Trades and Technical programs as the newest member of the Heavy Mechanical Instructional team. Tony will commence in his new role with North Island College on September 18, 2017.

Tony brings over 25 years of experience as a Technician, Field Mechanic, Manager and Business Owner spanning the mining, logging, oil, gas and construction industries. The companies to which Tony has provided his expertise include Finning, Golden Hill Ventures, Toromont Industries, Ledcor Industries, Tercon and Cantex Mining and Pelly Construction.

Tony is joining us from Vancouver Community College where he has been instructing foundation through to apprenticeship programming, while also supporting the advancement of key priorities associated to the pan-Canadian Harmonization initiative.

Tony is passionate about program development, instruction, mentorship and student success. He looks forward to joining North Island College to support ongoing quality programming, the advancement of industry engagement and our Work Experience initiative. Tony's credentials include: Journeyman Heavy Duty Equipment Technician and Mechanic; Provincial Instructor Diploma and a range of industry credentials to include: CFC/HCFC/HFC; Mine Safety; CSTS; H2S Alive; Surface Electric and Non Electric Blasting; Hoisting and Rigging; Fall Arrest; Elevated Platform and more.

Darrell Block (CR)

We are pleased to welcome Darrell Block as the new Trades and Technical Assistant for the Dogwood

Campus effective August 28, 2017.

Darrell has been working within our Faculty as a Lab Tech over the last year during which time he has supported Electrical, Welding and aspects of Heavy Mechanical and Automotive. Darrell is very much looking forward to joining the team as a regular employee to support programming, students and faculty.

Darrell brings impressive experience having been in the Navy for over eight years as a Electrical Technician. During his time with the Navy, Darrell worked-on and led a range of confidential initiatives and retrofits, while supporting training, system upgrades and ongoing quality improvement projects. Having held the positions of Control Technician and Shop Supervisor in the Navy, Darrell is very accustomed to equipment and materials purchasing, maintenance and management.

Prior to the Navy, Darrell worked for over five years at Timberwest Elk Falls Sawmill supporting a range of tool-crib and maintenance priorities which provided him with a great opportunity to learn many aspects of welding and millwrighting, which will be of great value to his new position.

OFFICE OF GLOBAL ENGAGEMENT

Chinese HS Student Groups

Submitted by Cathy Mutis

This past summer, two groups of Chinese high school students visited NIC and the Comox Valley:

- July 26/27
A group of about 20 students and instructors from the High School attached to North East Normal University
- August 15
A group of 59 students from Beijing Daxing No. 1 and Xinghua Middle School

Both groups were welcomed to NIC with a campus tour and informational session. In addition, the group visiting in July were treated to a hike in Elk Falls with NIC student volunteers and led by Jennifer Barth. Lots of smiles all around.

Uniterra Leave for Change

Submitted by Cathy Mutis

In October 2015, NIC signed an agreement with World University Services Canada (WUSC) and the Centre for International Studies and Cooperation (CECI) to offer Uniterra's Leave for Change program to NIC staff and faculty. Uniterra's Leave for Change offers employees an opportunity to undertake a challenging and rewarding professional and personal growth experience in a developing country, all while contributing to lasting change. Since signing, NIC has sent six staff and faculty abroad on this program. In 2017, two faculty and one staff member took part in assignments in Vietnam, Peru, and Tanzania. The program represents an excellent way to advance internationalization at NIC.

New Partnerships

Submitted by Thevi Pather

The Office of Global Engagement has recently formed new partnerships and signed Memorandums of Understanding with the following International Institutions:

- Saigontourist Hospitality College (Vietnam)
- Beijing College of Finance & Commerce (China)
- Cebu Normal (Philippines)
- Pioneer International Education Inc. Canada (China)

Fall Intake & Orientation

Submitted by Thevi Pather

One hundred and twenty two students joined the student population at NIC this Fall, with new students coming from Norway, India, Mauritius, Nigeria, Japan, Zimbabwe, Uganda, China, Philippines, Kenya, Singapore, Pakistan, Korea, United Kingdom, Denmark, Vietnam, France, Yemen, and Burundi.

Orientation spanned the course of three days, ending with a field trip picnic to Kye Bay!

Seventh Annual Comox Valley International Welcome

Submitted by Cathy Mutis

On Sunday, September 10th, 2017 the Office of Global Engagement and SD 71 hosted the Seventh Annual Comox Valley International Welcome at the Native Sons Hall. Approximately 120 people attended this public family event and enjoyed a traditional welcome from the K'omoks First Nation, NIC President John Bowman, photos with RCMP, a cultural dance performance from Axe Capoeira and Canadian folk music.



New Vietnam & Africa NIC Representatives

Submitted by Candace Jesson



Thuy (SOPHIA) DUONG, Manager - Vietnam, Marketing and Business Development

DUONG NGOC THUY, Đại diện tuyển sinh & Marketing, Việt Nam

Provides support for NIC's recruitment efforts within Vietnam, which include recruitment of students, marketing, outreach, networking, and market development.

Aresi Thylamay Mooroooven, Manager – Africa, Marketing and Business Development

Provides support for NIC's recruitment efforts within Africa, which include recruitment of students, marketing, outreach, networking, and market development.



STUDENT SERVICES AND REGISTRAR

Library & Learning Commons Update

Submitted by Mary Anne Guenther

The CV campus Library & Learning Commons (LLC) renovations took place over the summer and are near completion. Phase 2 renovations added group study rooms equipped with technology, a dedicated silent area and a larger library classroom/lab. Temporary signage and furniture are in place while we wait for deliveries. Minor renovations, including adding computer stations at the end of the book stacks and modifications to the service desk are scheduled for later fall.

Students were surveyed late spring about the academic supports provided in the LLC (research, writing, math, peer-tutoring and IT) and feedback was positive. While not all services were used by all, we felt that the survey provided awareness about the space and technology, including online bookable group study rooms, computers, multi-media projectors and Skype facilities. The Ebsco Discovery Search and Springshare room booking software both received favorable comments.

Weekend hours at the CV campus library commenced September 9th – 10th from 10:00 - 4:00. Saturday hours will continue to April 30th and Sunday hours are being piloted until Christmas to determine demand.

The LLC staff participated in a number of events in late August, including library orientations to new international students, the Teaching & Learning professional development event and new employee welcome tours. Fall orientation events at each campus included tours and sessions about the LLC, highlighting the various services available, including research, writing, math, technical help and peer-tutoring.

The CV Library partnered with the Office of Global Engagement to organize a Living Library event on June 3rd in downtown Courtenay as part of the Elevate the Arts festival. The theme was Diversity Matters and “books” shared their stories as an obese person, as a homeless person, as a survivor of domestic violence, as a gay woman, as an adopted child, and other topics, where some level of stigma, stereotyping or discrimination had been experienced.

Library staff continue to achieve lofty goals – one staff member recently completed the Masters of Library Science (MLIS) program and two other staff members are enrolled in the Library Technician diploma program. Five staff members attended the Vancouver Island Library Workers conference at UVic on April 28th. During the last few months, staff concentrated on updating website content, building research guides and implementing the fulltext finder/LinkResolver resource to support interlibrary loan functionality.

Peer Tutoring

Submitted by Erin McConomy, Peer Tutor Coordinator

Our fall semester is getting underway with lots of interest in Peer Tutoring, both from students interested

in becoming peer tutors and those interested in receiving peer tutoring. We have several peer tutors returning to peer tutoring from last year, and the applications from new tutors are beginning to flow in. Peer tutor training will take place close to the end of September and will be supplemented with a new BlackBoard LEARN training site where tutors will be able to access training information and resources, as well as communicate with the coordinator and each other to build a community of learning and shared experience.

A great focus this semester will be placed on promoting the Peer Tutoring program to both students and faculty at all campuses to ensure that all students who may benefit from the program are aware of it. Promotion efforts include the traditional print and digital signage used at all campuses, in addition to numerous orientation sessions for both students and faculty, and visits to both department meetings and individual classes. Particular effort is being made to inform faculty in the Trades and Technology division of how their students can benefit from peer tutoring and encourage faculty to facilitate their students' participation in the program.

The application for a further three-year CRLA International Tutor Training Program Certification was submitted in early September. We expect to hear confirmation of the extension of our re-certification by the end of the calendar year.

Finally, the physical renovations to the Comox Valley Library & Learning Commons will provide more available space for peer tutors to meet with students and more of a physical hub for peer tutoring activity.

Writing Support

Submitted by Erin McConomy, Writing Support Faculty

Writing support services at NIC continued during the 2017 intersession with WriteAway, which saw 27 submissions in the Spring/Summer 2017 semester. NIC will continue to participate in WriteAway for the 2017-18 academic year. The consortium is focusing more energy this year on keeping wait times for paper responses down during peak demand times in the semester.

Drop-in writing support started again in early September and will be offered at least three times per week in person and via Skype to all NIC campuses. Continued effort will be made through bi-weekly visits to Campbell River and Port Alberni, as well as participation in the Mount Waddington student orientation event, to create a physical presence at all campuses for writing support to ensure that students feel supported and that they know where to go when they need help with their writing.

Writing support is also available for faculty to book in-class workshops. Workshops are available on numerous topics including academic writing and documentation, but also program-specific topics. Workshops have already been booked for both the Practical Nursing Program in Port Alberni and the Automotive Service Technicians program in Campbell River.

Efforts are being made this semester to continue promoting the writing support services to both faculty and students through faculty and student orientations at all campuses, department meeting visits, and classroom visits, in addition to print and electronic signage.

ORIENTATION

Orientation Day introduces and welcomes new and returning students to the NIC community. The NIC Student Orientation Day provides an opportunity to establish relationships with peers, faculty and staff. It is designed to be fun, engaging and purposeful. Below is a 'snapshot' of the day from three of our campuses.

Campbell River Campus

Weather forecast was for heat, making our decision to host the Campbell River Orientation outside this year a particularly good one. Students came together first at the Gathering Place for light snack, the opportunity to participate in an art project on the theme of "welcome," and an adroit welcome by Daryl Mills, one of the campus Elders. From there, an address in the outdoor amphitheatre from the Dean of Trades & Technology and the Assistant Registrar. This had a more informal, interactive feeling than in

previous years, partly thanks to the involvement of James Quattell, Laichwiltach Elder. A choice of four workshops to follow before the program introductions.

The NIC café/cafeteria prepared a delicious lunch with a menu that was selected to highlight ‘diversity,’ support the President’s “Diversity Matters” initiative.

Student Employment Services was integral to expanding our Marketplace, which features NIC services and community services as well. Quoting Bob Haugen, Manager, NIC Contract & Training Services, “I was impressed with the involvement of community partners such as North Island Employment Foundations and NVIATS and the welcome atmosphere of the event. Your event exceeded my expectations.”

Port Alberni Campus

Orientation Day was held on August 31st at the Port Alberni Campus and over 100 students attended this welcome back event. Twenty-three community groups joined in on the Marketplace, providing giveaways, student rates, and resourceful information.

Alberni Valley Lions Club served a BBQ lunch.

Board of Governors member Eric Mosley was present at this event and joined in on welcoming the students. Alberni District Secondary School Career Counselors stopped by to support their students and enjoy the event. This was a day of community!

The Student Leadership Team held a session called “Been there. Done that,” which gave students an opportunity to ask questions and hear success stories.

Many participated in the tug of war with PA Campus staff being undefeated!

On Tuesday Sept 5th the corridors were brimming with students attending workshops dedicated to their success. All workshops were filled to capacity and deemed a success.

Students commented on their surveys that the staff and faculty were very friendly, helpful and welcoming. Many made new friends on this first day of the semester.

Comox Valley Campus

The Comox Valley 2017/2018 Orientation day was held on Tuesday September 5th with great success. The weather cooperated and helped to make the day an enjoyable experience for all attendees.

For the second time, we held a mini hiring fair where we invited employers from the community to attend with the intention of letting students know of potential part-time job openings. This year we had 16 employers join us.

We also had various community groups and vendors let our students know what they could offer them by way of services or supports.

After the free BBQ lunch, which is a highlight for the students, we offered workshops such as Study Abroad, Academic Integrity, Funding Your Education, and introducing the Learning Commons and what supports are there for students.

Feedback from students was positive and constructive.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: **Regular Meeting**
3.2.1 Provincial Government Policy – Adult Basic Education and English as a Second Language

On August 2, 2017 the Ministry of Advanced Education, Skills and Training announced the reinstatement of a tuition-free policy for domestic students accessing Adult Basic Education (ABE) and English as a Second Language (ESL) programs in the public post-secondary system, effective the academic year beginning September 1, 2017.

Pursuant to their communication on this matter, the Ministry is working with institutions to determine a compensation model and policy to support this decision. In 2015 when the previous government implemented tuition, it removed \$372K and \$125K from NIC's operating grant for ABE and ESL respectively. This decision does not return these resources to NIC.

However, to support delivery of these programs for the fall semester, the Ministry has indicated that it will provide NIC with \$150,500 by the end of September, 2017. This represents 50% of forecasted tuition and fee revenue for fiscal year 2017/2018.

NIC has been actively working with the Ministry regarding the institution's ability to support an expected increase in enrolments and demand for new programming without additional operating funds, as tuition alone funds neither the full cost of delivery nor the services required by students at this level. These discussions will occur over the next four to six months.

It is expected that Board Bylaw #4 – Domestic Tuition and Fees will have to be amended to reflect government policy. However, these revisions are not being immediately brought forward as there may be situations where domestic students are charged tuition, for example, for repeat course enrolment. It is expected that policy decisions like these will be determined by the Ministry in the coming months.

Domestic students who had paid their ABE and ESL tuition prior to the announcement have received refunds.

Action:

For the Board's discussion and review.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE WAIVE DOMESTIC TUITION AND LAB AND SUPPLY FEES FOR THE FOLLOWING ADULT BASIC EDUCATION AND ENGLISH AS A SECOND LANGUAGE PROGRAMMING.

Schedule "A": Domestic Tuition Fees

Adult Basic Education (except ABE Fundamental)

Adult Basic Education (Fundamental)

English as a Second Language (except ESL Beginner)

English as a Second Language (Beginner)

Schedule "B": Lab and Supply Fees

Adult Basic Education & Adult Special Education

BIO 051, 060

CHE 051, 060

PHY 050, 060

Effective Date: September 1, 2017

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: **Regular Meeting**
3.3.1 Financial Information Act Report (*attachment*)

Background:

Each year the College prepares a series of financial disclosures required under the *Financial Information Act [RSBC 1996] Chapter 140* for submission to the Ministry of Advanced Education, Skills and Training. The deadline for submission is September 30th, 2017.

A copy of the disclosure report for FY 16/17 is attached for approval by the Board. The documents include the audited financial statements which the Board approved in June. The report was circulated to the Finance Committee members for their review and comment in early September.

Action:

For the Board's review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2017 AS REQUIRED UNDER THE *FINANCIAL INFORMATION ACT*.

NORTH ISLAND COLLEGE

STATEMENT OF FINANCIAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2017

Financial Information Regulation (FIR) Schedule 1

DRAFT

**NORTH ISLAND COLLEGE
APPROVAL OF FINANCIAL INFORMATION
FIR SCHEDULE 1, SECTION 9(1)
FOR THE YEAR ENDED MARCH 31, 2017**

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

On behalf of North Island College:

Chair
Board of Governors

Date

DRAFT

**NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9(3)
FOR THE YEAR ENDED MARCH 31, 2017**

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with generally accepted accounting principles and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

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

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises this responsibility. The Board meets with management and the external auditors once a year or as needed.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Financial Information Act. Their examination includes a review and evaluation of North Island 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 Board of Governors.

On behalf of North Island College:

Colin Fowler
Vice President, Finance & Facilities

Derek Lamb
Chair, Board of Governors

Date

Date

**NORTH ISLAND COLLEGE
SCHEDULE OF DEBTS
FIR SCHEDULE 1, SECTION 4
FOR THE YEAR ENDED MARCH 31, 2017**

The outstanding amount of debt secured by debt instruments is NIL.

DRAFT

**NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2017**

North Island College has given the following indemnities under the Guarantees and Indemnities Regulation:

	Issue Date	Indemnity Number	Indemnitee	Description
1.	12/15/2015	20164774	Aboriginal Community-Based Delivery Partnership Program	Aboriginal Ecotourism Training Program
2.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
3.	05/02/2016	20175364	BC Salmon Farmers Association (BCSFA)	Marine Environmental Research Program
4.	04/04/2006	070002	Bow Valley College	License for Skills Course
5.	10/13/2010	110962	Canadian Red Cross Society	First Aid Courses
6.	06/10/2016	20175534	Canadian Internet Registration Authority	Project-NIC BotCamps and NICBotLab
7.	12/05/1997	980115	City of Port Alberni	Parking Lot Lease
8.	02/16/2016	20164996	City of Port Alberni	2016-2018 Lease 4751 Tebo Avenue
9.	08/26/2016	20175906	Comox Valley Regional District Sports & Aquatic Centers	Sports and Aquatic Center use.
10.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
11.	09/18/2013	20140898	Minister of Children and Family Development	Practicum Experience for students in Health and Human Services at NIC.
12.	11/01/2016	20176184	Minister of Indian Affairs and Northern Development	DIAND initiatives
13.	02/08/2017	20176579	Minister of Jobs, Tourism and Skills Training	Advanced Aquaculture training programs

**NORTH ISLAND COLLEGE
 SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
 FIR SCHEDULE 1, SECTION 5
 FOR THE YEAR ENDED MARCH 31, 2017**

14.	03/23/2017	20176850	Minister of Jobs, Tourism and Skills Training	Training programs to transition students Trades skills to Film and TV industry skills.
15.	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
16.	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
17.	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
18.	01/08/2014	20141314	SirsiDynix	Library Catalogue software
19.	08/18/2016	20175860	Strathcona Regional District	Use of Strathcona Gardens Recreation Complex for courses

DRAFT

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2017**

A. Board of Governors

Name	Position	Remuneration	Expenses
Bell, Bruce	Board Member	2,250	5,679
Calder, Bruce	Board Member	500	
Dickie, Leslie	Board Member	1,000	2,059
Everson, Robert	Board Member	2,500	142
Grant, Roy	Board Member	2,000	2,814
Hoefgen, Peter	Board Member	1,112	
Ishimwe, Ulysse	Board Member	1,137	
Johnson, Rhonda	Board Member	1,500	
Lamb, Derek	Board Chair	2,250	2,129
Mosley, Eric	Board Member	500	341
Mundi, Jagroop	Board Member	1,175	142
Mundy, Violet	Board Member	500	314
Murphy, Jane	Board Vice-Chair	2,000	1,475
Nelson, Kathleen	Board Member	500	219
Phelps, Gregory	Board Member	2,000	4,520
Whitehead, Justin	Board Member	1,000	501
		21,924	20,335

B. Other Employees > \$75,000

Name		Remuneration	Expenses
Ackland, Shirley	Inst, Appld Bus Tech	90,787	2,000
Almond, Janis	Fac, Students w/Disabil	88,950	4,820
Anderson, James	Inst, Human/Social Sciences	90,372	3,774
Batch, Cory	Inst, Electronics	90,787	10,603
Batho, Catherine	Inst, Early Child Education	87,535	1,535
Beggs, Janet	Counsellor, Student Services	89,887	3,585
Bellavia, Antonio	Acting VP, Access & Regions	124,233	9,034
Bendle, Norman	Inst, Eng Second Language	90,813	2,000
Bird, Laurie	Dept Chair, Health Care Asst	88,868	1,617
Black, Casey	Dir, Information Technology	97,361	273

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2017**

B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Bowman, John	President	172,683	16,439
Burton, Pamela	Inst, Nursing	90,675	163
Cameron, Debra	Inst, Adult Basic Education	78,131	2,414
Carrel, Alix	Inst, Human/Social Sciences	90,787	
Catchpole, Michael	Inst, Human/Social Sciences	90,385	3,349
Charette, Nick	Inst, Plumbing/Electrical/Piping	90,128	1,080
Chow, Yiling	Inst, Human/Social Sciences	88,746	1,534
Coss, Debra	Inst, Practical Nursing	90,675	727
Crewe, Ken	Dir, Human Resources	119,984	4,841
Cumming, Caryl	Inst, English	90,675	
Davis, Ronald	Inst, Business Admin	80,626	
Diemer, Jason	Inst, Math/Science	90,787	
Doncaster, Sheila	Inst, Students w/Diasbil	89,887	3,296
Ducharme, Marie	Coord, Assessment Services	89,887	7,326
Elias, Harley	Inst, Business Admin	90,675	932
Erickson, Murray	Inst, Business Admin	89,887	
Faust, Sandra	Inst, Adult Basic Ed	90,787	2,539
Fleck, Susan	Director, Finance	81,448	2,017
Fowler, Colin	VP Finance	119,950	3,583
Fraser, Joanna	Inst, Nursing	88,987	9,541
Gallant, Lynette	Librarian, Public Services	88,987	3,940
Gardiner-Hyndy, Richelle	Inst, ABT, Dept Chair	75,144	1,006
George, Darren	Inst, Math/Science	90,787	
Gereluk, Theresa	Inst, Early Child Care Ed	90,675	6,663
Germaine, Daren	Ins, Heavy Duty/Commercial	83,775	
Gibson, Kimberley	Inst, Business Admin	90,675	1,881
Gingras, Jeannette	Inst, Appld Bus Tech	82,757	106
Graham, David	Dir, Facilities Management	101,163	5,651
Guenther, Mary Anne	Coord, Library Services	89,669	
Haggith, Kathleen	Dean, Health/Human Services	108,275	6,605
Hardin, Erik	Inst, Carpentry Apprentice	90,715	2,739
Harris, Wendy	Inst, Students w/Diasbil	90,675	2,426
Harrison, Donna	Inst, Math/Science	90,675	236
Harsell, Bradley	Inst, Industrial Automation	90,603	6,980
Hartman, RaeAnn	Inst, Nursing	76,794	3,192

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2017**

B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Hartnett, Caitlin	Inst, Adult Basic Ed	81,944	18,681
Heidt, Randall	VP, Strategic Initiatives	128,260	21,147
Hinman-Smith, Daniel	Inst, Human/Social Sciences	90,787	7,967
Holden, Ross	Inst, Welding/Trades	88,987	
Hughes, Robert	Inst, Plumbing/Heating	90,675	2,076
Hunter, William	Inst, Math/Sciences	90,187	2,190
Jay, Linda	Inst, Business Admin	89,207	750
Kantor, Shelagh	Inst, Nursing	88,987	223
Keitlah, Wilma	Inst, Adult Basic Ed/Abo Ed	80,052	3,341
Khan, Alexandra	Manager, Marketing	97,361	5,279
Kuhnert, Kathleen	Dir, Student Serv/Registrar	106,475	10,062
Lawrence, Jeff	Inst, Human/Social Sciences	90,787	
Lightfoot, Dennis	Inst, Math/Sciences	90,787	3,315
Lu, Frank	Inst, Business Admin	90,787	600
MacFadgen, Lynne	Dir, Cont.Ed & Ind.Training	100,562	9,406
Madarasz, Christian	Inst, Appld Bus Tech	82,779	2,000
Mason, Karen	Inst, Nursing	90,787	
Mayboudi, Ali	Inst, Business Admin	76,995	1,099
McCaffrey, Noreen	Inst, Adult Basic Ed	89,887	2,846
McConnell, Bill	Inst, Human/Social Sciences	86,708	2,538
McIntosh, Harvey	Inst, Human/Social Sciences	106,977	3,734
McIntosh, Stephen	Inst, Joinery/Cabinetry	91,741	141
Meiers, Janice	Inst, Nursing	90,787	4,375
Michaud, Laurie	Inst, Nursing	90,375	778
Milligan, Sandra	Inst, Math/Sciences	91,418	1,783
Morrison, William	Inst, Math/Sciences	90,787	1,160
Mutis, Cathy	Asst Dir, Global Engagement	89,512	20,880
Naugler, Diane	Dean, Business & Applied	95,905	11,716
Newton, Sean	Inst, Adult Basic Ed	90,787	6,677
Nicklin, Janice	Inst, Adult Basic Ed	84,058	2,000
Oberik, Lynne	Inst, Nursing	90,675	5,777
O'Connell, Cheryl	Dean, Trades & Technical	108,163	15,850
Parkinson, William	Dept Chair, Business Admin	96,704	284
Pather, Thevigahn	Ex. Dir, Global Engagement	119,984	94,140
Pelletier, Norma	Inst, Business Admin	90,787	
Perron, Linda	Inst, Fine Arts	88,302	

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2017**

B. Other Employees > \$75,000 (continued)

Name		Remuneration	Expenses
Peters, Catherine	Inst, Students w/Disabil	80,097	1,755
Peterson, Ivan	Inst, Welding	92,467	241
Pinel, David	Inst, Tourism	90,714	
Pollack, Walter	Inst, Electrical Apprentice	90,584	3,098
Porter, Cheryl	Inst, Adult Basic Ed	78,647	
Pruyser, Mary Ann	Inst, Adult Basic Ed	90,675	
Roelants van Baronaigien, Ja	Practice Placement Co-ord.	82,687	500
Russell, Martha	Ins, Nursing	75,726	2,173
Sale, Karen	Inst, Students w/Disabil	90,605	1,624
Sampson, Susanne	Inst, Fine Arts	90,623	2,000
Schofield, Gordon	Inst, Heavy Duty/Comm Transp	90,675	
Shantz, Susan	Inst, Human Services	76,255	2,868
Simpson, Nadine	Inst, Adult Basic Ed	84,267	2,838
Stuart, Leslie	Dept. Chair, Nursing	80,060	6,715
Tabata, Naomi	Mgr, Applied Research/Tech.	80,396	6,482
Thomas, Andrew	Mgr, Reg Oper/Facil Mgmt	79,174	
Thompson, Mary Pat	Inst, Human Services	79,361	
Tulloch, Laurie	Inst, Early Child Care Ed	81,879	3,443
Twynam, Nancy	Asst Dir, Std Affairs/Std Serv	95,561	8,411
Udy, Christopher	Dir, Trades & Tech Programs	95,561	2,568
Walters, Kevin	Dir, IT - Infr & Educ Tech	97,249	5,110
Wang, Sherrie	Inst, Math/Sciences	88,987	3,500
Waters, Terry	Inst, Welding/Trades	89,995	
Watts, Lesley-Anne	Inst, English	85,795	180
Willers, Michael	Dept.Chair, Math/Sciences	89,966	282
Wolfe, Naomi	Inst, Math/Sciences	89,887	2,631
Wrye, Jennifer	Inst, English Second Language	90,675	4,650
Zhao, Chunxiao	Inst, Human/Social Sciences	88,478	2,000
		9,973,753	466,328

C. Other Employees < \$75,000

Consolidated Remuneration / Expenses < \$75,000	13,771,661	397,273
---	-------------------	----------------

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2017**

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Remuneration & Expenses (per above)	Remuneration	Expenses
A. Board of Governors	21,924	20,335
B. Employees > \$75,000	9,973,753	466,328
C. Employees < \$75,000	13,771,661	397,273
	<u>23,767,338</u>	<u>883,936</u>
 Adjustments:		
Board of Governors	(21,924)	
MSP & Life included in remuneration	(491,715)	
Taxable and non-taxable employee benefits	5,606,066	
Other timing/accrual differences	46,052	
Adjusted Remuneration	<u><u>28,905,816</u></u>	
 Per Financial Statements	 <u><u>28,905,816</u></u>	

**NORTH ISLAND COLLEGE
STATEMENT OF SEVERANCE AGREEMENTS
FIR SCHEDULE 1, SECTION 6(7)
FOR THE YEAR ENDED MARCH 31, 2017**

There was one severance agreement made between North Island College and its non-unionized employees during fiscal year 2016-2017.

This agreement represents 4 weeks compensation*

***"Compensation" means that the severance agreement was determined based on salary plus benefits.**

DRAFT

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2017**

A. Payments >\$25,000

Name	Payment
1072638 BC Ltd	123,773
Action Door Service Inc	102,764
Air Liquide Canada Inc	34,065
AJ Forsyth Co Ltd	49,196
Ana's Hardy Clean	32,761
Archie Johnstone Plumbing & Heating	72,224
BC Electronic Library Network	71,970
BC Hydro	353,626
BC Stats	27,041
BCNET	149,908
Bee-Clean Building Maintenance	304,180
Bella Coola Valley Learning	28,968
Black Press Group Ltd	114,718
Blackboard Inc	30,226
Brennan MacHinery Inc	30,126
Camosun College	42,932
Canam Consultants Ltd	46,740
Cantrust Consulting Inc	30,037
CDW Canada, Inc	224,282
Chase Moneris	116,794
Central City Machinery Co	91,438
Chernoff Thompson Architects	182,517
Cican	36,002
City of Courtenay	69,756
City of Port Alberni	129,712
Coast Quality Renovations	68,610
College Pension Plan	1,489,935
Comox Valley Regional District	57,514
Consulab Educatech Inc	54,644
Custom Gourmet	33,564
D R Faust Finishing	51,986
Dan-D Mini Excavating Ltd	55,570
Dell Canada Inc	218,416
DKI Services Ltd	54,107
Ellucian Inc	38,345
ESC Automation	62,172

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2017**

A. Payments >\$25,000 (continued)

Name	Payment
Flashpoint Climate Solutions Inc	25,354
Footprints Security Patrol Ltd	103,360
FortisBC-Natural Gas	88,378
Genus Management	75,939
Global Aquafoods Development Corp	33,863
Graphic Office Interiors	25,537
Hitec Screen Printing	32,933
Homewood Health Inc	29,387
Houle Electric Limited	123,826
Illume Consulting	26,911
Industrial Alliance	10,674
Innov8 Digital Solutions	34,812
Island Timber Frame	112,039
Kinetic Construction Ltd	386,695
Knappett Industries Ltd	98,187
KPMG LLP T4348	33,075
Login Brothers Canada	93,601
Long View Systems Corporation	64,341
Manulife Financial	1,689,799
McGraw-Hill Ryerson Ltd	74,288
McQueen Construction Ltd	127,634
Medical Services Plan of BC	417,825
Microserve V8205	172,461
Modern Aluminum & Vinyl Products Ltd	75,427
Monk Office Supply Ltd	245,659
Moore Wilson Architecture Inc	27,467
Municipal Pension Plan	670,570
MPS	33,365
Nelson Education Ltd	160,343
Neopost Canada Ltd	33,458
OnDeck Systems Inc	95,970
Oxford University Press	57,905
Peak Landscaping	40,416
Pearson Education Canada	226,074

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2017**

A. Payments >\$25,000 (continued)

Name	Payment
PeopleAdmin Inc	27,926
Praxair Distribution	125,367
Purolator Inc	35,368
Queens Printer	114,166
Receiver General	1,229,324
Robbins Parking Service	61,030
Safety Net Security	31,663
School District #72	412,531.35
Servitech Training Ltd	43,890
Shell Energy North America (Canada) Inc	49,260
Slegg Limited Partnership	36,020
Sysco Victoria	50,999
TELUS Mobility	114,906
Travel Healthcare Insurance Solutions Inc	30,991
Trumpeter Landscaping	74,792
Tyco Integrated Fire And Security	146,127
University of Victoria	47,851.00
Workers Compensation	77,133
Total Payments > \$25,000	<u>12,937,533</u>

B. Consolidated Payments <\$25,000 4,853,994

C. Grants & Contributions

Consolidated Payments for Grants & Contributions > \$25,000	213,149
Consolidated Payments for Grants & Contributions < \$25,000	-
	<u>18,004,676</u>

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2017**

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Payments (per above)

A. Payments > \$25,000	12,937,533
B. Payments < \$25,000	4,853,994
C. Grants & Contributions	213,149
	<u>18,004,676</u>

Adjustments:

Capital purchases	(1,837,353)
Employee expenses - reported in FIR Sched 1 (6)	883,936
Other timing/accrual differences	(8,073)

Adjusted Payments

17,043,186

Per Financial Statements - Schedule of Expenses

43,159,019

Less:

Salaries and wages	(23,299,750)
Board of Governors	(21,924)
Amortization of capital assets	(2,794,159)
	<u>17,043,186</u>

Unreconciled Difference

0

DRAFT

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the year ended March 31, 2017**

DRAFT

North Island College
Index to the Financial Statements
For the year ended March 31, 2017

Page

INDEPENDENT AUDITORS' REPORT

FINANCIAL STATEMENTS

Statement of Financial Position	1
Statement of Operations and Accumulated Surplus	2
Statement of Change in Net Financial Assets (Net Debt)	3
Statement of Remeasurement Gains and Losses	4
Statement of Cash Flows	5
Notes to the Financial Statements	6-17
Schedule 1 - Schedule of Expenses by Object	18

DRAFT



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

*To the Board of Governors of North Island College, and
To the Minister of Advanced Education, Province of British Columbia*

We have audited the accompanying financial statements of North Island College, which comprise the statement of financial position as at March 31, 2017, the statements of operations and accumulated surplus, change in net financial assets (net debt), remeasurement gains and losses and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements of North Island College, as at March 31, 2017, and for the year then ended, are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to note 2 to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants

May 30, 2017
Victoria, Canada

DRAFT

STATEMENT OF MANAGEMENT RESPONSIBILITY

The College is responsible for the preparation of the financial statements as at March 31, 2017 and for the year then ended in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the College has developed and maintains a system of internal controls designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

The Board of Governors carries out its responsibility for review of the financial statements. The Board of Governors, through the Finance and Audit Committee, meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Board of Governors with and without the presence of management.

The financial statements for the year ended March 31, 2017 have been reported on by KPMG LLP, Chartered Accountants. The accompanying auditors' report outlines the scope of their examination and provides their opinion on the financial statements.



Derek Lamb
Chair of the Board of Governors



Colin Fowler
Vice President, Finance and Facilities

May 30, 2017

North Island College
Statement of Financial Position
As at March 31, 2017 with comparative information for 2016

	Note	2017	2016
Financial assets			
Cash and cash equivalents		\$ 7,522,590	\$ 6,208,638
Accounts receivable		667,700	414,730
Due from government organizations	3	533,922	396,853
Inventories held for resale		197,536	216,467
Portfolio investments	4	<u>18,590,369</u>	<u>17,627,734</u>
		27,512,117	24,864,422
Liabilities			
Accounts payable and accrued liabilities	5	7,119,585	7,488,960
Due to government organizations	3	495,274	389,463
Employee future benefits	6	381,902	267,467
Deferred revenue		1,914,773	1,493,395
Deferred contributions	7	10,651,682	10,745,757
Deferred capital contributions	8	<u>23,287,981</u>	<u>22,763,490</u>
		43,851,197	43,148,532
Net financial assets (net debt)		(16,339,080)	(18,284,110)
Non-financial assets			
Tangible capital assets	9	25,820,655	26,782,242
Prepaid expenses		<u>90,816</u>	<u>165,361</u>
		25,911,471	26,947,603
Accumulated surplus		<u>\$ 9,572,391</u>	<u>\$ 8,663,493</u>
Accumulated surplus is comprised of:			
Accumulated surplus		\$ 7,879,739	\$ 7,872,586
Accumulated remeasurement gains		<u>1,692,651</u>	<u>790,907</u>
		<u>\$ 9,572,391</u>	<u>\$ 8,663,493</u>

See accompanying notes to the financial statements

Approved on behalf of the Board of Governors



Derek Lamb,
Chair of the Board of Governors



Colin Fowler,
Vice President, Finance and Facilities

North Island College
Statement of Operations and Accumulated Surplus
For the year ended March 31, 2017 with comparative information for 2016

	Budget 2017	2017	2016
Revenue			
Province of British Columbia	\$ 26,622,198	\$ 27,672,338	\$ 26,827,992
Government of Canada grants	402,290	434,646	416,709
Tuition and student fees	8,770,075	9,176,662	8,509,137
Contract services	738,681	825,649	421,353
Sales of goods and services	1,564,500	1,657,657	1,368,746
Investment income	552,350	686,889	1,179,925
Other income	589,437	639,128	545,472
Revenue recognized from deferred capital contributions	<u>2,007,000</u>	<u>2,073,203</u>	<u>1,855,312</u>
	41,246,531	43,166,172	41,124,646
Expenses (Schedule 1)			
Instructional and non-sponsored research	38,373,454	39,812,977	38,330,590
Ancillary services	1,572,357	1,741,331	1,434,846
Sponsored research	483,820	683,044	434,245
Special purpose	<u>816,900</u>	<u>921,667</u>	<u>922,968</u>
	41,246,531	43,159,019	41,122,649
Surplus for the year	-	7,153	1,997
Accumulated surplus, beginning of year	<u>7,872,586</u>	<u>7,872,586</u>	<u>7,870,589</u>
Accumulated surplus, end of year	<u>\$ 7,872,586</u>	<u>\$ 7,879,739</u>	<u>\$ 7,872,586</u>

See accompanying notes to the financial statements

North Island College
Statement of Change in Net Financial Assets (Net Debt)
For the year ended March 31, 2017 with comparative information for 2016

	Budget 2017	2017	2016
Surplus for the year	\$ -	\$ 7,153	\$ 1,997
Acquisition of tangible capital assets	-	(1,837,353)	(2,298,407)
Amortization of tangible capital assets	2,763,000	2,794,159	2,611,391
Gain on sale of tangible capital assets	-	(1,534)	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>6,317</u>	<u>-</u>
	2,763,000	961,589	312,984
Acquisition of prepaid expenses	-	(59,214)	(140,233)
Use of prepaid expenses	<u>-</u>	<u>133,759</u>	<u>97,728</u>
	-	74,545	(42,505)
Net remeasurement gains (losses)	<u>-</u>	<u>901,744</u>	<u>(1,208,050)</u>
Change in net financial assets (net debt)	2,763,000	1,945,031	(935,574)
Net debt, beginning of year	<u>(18,284,110)</u>	<u>(18,284,110)</u>	<u>(17,348,536)</u>
Net debt, end of year	<u>\$ (15,521,110)</u>	<u>\$ (16,339,080)</u>	<u>\$ (18,284,110)</u>

See accompanying notes to the financial statements

North Island College
Statement of Remeasurement Gains and Losses
For the year ended March 31, 2017 with comparative information for 2016

	2017	2016
Accumulated remeasurement gains, beginning of year	\$ 790,907	\$ 1,998,957
Unrealized gains (losses) attributed to:		
Portfolio investments	1,011,192	(610,424)
Amounts reclassified to the statement of operations:		
Realized gains on pooled funds	<u>(109,448)</u>	<u>(597,626)</u>
Net remeasurement gains (losses) for the year	<u>901,744</u>	<u>(1,208,050)</u>
Accumulated remeasurement gains, end of year	<u>\$ 1,692,651</u>	<u>\$ 790,907</u>

See accompanying notes to the financial statements

DRAFT

North Island College
Statement of Cash Flows
For the year ended March 31, 2017 with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operations		
Surplus for the year	\$ 7,153	\$ 1,997
Items not involving cash:		
Amortization of tangible capital assets	2,794,159	2,611,391
Revenue recognized from deferred capital contributions	(2,073,203)	(1,855,312)
Change in employee future benefits	114,435	(91,115)
Gain on sale of tangible capital assets	(1,534)	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(252,970)	144,420
Decrease (increase) in due from government organizations	(137,069)	498,167
Decrease (increase) in prepaid expenses	74,544	(42,505)
Decrease in inventories held for resale	18,931	42,448
Increase (decrease) in accounts payable and accrued liabilities	(369,375)	1,136,331
Increase (decrease) in due to government organizations	105,811	(194,725)
Increase (decrease) in deferred revenue	421,378	(790,449)
Increase (decrease) in deferred contributions	<u>(94,075)</u>	<u>447,140</u>
Net change in cash from operating activities	608,185	1,907,788
Capital activities		
Cash used to acquire tangible capital assets	(1,837,353)	(2,298,407)
Proceeds from deferred capital contributions	2,597,694	2,179,359
Proceeds on disposal of tangible capital assets	<u>6,317</u>	<u>-</u>
Net change in cash from capital activities	766,658	(119,048)
Investing activities		
Decrease (increase) in investments	(962,635)	648,034
Net remeasurement gains (losses)	<u>901,744</u>	<u>(1,208,050)</u>
Net change in cash from investing activities	(60,891)	(560,016)
Net change in cash and cash equivalents	1,313,952	1,228,724
Cash and cash equivalents, beginning of year	<u>6,208,638</u>	<u>4,979,914</u>
Cash and cash equivalents, end of year	<u>\$ 7,522,590</u>	<u>\$ 6,208,638</u>

See accompanying notes to the financial statements

North Island College

Notes to the Financial Statements

Year ended March 31, 2017

1 Authority and purpose

North Island College operates under the authority of the College and Institute Act of British Columbia. The College is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The College is a registered charity and is exempt from income taxes under section 149 of the Income Tax Act.

2 Summary of significant accounting policies

The financial statements of the College are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the College are as follows:

(a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections related to accounting standards for not for profit organizations.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

(i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

(ii) Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

2 Summary of significant accounting policies (continued)

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which require that government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410.

As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards.

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: all portfolio investments are quoted in an active market and therefore reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statements of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses.

(ii) Cost category: financial assets and liabilities are recorded at cost or amortized cost. Gains and losses are recognized in the Statements of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of financial assets are included in the cost of the related instrument.

(d) Inventories held for resale

Inventories held for resale, including books and merchandise for sale in campus bookstores are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

2 Summary of significant accounting policies (continued)

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value.

Buildings and site improvements	
Concrete and steel buildings	40 years
Wood-framed buildings	20 years
Site improvements	10 years
Furniture and equipment	
Library books	10 years
Furniture, equipment, and vehicles	5 years
Computer servers	5 years
Computer equipment	3 years
Leasehold improvements	Remaining term of the lease

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

2 Summary of significant accounting policies (continued)

(f) Employee future benefits

The College and its employees make contributions to the College Pension Plan and the Municipal Pension Plan which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plan is accounted for as a defined contribution plan and any contributions of the College to the plan are expensed as incurred.

Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(g) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as set out in note 2(a).

The College leases certain land properties to third parties for a period of 99 years. Cash received from land leases is deferred and amortized to revenue on a straight-line basis over the term of the lease.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and writedowns on investments where the loss in value is determined to be other-than-temporary.

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

2 Summary of significant accounting policies (continued)

(h) Use of estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the fair value of financial instruments, useful life of tangible capital assets and the present value of employee future benefits and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(i) Foreign currency translation

The College's functional currency is the Canadian dollar. There are no significant foreign currency transactions.

(j) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the North Island College 2016-2017 Budget approved by the Board of Governors of North Island College on March 31, 2016.

Budget figures are presented only for information purposes.

3 Due from and to government organizations

Due from:	2017	2016
Federal government	\$ 1,063	\$ 86,971
Provincial government	524,747	172,203
Other government organizations	<u>8,112</u>	<u>137,679</u>
	<u>\$ 533,922</u>	<u>\$ 396,853</u>

Due to:	2017	2016
Federal government	\$ 337,043	\$ 296,312
Provincial government	22,963	26,961
Other government organizations	<u>135,268</u>	<u>66,190</u>
	<u>\$ 495,274</u>	<u>\$ 389,463</u>

4 Portfolio investments

Portfolio investments recorded at fair value are comprised of the following:

	2017	2016
Fixed income	\$ 403,020	\$ 720,572
Pooled bond funds	9,081,763	9,006,225
Pooled equity funds	<u>9,105,586</u>	<u>7,900,937</u>
	<u>\$ 18,590,369</u>	<u>\$ 17,627,734</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

5 Accounts payable and accrued liabilities

	2017	2016
Trade payables	\$ 1,297,906	\$ 1,550,818
Salaries and benefits payable	1,049,361	1,040,675
Accrued leaves payable	2,795,769	2,370,236
Other payables and accrued liabilities	<u>1,976,549</u>	<u>2,527,231</u>
	<u>\$ 7,119,585</u>	<u>\$ 7,488,960</u>

6 Employee future benefits

(a) Pension benefits:

The College and its employees contribute to the College Pension Plan and the Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2016, the College Pension Plan has about 14,000 active members, and approximately 7,000 retired members. As at December 31, 2015, the Municipal Pension Plan has about 189,000 active members, with approximately 5,800 from colleges.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2015, indicated a \$67 million surplus for basic pension benefits. The next valuation will be as at August 31, 2018 with results available in 2019. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits. The next valuation will be as at December 31, 2018 with results available in 2019.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for the plans in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

The College paid \$2,162,592 for employer contributions to the plans in fiscal 2017 (2016: \$2,101,441).

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

6 Employee future benefits (continued)

(b) Other benefits:

	2017	2016
Severance	\$ 318,902	\$ 201,467
Accumulated sick leave benefit	<u>63,000</u>	<u>66,000</u>
	<u>\$ 381,902</u>	<u>\$ 267,467</u>

(i) The College provides severance benefits to eligible employees based on eligibility, years of service, and final salary.

(ii) Employees of the College are entitled to sick leave in accordance with the terms and conditions of their employment contracts. Sick leave credits accumulate for employees of the College, as they render services they earn the right to the sick leave benefit. The College recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation.

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation are as follows:

	2017	2016
Discount rates	2.00%	2.00%
Expected wage and salary increases	2.75%	2.75%

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

7 Deferred contributions

Deferred contributions are comprised of funds for restricted uses including special programs, facilities and research. Changes in the deferred contribution balances are as follows:

	2017		
	Land Sale	Other	Total
Balance, beginning of year	\$ 3,961,144	\$ 6,784,613	\$ 10,745,757
Contributions received	-	4,318,746	4,318,746
Revenue recognized	-	<u>(4,412,821)</u>	<u>(4,412,821)</u>
Balance, end of year	<u>\$ 3,961,144</u>	<u>\$ 6,690,538</u>	<u>\$ 10,651,682</u>

	2016		
	Land Sale	Other	Total
Balance, beginning of year	\$ 3,961,144	\$ 6,872,834	\$ 10,833,978
Contributions received	-	3,872,751	3,872,751
Revenue recognized	-	<u>(3,960,972)</u>	<u>(3,960,972)</u>
Balance, end of year	<u>\$ 3,961,144</u>	<u>\$ 6,784,613</u>	<u>\$ 10,745,757</u>

In 2012/13, the College sold 11.164 acres of land to the Vancouver Island Health Authority for \$4,030,114. Use of the sale proceeds is restricted under the College and Institute Act. The proceeds, net of land costs of \$68,970, have been recorded as deferred contributions until permission to use the funds for acquisition of specific capital assets is granted.

8 Deferred capital contributions

Funding contributions for tangible capital assets are referred to as deferred capital contributions. Amounts are recognized into revenue as the asset is amortized over the useful life of the asset. Treasury Board specifies this accounting treatment as disclosed in note 2. Changes in the deferred capital contributions balance are as follows:

	2017	2016
Balance, beginning of year	\$ 22,763,490	\$ 22,439,443
Contributions received and expended on tangible capital assets	2,597,694	2,179,359
Revenue recognized from deferred capital contributions	<u>(2,073,203)</u>	<u>(1,855,312)</u>
Balance, end of year	<u>\$ 23,287,981</u>	<u>\$ 22,763,490</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

9 Tangible capital assets

Cost	Mar 31, 2016	Additions	Disposals/Transfers	Mar 31, 2017
Land	\$ 457,919	\$ -	\$ -	\$ 457,919
Site improvements	2,306,379	98,554	-	2,404,933
Buildings	57,133,104	706,022	-	57,839,126
Furniture & equipment	4,215,697	560,029	(523,256)	4,252,470
Software & licences	59,638	-	(4,694)	54,944
Computer equipment	1,130,774	173,446	(192,050)	1,112,170
Leasehold improvements	19,674	-	57,495	77,169
Vehicles	335,333	35,909	(7,287)	363,955
Library books	504,514	41,849	(51,146)	495,217
Assets under construction	27,622	221,547	(57,495)	191,674
Total	\$ 66,190,654	\$ 1,837,356	\$ (778,433)	\$ 67,249,577

Accumulated amortization	Mar 31, 2016	Amortization	Disposals	Mar 31, 2017
Site improvements	\$ 1,857,733	\$ 164,258	\$ -	\$ 2,021,991
Buildings	34,322,034	1,577,647	-	35,899,681
Furniture & equipment	2,271,612	736,642	(518,472)	2,489,781
Software & licences	39,265	8,206	(4,694)	42,777
Computer equipment	560,907	183,587	(192,050)	552,444
Leasehold improvements	2,388	13,629	-	16,017
Vehicles	73,724	66,208	(7,287)	132,645
Library books	280,750	43,982	(51,146)	273,586
Total	\$ 39,408,412	\$ 2,794,159	\$ (773,649)	\$ 41,428,922

Net Book Value	Mar 31, 2016	Net Book Value	Mar 31, 2017
Land	\$ 457,919	\$ 457,919	\$ 457,919
Site improvements	448,646	382,942	382,942
Buildings	22,811,070	21,939,445	21,939,445
Furniture & equipment	1,944,085	1,762,689	1,762,689
Software & licences	20,373	12,167	12,167
Computer equipment	569,867	559,726	559,726
Leasehold improvements	17,286	61,152	61,152
Vehicles	261,609	231,310	231,310
Library books	223,764	221,631	221,631
Assets under construction	27,622	191,674	191,674
Total	\$ 26,782,242	\$ 25,820,655	\$ 25,820,655

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

9 Tangible capital assets (continued)

Cost	Mar 31, 2015	Additions	Disposals/Transfers	Mar 31, 2016
Land	\$ 457,919	\$ -	\$ -	\$ 457,919
Site improvements	2,306,379	-	-	2,306,379
Buildings	56,507,042	403,582	222,480	57,133,104
Furniture & equipment	3,589,950	1,010,314	(384,567)	4,215,697
Software & licences	162,518	4,482	(107,362)	59,638
Computer equipment	883,898	384,802	(137,926)	1,130,774
Leasehold improvements	6,333	13,341	-	19,674
Vehicles	145,776	189,557	-	335,333
Library books	551,067	42,227	(88,780)	504,514
Assets under construction	-	250,102	(222,480)	27,622
Total	\$ 64,610,882	\$ 2,298,407	\$ (718,635)	\$ 66,190,654
Accumulated amortization	Mar 31, 2015	Amortization	Disposals	Mar 31, 2016
Site improvements	\$ 1,644,684	\$ 213,048	\$ -	\$ 1,857,733
Buildings	32,794,199	1,527,835	-	34,322,034
Furniture & equipment	2,025,765	630,414	(384,567)	2,271,611
Software & licences	135,713	10,914	(107,362)	39,265
Computer equipment	548,443	150,390	(137,926)	560,907
Leasehold improvements	1,293	1,095	-	2,388
Vehicles	41,118	32,606	-	73,724
Library books	324,441	45,089	(88,780)	280,750
Total	\$ 37,515,656	\$ 2,611,391	\$ (718,635)	\$ 39,408,412
Net Book Value	Mar 31, 2015			Net Book Value
				Mar 31, 2016
Land	\$ 457,919			\$ 457,919
Site improvements	661,695			448,646
Buildings	23,712,843			22,811,070
Furniture & equipment	1,564,185			1,944,086
Software & licences	26,805			20,373
Computer equipment	335,455			569,867
Leasehold improvements	5,040			17,286
Vehicles	104,658			261,609
Library books	226,626			223,764
Assets under construction	-			27,622
Total	\$ 27,095,225			\$ 26,782,242

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

9 Tangible capital assets (continued)

(a) Assets under construction

Assets under construction having a value of \$191,673 (2016: \$27,622) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

10 Financial risk management

The College is potentially exposed to credit risk, liquidity risk, foreign exchange risk and interest rate risk from the entity's financial instruments. Qualitative and quantitative analysis of the significant risks from the College's financial instruments is provided below by type of risk.

(a) Credit risk

Credit risk primarily arises from the College's cash and cash equivalents, accounts receivable and portfolio investments. The risk exposure is limited to their varying amounts at the date of the statement of financial position.

Accounts receivable primarily consist of amounts receivable from government organizations, students, clients and sponsors. To reduce the risk, the College regularly reviews the collectability of its accounts receivable and establishes an allowance based on its best estimate of potentially uncollectible amounts. As at March 31, 2017 the amount of allowance for doubtful debts was \$135,451 (2016: \$118,181), as these accounts receivable are deemed by management not to be collectible. The College historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

(b) Market and interest rate risk

Market risk is the risk that changes in market prices and inputs, such as interest rates, will affect the College's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

The College manages market risk by holding cash balances with a top rated Canadian Schedule I financial institution. The portfolio investments are professionally managed following the investment program which is approved by the College's Board of Governors and consistent with the requirements of the College and Institute Act. The College periodically reviews its investments and is satisfied that the portfolio investments are being managed in accordance with the investment program.

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

10 Financial risk management (continued)

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the College is not exposed to significant market or interest rate risk arising from its financial instruments.

(c) Liquidity risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages liquidity risk by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financial activities to ensure that its financial obligations are met.

(d) Foreign exchange risk

The College has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The foreign currency financial instruments are short-term in nature and do not give rise to significant foreign currency risk.

11 Contractual obligations

The nature of the College's activities can result in multiyear contracts and obligations whereby the College will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	Port Alberni Campus	Port Hardy Campus	Total
2018	\$ 112,642	\$ 121,322	\$ 233,964
2019	-	118,752	118,752
2020	-	118,752	118,752
2021	-	118,752	118,752
2022	-	<u>49,480</u>	<u>49,480</u>
Total lease obligations	<u>\$ 112,642</u>	<u>\$ 527,058</u>	<u>\$ 639,700</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2017

12 Contingent liabilities

The College may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. In the event that any such claims or litigation are resolved against the College, such outcomes or resolutions could have a material effect on the business, financial condition, or results of operations of the College. At March 31, 2017 there are no outstanding claims.

13 Related parties

North Island College Foundation is a not-for-profit organization and a registered charity under the Income Tax Act. The Foundation was created to enhance the delivery of North Island College's programs and services by raising funds to provide scholarships and bursaries, and to support various College projects. Although there is no common control of the organizations through the Board appointment or other forms of control, the Foundation is related to the College by virtue of holding resources which are to be used to provide support to students attending the College. Transactions with the Foundation were recorded at the exchange amount.

At March 31, 2017, accounts payable of the College included \$140,394 (2016: \$867,859) due to the Foundation.

	2017	2016
Bursaries	\$ 291,037	\$ 261,955
Donations and other	86,547	45,778
Gifts-in-kind	<u>19,409</u>	<u>8,764</u>
Foundation contributions to the College	<u>\$ 396,993</u>	<u>\$ 316,497</u>
College contributions to the Foundation	<u>\$ 170,500</u>	<u>\$ 857,000</u>

14 Comparative Information

Certain comparative information has been reclassified to conform with the current year's financial statement presentation.

North Island College
Schedule 1 - Schedule of Expenses by Object
For the year ended March 31, 2017 with comparative information for 2016

Expenses	Budget 2017	2017	2016
Salaries and benefits	\$ 29,227,446	\$ 28,905,816	\$ 28,117,903
Other personnel costs	615,216	823,713	564,951
Advertising and promotion	455,895	611,550	541,797
Books and periodicals	235,119	255,792	195,114
Cost of goods sold	999,150	1,128,570	1,012,026
Equipment costs	886,305	1,708,259	1,297,554
Facility costs	2,429,929	2,740,941	2,392,597
Financial service charges	182,560	208,764	184,525
General fees and services	1,091,035	1,384,243	1,161,820
Student awards	607,180	684,575	670,597
Supplies and general expenses	867,210	861,972	723,804
Travel	686,486	667,016	570,144
Grant transfers	200,000	213,149	221,426
Donations to NIC Foundation	-	170,500	857,000
Amortization of tangible capital assets	<u>2,763,000</u>	<u>2,794,159</u>	<u>2,611,391</u>
	<u>\$ 41,246,531</u>	<u>\$ 43,159,019</u>	<u>\$ 41,122,649</u>

DRAFT

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting
3.3.2 F17/18 Q1 Financial Statements (*attachment*)

Background:

The financial statements for the three months ended June 30, 2017 and 2016 (comparatives) are attached. What follows is a summary of the financial statement results, with a focus on the Statement of Financial Position (Balance Sheet). I have chosen to focus on the Statement of Financial Position for this report because the Statement of Operations at the end of June only includes 3 months of activity. As the year progresses, the focus of my quarterly financial statement Board reports will shift to the Statement of Operations, and the College's performance versus budget.

In addition, NIC has two significant capital projects ongoing during fiscal 2017/18 that will have a significant impact on the Statement of Financial Position. It would be beneficial to review those accounts so we can see how they will be impacted by these projects in 2017/18.

Statement of Operations:

Overall, the financial results at the end of the 1st quarter are consistent with expectations. The deficit of \$303K is in the same range as prior years (FY 17 \$338K, FY 16 306K). A loss is normal in the 1st Quarter in the post-secondary sector caused by the mismatch between when revenue is earned compared to expenses (mainly Salary expenses). There isn't anything that is a cause for concern at this point in the year.

Statement of Financial Position:

Cash and Cash Equivalents

June 2017	June 2016	Variance
5,689,700	3,776,300	1,913,400

The increase in Cash and Cash Equivalents relates to capital funding received in advance for the Campbell River campus project. The Federal government has already cash flowed \$1.5 million for the project, in advance of project spending. This funding has been invested in the Province's central deposit program to earn a better rate of return. The majority of the Federal government's \$5.8 million will be cash flowed during 2017/18.

Portfolio Investments

	June 2017	June 2016
Balance - April 1	18,590,369	17,627,734
Income	114,294	124,111
Fees	(19,434)	(19,443)
Realized gains	62,858	0
Balance before withdrawals and market value adj	18,748,087	17,732,402
Withdrawals	0	0
Market value adjustment	(58,920)	186,974
Balance - June 30	18,689,166	17,919,376

The market value of the College's portfolio investments have increased significantly in the last year. Currently the market value of the College's equity investments exceeds cost by approximately \$1.7 million. This would indicate that a realized gain on investment may be crystalized this fiscal year. The College is planning for this possibility, and will be discussing options that align with the College sector accountability framework that limits expenditures. This may require meeting with the Ministry.

Deferred Capital Contributions

June 2017	June 2016	Variance
22,749,435	22,233,259	516,176

Deferred Capital Contributions is capital funding received in the past that has been restricted by the funding agency (generally government). It is drawn into revenue over the useful life of the asset at the same rate as the Amortization expense. It creates a matching revenue amount for assets that have been funded by government. This is an area of inconsistency with public sector accounting standards in Canada, but is a necessary form of accounting in the BC public sector as long as there are limitations on expenditures and deficits.

As funding is received for the Campbell River project, this account will increase. The current balance represents funding received in past years for assets the College is currently using. As the project moves through the construction period, the project expenditures will move into Work-in-progress, and will then become Tangible capital assets when construction is complete. They will be amortized over their useful life.

In summary, the funding provided by government not only covers the cash required for the construction costs of the project, it also covers the Amortization cost through the accounting process described above.

Tangible Capital Assets

June 2017	June 2016	Variance
25,266,357	26,113,589	(847,232)

Tangible Capital Assets represents the net book value of the College's assets, such as Buildings, Land, Equipment, computer infrastructure, etc. The balance can fluctuate from year to year as some assets become fully amortized, and others are purchased. Amortization periods differ depending on the assets purchased, which also impacts the balance.

The significant drop in the 1Q of 2017 is a reflection of the reduced levels of Routine capital funding received by NIC in recent years. This has changed in 2017/18 which will allow the College to invest more in maintaining its ageing infrastructure. In addition, the College has had very few large capital projects in recent years, although there is now two large projects ongoing. Those assets will add to the College's asset base in future years.

Action:

For information only

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the three months ended June 30, 2017 and 2016**

North Island College
Index to the Financial Statements
For the three months ended June 30, 2017 and 2016

Page

FINANCIAL STATEMENTS

Statement of Financial Position	1
Statement of Operations and Accumulated Surplus	2
Statement of Remeasurement Gains and Losses	3
Statement of Cash Flows	4
Statement of Changes in Net Financial Assets (Net Debt)	5
Schedule 1 - Schedule of Expenses by Object	6

North Island College
Statement of Financial Position
As at June 30, 2017 and 2016

	June 2017	June 2016
Financial assets		
Cash and cash equivalents	\$ 5,689,700	\$ 3,776,300
Accounts receivable	384,860	125,633
Due from government organizations	372,101	494,708
Inventories held for resale	291,596	571,719
Portfolio investments	<u>18,689,167</u>	<u>17,919,376</u>
	25,427,424	22,887,736
 Liabilities		
Accounts payable and accrued liabilities	5,691,628	6,114,782
Due to government organizations	358,618	81,232
Employee future benefits	381,902	263,655
Deferred revenue	1,604,550	1,105,370
Deferred contributions	10,917,528	10,823,595
Deferred capital contributions	<u>22,749,435</u>	<u>22,233,259</u>
	41,703,661	40,621,893
 Net financial assets (net debt)	(16,276,237)	(17,734,157)
 Non-financial assets		
Tangible capital assets	25,266,357	26,113,589
Prepaid expenses	<u>220,247</u>	<u>132,876</u>
	25,486,604	26,246,465
 Accumulated surplus	<u>\$ 9,210,367</u>	<u>\$ 8,512,308</u>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 7,576,636	\$ 7,534,427
Accumulated remeasurement gains (losses)	<u>1,633,731</u>	<u>977,881</u>
	<u>\$ 9,210,367</u>	<u>\$ 8,512,308</u>

North Island College
Statement of Operations and Accumulated Surplus
For the three months ended June 30, 2017 and 2016

	Budget 2018	% of Budget	June 2017	June 2016
Revenue				
Province of British Columbia				
Base Operating grant	\$ 22,559,214	25	\$ 5,679,539	\$ 5,439,466
Industry Training Authority grant	2,827,997	33	927,441	813,962
Routine capital	160,592		-	4,824
Leases	223,168	24	54,501	54,501
Aboriginal service plan	406,028	8	33,539	56,979
Literacy grants	200,000		-	-
Student aid	313,000	7	22,215	30,969
Educational partnerships	549,015	18	97,540	161,033
Province of BC contracts	<u>1,396,180</u>	18	<u>245,493</u>	<u>133,454</u>
	28,635,194	25	7,060,268	6,695,188
Government of Canada	473,583	17	80,166	61,867
Tuition and student fees	9,169,938	21	1,887,697	1,668,194
Contract services	292,950	21	60,078	122,550
Sales of goods and services	1,624,500	9	151,177	117,651
Investment income	595,350	22	130,758	134,397
Realized gain(loss) from investments	-		62,858	-
Other income	651,014	18	116,293	105,702
Revenue recognized from deferred capital contributions	<u>1,993,721</u>	27	<u>538,547</u>	<u>525,408</u>
	43,436,250	23	10,087,842	9,430,957
Expenses (Schedule 1)				
Instructional and non-sponsored research	40,459,955	25	10,031,109	9,445,053
Ancillary services	1,632,633	11	187,680	177,073
Sponsored research	526,762	16	86,436	65,405
Special purpose	<u>816,900</u>	10	<u>85,720</u>	<u>81,585</u>
	43,436,250	24	10,390,945	9,769,116
Surplus for the year	-		(303,103)	(338,159)
Accumulated surplus, beginning of period	<u>7,879,739</u>		<u>7,879,739</u>	<u>7,872,586</u>
Accumulated surplus, end of period	<u>\$ 7,879,739</u>		<u>\$ 7,576,636</u>	<u>\$ 7,534,427</u>

North Island College
Statement of Remeasurement Gains and Losses
For the three months ended June 30, 2017 and 2016

	June 2017	June 2016
Accumulated remeasurement gains, beginning of period	\$ 1,692,651	\$ 790,907
Unrealized gains (losses) attributed to:		
Pooled funds	3,938	186,974
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(62,858)</u>	<u>-</u>
Remeasurement gains(losses) for the period	(58,920)	186,974
Accumulated remeasurement gains (losses), end of period	<u>\$ 1,633,731</u>	<u>\$ 977,881</u>

North Island College
Statement of Cash Flows
For the three months ended June 30, 2017 and 2016

	June 2017	June 2016
Cash provided by (used in):		
Operations		
Surplus for the period	\$ (303,103)	\$ (338,159)
Items not involving cash:		
Amortization of tangible capital assets	715,739	709,990
Revenue recognized from deferred capital contributions	(538,547)	(525,408)
Change in employee future benefits	-	(3,812)
Gain on sale of tangible capital assets	-	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	282,840	289,097
Decrease in due from government organizations	161,821	(97,855)
Decrease (increase) in prepaid expenses	(129,431)	32,485
Increase in inventories held for resale	(94,060)	(355,252)
Increase (decrease) in accounts payable and accrued liabilities	(1,427,957)	(1,374,178)
Increase (decrease) in due to government organizations	(136,656)	(308,231)
Decrease in deferred revenue	(310,223)	(388,025)
Increase in non-capital contributions	<u>265,846</u>	<u>77,838</u>
Net change in cash from operating activities	(1,210,628)	(1,943,351)
Capital activities		
Cash used to acquire tangible capital assets	(161,441)	(41,337)
Proceeds from deferred capital contributions	-	(4,823)
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>-</u>
Net change in cash from capital activities	(161,441)	(46,160)
Investing activities		
Decrease (increase) in investments	(98,798)	(291,642)
Net remeasurement gains (losses)	<u>(58,920)</u>	<u>186,974</u>
Net change in cash from investing activities	(157,718)	(104,668)
Net change in cash and cash equivalents	(1,832,890)	(2,432,338)
Cash and cash equivalents, beginning of period	<u>7,522,590</u>	<u>6,208,638</u>
Cash and cash equivalents, end of period	<u>\$ 5,689,700</u>	<u>\$ 3,776,300</u>

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the three months ended June 30, 2017 and 2016

	Budget 2018	June 2017	June 2016
Surplus for the year	\$ -	\$ (303,103)	\$ (338,159)
Acquisition of tangible capital assets	-	(161,442)	(41,337)
Amortization of tangible capital assets	2,727,000	715,739	709,990
Gain on sale of tangible capital assets	-	-	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>-</u>
	2,727,000	554,297	668,653
Acquisition of prepaid expenses	-	(163,006)	(62,325)
Use of prepaid expenses	<u>-</u>	<u>33,575</u>	<u>94,810</u>
	-	(129,431)	32,485
Net remeasurement gains (losses)	-	(58,920)	186,974
Change in net financial assets (net debt)	2,727,000	62,843	549,953
Net debt, beginning of period	<u>(16,339,080)</u>	<u>(16,339,080)</u>	<u>(18,284,110)</u>
Net debt, end of period	<u>\$ (13,612,080)</u>	<u>\$ (16,276,237)</u>	<u>\$ (17,734,157)</u>

North Island College
Schedule 1 - Schedule of Expenses by Object
For the three months ended June 30, 2017 and 2016

Expenses	Budget 2018	% of Budget	June 2017	June 2016
Salaries and benefits	\$ 30,621,536	24	\$ 7,352,990	\$ 6,944,256
Other personnel costs	705,157	39	275,803	251,924
Advertising and promotion	531,013	23	122,925	91,142
Books and periodicals	248,283	28	69,776	59,880
Cost of goods sold	1,006,350	8	78,968	80,196
Equipment costs	1,006,746	28	278,955	303,926
Facility costs	2,423,143	27	642,661	560,527
Financial service charges	182,560	23	41,130	42,042
General fees and services	1,541,310	20	307,898	339,437
Student awards	607,180	14	86,170	81,385
Supplies and general expenses	835,062	26	218,382	138,169
Travel	791,315	25	199,548	166,242
Grant transfers	200,000	-	-	-
Amortization of tangible capital assets	<u>2,736,595</u>	26	<u>715,739</u>	<u>709,990</u>
	<u>\$ 43,436,250</u>	24	<u>\$ 10,390,945</u>	<u>\$ 9,769,116</u>

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 28, 2017

Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting
3.3.3 Capital Project Reports (*attachment*)

Background:

Campbell River Campus Consolidation Project

Attached please find the project management status report for the Campbell River Campus consolidation project. It covers the period up to the end of July 31st, 2017. These status reports are prepared each month for the Ministry, and the latest version of the report will be provided at all future Board meetings. The August report was not yet complete in time for inclusion in the Board package.

The project is currently on schedule and on budget, but construction inflation and access to skilled labour is becoming an issue on Vancouver Island. This is due to the fact that there are numerous large construction projects underway at the same time on Vancouver Island. The project includes a healthy contingency, which may be needed during the construction period to cover inflationary pressures.

Mount Waddington Campus Replacement

This project is nearing completion, and should be finished by the end of September, with move in slated for December. The new location is closer to the downtown core, and has easier access for students. Having new construction throughout will reduce any future maintenance costs, as the old facility was too large for NIC's needs, and had a number of maintenance needs and equipment that was nearing the end of life.

The design for the new campus required our immediate neighbours, the Sacred Wolf Friendship centre to rotate their leased space to allow NIC to have exterior access. This required a complete re-construction of the Friendship Centre's space, and NIC agreed to pay for some of the work required as it benefitted the College (e.g. building a demising wall, underslab plumbing, electrical services).

The budget for this project is \$1,416,500 which includes all construction costs, permits, moving costs, and construction management fees. This project is being funded by the following sources of funds:

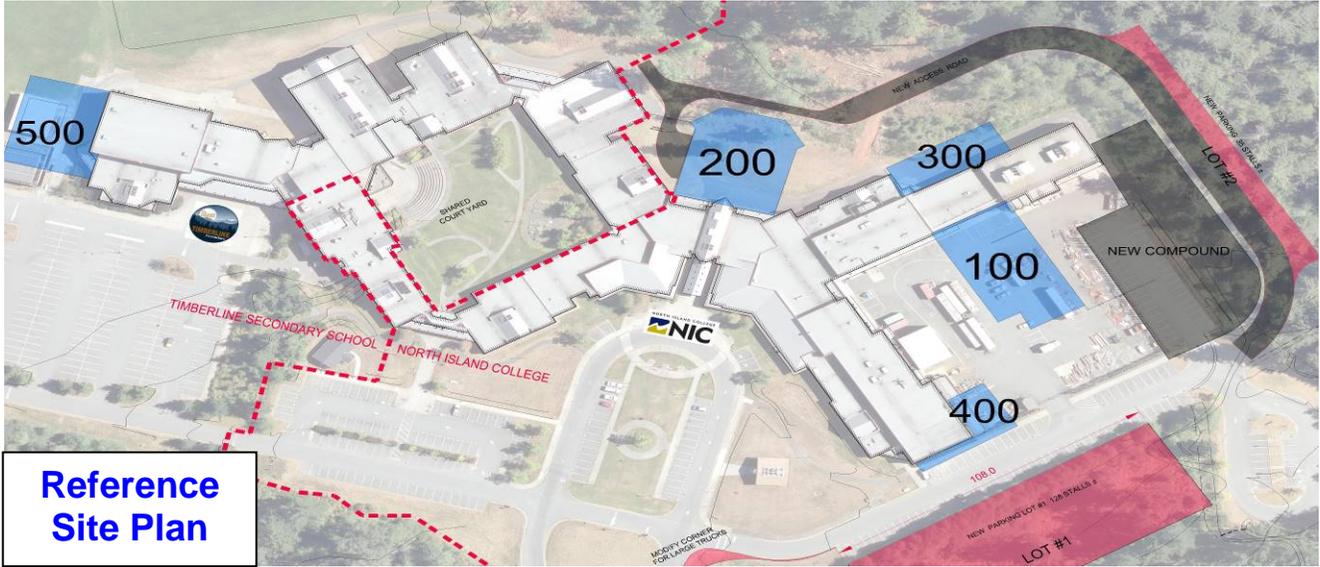
Routine Capital	350,000	Ministry funding for building maintenance
Landlord Financing	500,000	Paid back by Ministry through lease payments
Deferred Capital (see note)	492,000	Funding held by NIC
Tenant Improvements/Donations	<u>74,500</u>	TI's paid for by Landlord
	1,416,500	

Note: PSIs used to be able to defer funding received under the Routine Capital envelope if it wasn't spent in the year received. NIC is using some of that deferred funding for this project.

Action:

For information.

Project Management Status Report, July 1 to July 31, 2017



Reference Site Plan

Project Dashboard:				
	Green¹ <i>(Controlled)</i>	Yellow² <i>(Caution)</i>	Red³ <i>(Critical)</i>	Comments or Reason for Deviation
Budget:	[X]	[]	[]	High levels of Clay in soils are causing excavation to run over budget. So far cost overages have been within expected contingencies.
Schedule:	[]	[X]	[]	Initial Schedule was for a 3 year project due to High School interactions and moving. The Ministry has mandated this project be substantially complete by April 2018. Schedule compression planning is underway, but still must mesh with the High School class schedules to minimize disruption.
Scope:	[X]	[]	[]	
Quality:	[X]	[]	[]	Quality Standards have not changed, but are pending final Budget approval.
Risk Triggers:	[]	[X]	[]	See RISK section of report.

¹ Project is within budget, scope and on schedule.
² Project has deviated slightly from the plan but should recover
³ Project has fallen significantly behind schedule, is forecast to be significantly over budget, and/or has taken on tasks that are out of scope.

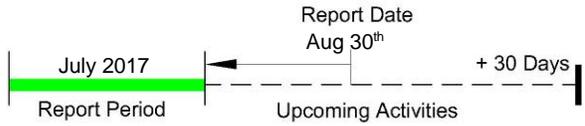
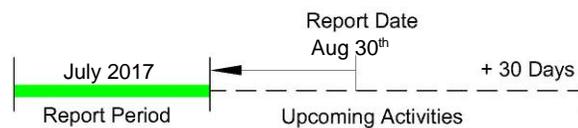


TABLE OF CONTENTS

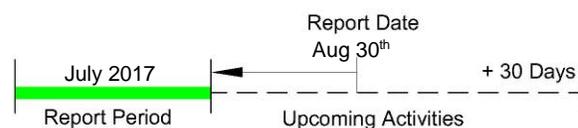
- 1.0 [THE PROJECT](#)
- 2.0 [EXECUTIVE SUMMARY](#)
- 3.0 [ACTIVITY STATUS](#)
- 4.0 [UPCOMING ACTIVITIES](#)
- 5.0 [KEY ISSUES](#)
- 6.0 [MILESTONES](#)
- 7.0 [FINANCIALS](#)
- 8.0 [DETAILED BUDGET](#)
- 9.0 [DETAILED SCHEDULE](#)
- 10.0 [PROJECT PHOTOS](#)



1.0 THE PROJECT

The Campbell River Campus Consolidation Project (the Project) is a Category 2 – Whole Asset Replacement Project of the Vigar Vocational Centre (Vigar) and a Renewal Project of selected Heritage Lands Education Centre (HLEC) functions.

- This Project consolidates all North Island College's (NIC) trades training programs delivered in Campbell River at the HLEC.
- In addition to a replacement facility for the Vigar programs, selected HLEC facilities will be renovated to create separate zones for Timberline Secondary School (TSS) and NIC.
- Renovations to replace, on an in-kind basis, space vacated by TSS in Wings A, D, and E with the goal of maintaining TSS's overall space allocation;
- The Project is expected to provide:
 - An addition plus renovation of space vacated by TSS to support the relocation of the Vigar trades programs to HLEC;
 - New facilities for existing Aircraft Structures Technician programs, Heavy Duty/Commercial Transport Foundation and Apprenticeship programs, and the Professional Cook programs including the 3rd Course Bistro dining room.
 - Improve the experience for NIC students in Campbell River by providing them with updated facilities, an adult environment, access to student services, and the opportunity to take part in the activities of student life.
 - Allow NIC and TSS to have their own separate identities and facilities.
 - Redevelopment of the library to include a Student Commons in a combination of renovated space and new construction.
 - With the relocation of the cafeteria food services, and NIC's Culinary Arts programs and Bookstore from Wing F as part of the realignment of space between NIC and TSS functions, this will create a new "campus heart" adjacent to a redeveloped main College entrance and other student services.
 - Create a dedicated space for Aboriginal learners to support their educational journey and success.
 - Provide an opportunity to increase the public profile and awareness of NIC in Campbell River.
 - Increase operational efficiencies, improve utilization of learning spaces, and improve facility maintenance services for programs and services.
 - Maintain the sharing of key capital resources and of selected operational expenses at the shared HLEC site.

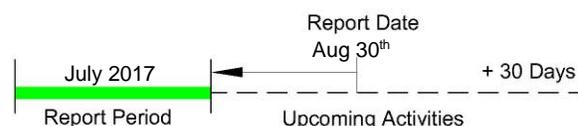


2.0 EXECUTIVE SUMMARY

- Roadway to Addition #200 is approximately 30% complete.
- Delaying major excavations until the soils have completely dewatered has paid off. So far none of the footing or major roadwork excavations have encountered water. If water is encountered in the clay soils, significant over-excavation would be required using up a significant amount of our contingency.
- Trade Contract for Structural Steel buildings (#100 & #500) has been awarded and Shop Drawing co-ordination is underway. Delivery expected in early October.
- Main water relocation is almost complete, pending VIHA testing and inspection.
- Dust Collector relocation is almost complete.
- TSS Portable Classroom relocation is complete.
- The Compound construction area is being compressed to open access to the Automotive bay doors by start of the school year.
- All Concrete work on all additions is scheduled for the summer dry period and tie into the pre-fabricated building delivery times. Footing/formwork framing is being pre-constructed and will be dropped into place to maintain schedule.
- Aboriginal Student Lounge is complete and ready for Start of fall classes.

3.0 ACTIVITY STATUS (SEE PHOTOS AT END OF REPORT)

- The School District security gates have been relocated and the portable classroom moved. Power has been installed and the building has been given permission to occupy from the Architect.
 - Gas will not be able to be connected until Fortis installs their new meter. May be late November, so electrical heaters will be supplied.
- Piping for new E-wing gas meter is underway.
- Grinding room dust collector relocation is almost complete.
- Roadwork and underground piping is proceeding rapidly. No water issues have been encountered so far.
- Shop drawings and approval process for the Steel buildings #100 and #500 and cranes for #100 is underway. Delivery is still scheduled for October. Foundations excavation is expected to begin shortly.
- New parking and Trades compound is complete and being used. Capacity for parking will be closely observed for start of classes and fencing relocated if additional parking is required.



4.0 UPCOMING ACTIVITIES

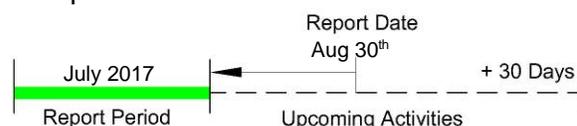
- Final co-ordination of all building #200 kitchen equipment expected in August
- Issued for Tender drawings from all consultants are expected for #100, #200, #300, & #500 by the end of Aug. Foundation drawings are expected in early Aug.
- Foundations and Slabs (all Concrete work) to be completed this summer during the dry period.
- The back pathway from Meadowbrook Drive has been closed to pedestrian access.
- Revise Fire Safety Plans and prepare for the College and High School year to start. Compress construction areas to reinstate access to class shops.
- Complete water main and sewer relocation in Trades Compound.
- Excavate and form foundations for Building #100, #300, #500.

5.0 KEY ISSUES (Risk Items)

- Schedule issues:
 - This project was initially scheduled for 3 years to ensure two full High School summer holidays were included to reduce disruptions to High School operations. The Ministry has mandated this project be substantially complete by April 2018.
 - Schedule compression planning is underway, but may not mesh with the High School class schedules.
 - Project phasing is being reviewed to ensure meeting the “Substantial Completion” definition as part of the SIF requirements.
 - The existing building has no flex space. However, once the new additions are completed, programs can be moved to accommodate an accelerated schedule. This will increase disruption as some programs will move more than once.
 - **NEW: Schedule/Budget Issue.** The impact of numerous construction projects underway at the same time is proving to be causing more of an impact than originally anticipated. Along with other SIF projects on the Island, many residential subdivisions, bridge and roadway work, and Municipal sewer/roadway projects are exhausting the supply of trades workers. This may mostly be isolated to Civil contractors based on a survey of local large projects, but may impact downstream trades when needing building services such as electrical/mechanical work.

Currently out of four interested Civil contractors, three dropped out at the last minute due to the inability to find enough workers. The single bidder has noted that they are starting to have to outsource dump trucks and other workers which is driving up costs. Having to use the “C-Team” was noted. Their bid unit rates were approximately 15% higher than budgeted.

- If this trend continues it will either have to adjust the schedule to fit around other projects of the same scale, or expect tenders to regularly come in higher than budgeted. Currently this risk item is being monitored, but early trigger indicators are present.



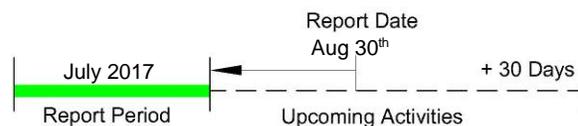
- Underground Soil Conditions
 - Although we have created a consolidated geotechnical report for the property, the soil conditions can change from solid to “liquefaction” in a matter of a few meters where bands of soft clay weave through the property. So far soft soil “pits” have been rectified within contingency budgets set aside for this risk, but limited contingencies are left and a significant amount of excavation is still to be completed. Planned contingencies may not be able to cover this risk item.
 - Routing of underground services have been redesigned to require less depth, but soft soils may still be encountered.
 - Connecting to existing services that already run underneath the existing building have been reviewed but ultimately rejected due to the increased risk of one of these 16 year old lines rupturing in the future (underneath a building).
 - **Now that de-watering is complete, excavation has so far not encountered any ground water. If this success continues in Aug, this risk items will be deleted.**

- Permitting issues
 - So far, none of the permits we have applied for have been processed.
 - This is a medium risk issue as we are already working under the Registered Co-ordinating Professional method where the Municipality does not perform any inspections as all liability and technical reviews are left to our Architect and Engineers.

6.0	MILESTONES	Starting	Actual
6.1	CM Contract Awarded	Jan 30, 2017	Jan 30/17
6.2	Site Clearing		April 22/17
6.3	Excavation	May 30, 2017	June 12/17
6.4	All Foundations and Slab Work	Aug 28, 2017	
6.5	Addition 100 & 500	Oct 09, 2017	
6.6	Addition 400	Nov 20, 2017	
6.7	Addition 200 & 300	Nov 20, 2017	
6.8	SIF Substantial Completion	April 30, 2018	

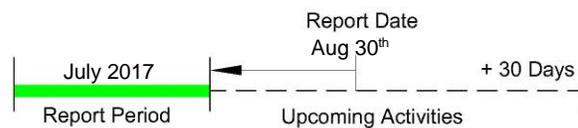
Non-SIF Eligible part of Project

6.9	Kitchen/Bistro Opening	June 08, 2018
6.10	TSS Renos from NIC vacated space	Aug 25, 2018
6.11	NIC Renos from TSS vacated space	Oct 22, 2018
6.12	All Construction Complete	Feb 01, 2019
6.13	Vigar Move	July 01, 2019
6.14	Project Closeout	Aug 01, 2019



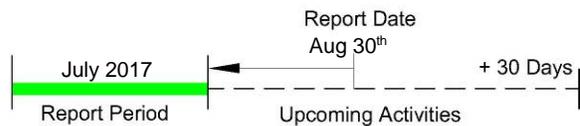
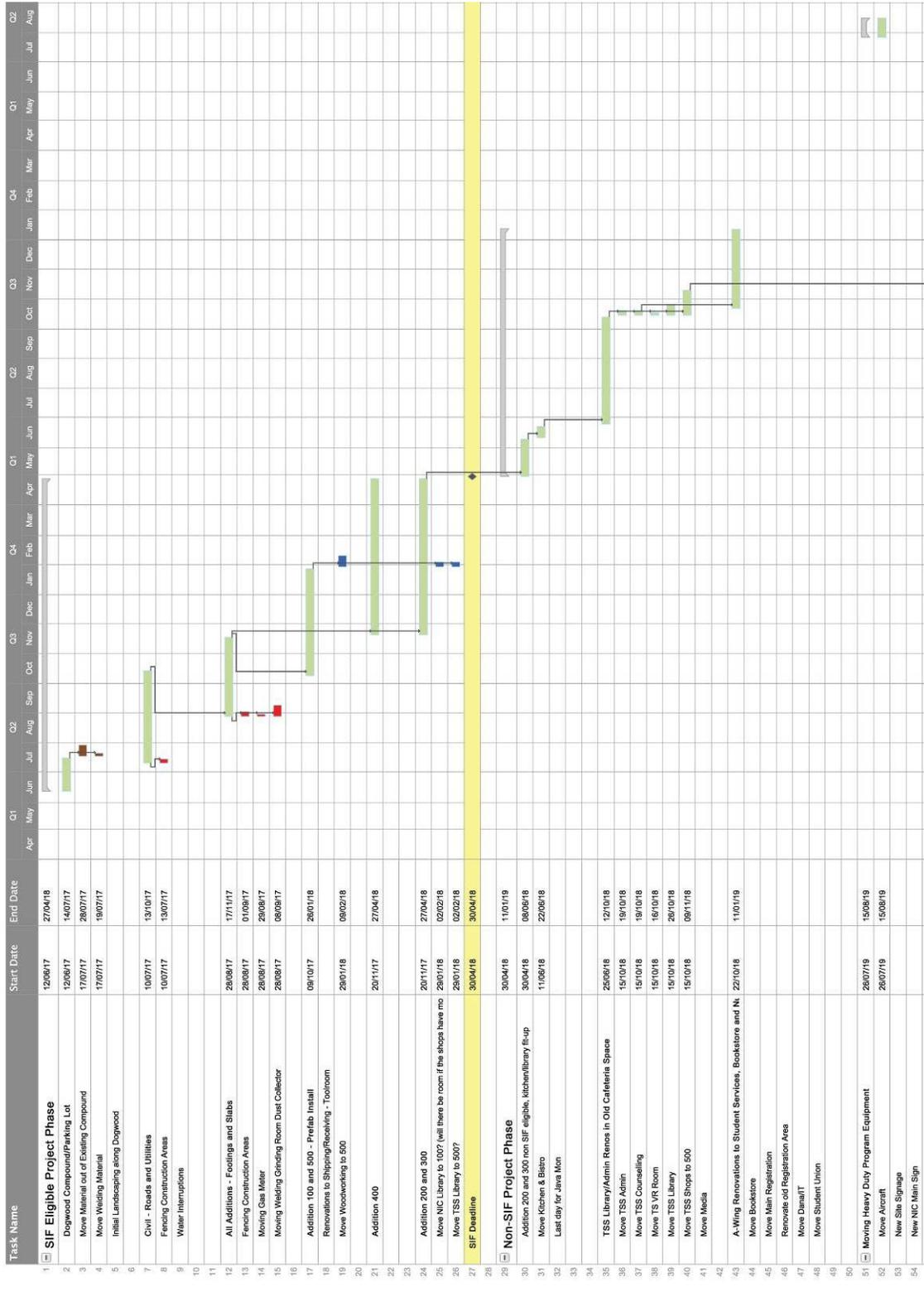
7.0 FINANCIALS (net GST Included)

- Project budget: \$ 13,530,000
- Construction budget: \$ 11,750,000
- Committed cost to date: \$ 954,333
- Total expended to date: \$ 734,427
- Forecast Project Completion: \$13,530,000



8.0 DETAILED SCHEDULE

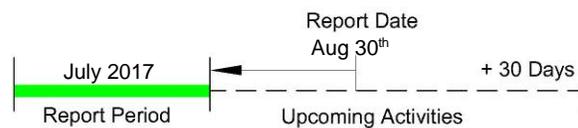
CR Renovation Schedule-R4



10.0 PROJECT PHOTOS



Viewing towards future addition #200, new roadway cut in.

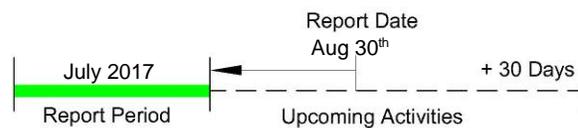




Underground services relocation for addition #200 & #300.



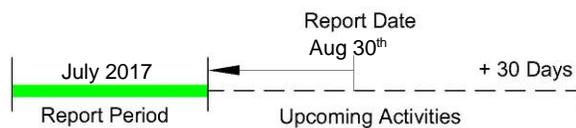
Underground services relocation for addition #100.





Old

Trades Compound prepping for services relocation and foundations for Building #100.



Office of the Vice President **Strategic Initiatives Update**

SEPTEMBER 2017

Dear Colleagues,

Welcome back. As NIC's Office of the Vice President, Strategic Initiatives prepares for the 2017/18 year, we thought we would update you on developments within our division and the Multi-Year Resource Development Strategy. The strategy guides the division's work and creates short, medium and long-term opportunities for the College via strategic partnerships with various funding sources.

For example, the almost \$1.1 million in Labour Market Partnership funding from the federal and provincial governments for development of the Aquaculture Technician Diploma and Film and TV crew training announced last spring allows NIC to develop curriculum and pilot programs for the short and medium term, while tuition revenue, program retention and possible expansion may result in long-term gains.

In addition, NIC's High School Marketing Initiative (HSMI) uses tuition credits to inspire Grade 12 students to choose NIC now, while informing all high school students about NIC programs as they plan their high school studies with their careers in mind. *(See HSMI story below.)*

More strategic outcomes and successes are evident throughout this update. I want to thank the entire division - including the Centre for Applied Research, Technology and Innovation (CARTI), the Office of Advancement and Marketing and Communications for their continued teamwork and hard work in bringing these initiatives to life.

If you have ideas you would like to share, email randall.heidt@nic.bc.ca.

New NIC website in progress



Two NIC websites down and one big website to go. NIC has now completed new websites for the Office of Advancement and the Office of Global Engagement at international.nic.bc.ca. The sites are fully responsive, recognizing and adapting to your device to provide the best visual experience possible.

This is a big improvement over the previous sites, which were not ideal on smart phones. We are particularly proud the website navigation and content was developed in consultation with OGE and utilizes a student-first approach. The site

performs better in Google search rankings, incorporates our new branding, provides increased visibility of student testimonials and empowers international agents with stronger recruitment tools to assist enrolment.

The Marketing and Communications team and BAS are now applying the templates and lessons learned from the smaller NIC sites, as well as input from more than 40 internal stakeholders, to the redesign of the main website. Later this fall we will take priority and timeline plans to SET and SLT for approval.

We'd love to hear about your experience using the new websites on your phone, tablet or desktop, as the design and concepts will be used in the main website's development. Please send your feedback to alexandra.khan@nic.bc.ca.

HSMI expands to Phase 3

NIC's High School Marketing Initiative (HSMI) has expanded to Phase 3 thanks to our partners at Alberni District Secondary School (ADSS) in Port Alberni and North Island Secondary School (NISS). Phase 1 involved installing more than 50 promotional snap frames in strategic locations in ADSS and NISS. The frames were placed in common high school areas as well as outside of strategic classrooms that correspond with NIC offerings. NIC's Port Alberni campus has seen a 20% increase in applications since the HSMI was launched last year, thanks in part to the excellent work by NIC's Port Alberni employees.

- Phase 2 was also launched recently at ADSS, thanks to the work of Fine Arts alumnus Shayne Lloyd. Lloyd's "[20,000 Leagues Under the Sea](#)" was donated to ADSS by Marketing and Communications, which purchased the piece from Lloyd. NIC has purchased other pieces for more schools and continues to look for art pieces by NIC students, alumni and faculty. Please email portfolios to randall.heidt@nic.bc.ca.



- Phase 3 involves installing digital TV screens in high schools, which will be controlled remotely to advertise NIC programs. We are also in various stages of negotiation with School Districts 69, 85, 71 and 72 to expand the project. Look for more updates in the future.

OFFICE OF ADVANCEMENT

Campbell River Campaign

As many of you know, NIC's Campbell River campus hosted former Premier Christy Clark, for the announcement of a \$13.5 million campus upgrade last year.

The announcement included \$5.76 million from each of the federal and provincial governments, leaving NIC to raise the remaining \$2 million to make the project a success.

Our goal is to ensure all NIC students in Campbell River have better shops, classrooms and facilities and improved access to advisors, employment counsellors and peer support.

We are nearing the end of the Planning Phase of the Campbell River Campaign. We have hired Rachel Pearsall as the Campaign Development Officer and we are working with facilities, faculty, administration and staff to establish a comprehensive list of naming opportunities and project needs. Once this is complete, we will enter the Quiet Phase of the campaign, where we will:

- Continue to work with an Internal Campaign Committee to detail student and faculty needs and further project sponsorship opportunities.
- Establish a Leadership Cabinet, comprised of a small group of influential community members.
- Establish a Campaign Steering Committee, comprised of 15 to 20 community members with affinity and passion for the College.
- Work with all committee members to obtain lead and transformational donors for the campaign.

The campaign's Quiet Phase will continue until spring, 2018 – or until we reach approximately 75% of our goal – whichever comes first. The campaign's public phase will then continue until the goal is reached, hopefully by the fall of 2018. If you would like to be involved in the Campbell River Campaign, email sherri.wilson@nic.bc.ca.

NIC giving helps students



NICFoundation

Advancing students, education and communities

Three NIC students received an unexpected gift in August – a bursary of more than \$1,000 each to help pay for college. Thanks to the incredible generosity of NIC staff, faculty, Board of Governors and NIC Foundation directors, who supported these new bursaries. Together they raised more than \$1,300 cash in under four hours at the June 9 Year End Celebration, participated in a staff SOS payroll giving program and donated personal cash gifts to create three new one-time Canada 150 Celebration Awards.

The College greatly appreciates these awards as the number of deserving NIC Foundation Awards applicants surpasses the number of scholarships and bursaries available each year.

Three lucky students were selected from this year's very deserving applicants who would have otherwise gone unsupported. They include:

Jerry Mundi (Social Services), Canada 150 Celebration Award (NIC Foundation Directors Gift), Comox Valley.

Watch [Jerry's NIC Foundation video](#) online.

- Zackery Castellarin (Carpentry Apprentice), Canada 150 Celebration Award (NIC Year End Celebration Gift), Port Alberni resident commuting to the Comox Valley.
- Erin Smith (Bachelor of Science in Nursing), Canada 150 Celebration Award (NIC Employee Payroll Gift), Campbell River resident commuting to Comox Valley.

Welcome new VPSI team members

This summer, we changed the College and Community Relations department to the Office of Advancement to better reflect the priorities of the team.

We also renamed the Marketing department to Marketing and Communications to reflect its additional duties of all internal and external communications. The reorganization and government-funded contracts allowed several new people to join the team.

Brooke De Maiffe is the new Awards Advisor in the Office of Advancement. Brooke is the primary student contact and administrator of the NIC Foundation's annual scholarship and bursary program.

Rachel Pearsall is the new Campaign Development Officer to support the Campbell River Campaign.

Christine Boyer takes on a new role as Advancement Services Advisor in the Office of Advancement. Christine is our internal relations and service advisor for NIC's program areas to support fundraising and strategic projects.

Elizabeth Young is the new Writer/Editor in Marketing and Communications and adds capacity across TV, print, radio, digital and social media channels.

Spencer Anderson and **Jordan Bacon** join Marketing and Communications as temporary employees to add writing, editing and graphic design support for deliverables of government-funded contracts.

SEPTEMBER 2017

CARTI

NICBotCamps a success this summer!

NIC robotics camps returned to various locations across the North Island this summer, allowing students, aged 9 to 12, to build and program Lego robots while learning vital science, technology, engineering and math (STEM) skills.



“Last year’s camps were so popular we wanted to bring them back again this year,” said Naomi Tabata, Manager of NIC’s Centre for Applied Research, Technology and Innovation (CARTI). “It’s a

unique opportunity for students to work closely with robotics instructors to build their own creations and learn how to code. It was inspiring to see how creative and passionate the students were in building their robots after only a couple of days.”

The camps were primarily funded by \$50,000 in grants last year, thanks to the great work by Naomi Tabata and April Whalen. This year, nine sold-out camps in the Comox Valley, Campbell River, Tofino, Ucluelet, Port Alberni and Port Hardy generated enough revenue to continue with the help of generous sponsors. More than 150 students participated this year, fostering the next generation of potential NIC students while learning STEM education at NIC.

“My favourite thing was just being able to talk to other people about the same thing and they’re all passionate about it,” said Cole, an NICBOT participant.

We want to thank our School District 71 partner Navigate, a camp co-presenter this year, for their generous support.

“We know skills in science, technology, engineering and math will be in high demand in the future,” said Tabata. “We hope to inspire and encourage students to return to NIC to build their skills and investigate the variety of career choices available.”

Check out [the video](#), to see student testimonials this year.

MARKETING & COMMUNICATIONS

Jennifer Fallis Starhunter, eclipse expert



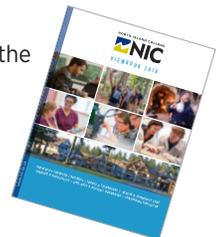
Did you see the eclipse this summer? Did you see or hear NIC faculty member [Jennifer Fallis Starhunter on the front page of the local newspaper](#) and radio station?

The Marketing and Communications team was pleased to connect local reporters with expert faculty for excellent community wide coverage this summer. It’s just one of the topics that has kept us busy in this past few months.

If you would like to be included in our list of faculty experts, please contact christiana.wiens@nic.bc.ca.

New viewbooks available

Marketing and Communications has completed the [2018 NIC Viewbook](#), a student-focused “Launch Your Career at NIC” advertising campaign, new Programs at a Glance brochures and several other products. For more information, contact alexandra.khan@nic.bc.ca.



Social media and media support

Are you planning events or activities as part of your curriculum? Have students that are already documenting their projects on social media? Let us know! Marketing and Communications would love to showcase their excitement and learning. If you would like someone to come to your class or department and give a social media tutorial, or if you have an NIC success story you’d like to share, please email marketing@nic.bc.ca.

Special thanks

Special thanks to Cheryl O’Connell, Lynne MacFadgen and Dr. Jesse Ronquillo for all of their amazing work on the Aquaculture Technician and Film and TV Crew programs. We would not have received the funding without their hard work, leadership and dedication. I must also thank our external partners who made the funding possible, including Joan Miller of Vancouver Island Film Commission, MLA Shirley Bond, MLA Michelle Stilwell, Jeremy Dunn from the BC Salmon Farmers Association and Darlene Winterburn from the BC Shellfish Growers’ Association.

Contact Us

We welcome your ideas and suggestions! If you have any questions or ideas, please contact us.

Randall Heidt, Vice President
 Strategic Initiatives
randall.heidt@nic.bc.ca

Alexandra Khan, Director
 Marketing & Communications
alexandra.khan@nic.bc.ca

Naomi Tabata, Manager
 Centre for Applied Research
 Technology and Innovation
naomi.tabata@nic.bc.ca

Jolean Finnerty, Manager
 Office of Advancement
jolean.finnerty@nic.bc.ca

Sherri Wilson
 VPSI Executive Assistant
sherri.wilson@nic.bc.ca

Board of Governors Calendar 2017-2018

Month/Date	Event	Time	Location
September 2017			
28 th	Board Meeting	1:00 pm	C211, Port Alberni Campus
October 2017			
4 th	Sisters in Spirit Vigil	10:00 am	Comox Valley Campus
26 th -27 th	Annual Board Retreat	TBD	Mount Waddington
November 2017			
8 th	NIC Information Night	TBD	Campbell River Campus
15 th	Parent-Student Information Night	TBD	Comox Valley Campus
23 rd	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus
January 2018			
25 th	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus
February 2018			
14 th	Open House	TBD	Port Alberni Campus
15 th	Open House	TBD	Comox Valley Campus
March 2018			
22 nd	Board Meeting	1:00 pm	Third Course Bistro, Campbell River Campus
22 nd	NIC's 8 th Annual Career Fair	11:00 am	Filberg Centre, Courtenay
April 2018			
19 th	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus

May 2018			
June 2018			
14 th	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus
19 th (tentative)	Graduation Ceremony	TBD	Port Alberni Campus
20 th (tentative)	Graduation Ceremony	TBD	Campbell River Campus
22 nd (tentative)	Graduation Ceremony	TBD	Comox Valley Campus

Board Governance Workshop – October 3-5, 2017

College of the Rockies, Cranbrook

Purpose:

Following the success of past Board Governance professional development events, a two-day “tailored” workshop is planned to provide another opportunity for existing Board Chairs, Members and Presidents to learn about best practices; understand the roles and responsibilities of the College Board and Ministry of Advanced Education, Skills & Training; engage in discussion with each other and government officials on key issues; develop strategies for strengthening and creating high performance Boards; and network with colleagues.

Workshop materials will align with new Board Governance materials developed by AEST and Ministry of Finance. The event is open to all BC Post-Secondary Institutions, to a maximum of 50 participants.

Location and Date:

College of the Rockies (COTR), Cranbrook Campus, October 3 – 5, 2017:

Evening October 3rd - Reception for all registrants

Day #1 – October 4th – full day of sessions

Day #2 – October 5th – sessions in the morning with a closing key-note speaker mid-afternoon

Cost

As per the October 2016 event, which allowed 45 participants at no workshop cost, we are looking to AEST for funding to support the workshop. BC Colleges will coordinate the event in conjunction with COTR and BCAIU. AGB’s fee of \$28,520 USD covers the content planning, facilitation and materials. Total workshop costs, including the AGB fee, travel and program development is **\$60,000**, as funding is also required to support onsite logistics (i.e., meeting rooms, audiovisual equipment, catering, and registration).

Participants

Invitations to this two-day workshop will be sent to all BCC & BCAIU College Boards in British Columbia, Ministry of Advanced Education, Skills & Training, and the Office of the Presidents at post-secondary institutions. AGB has worked with BC Colleges to communicate with the presidents and board members of the member colleges about the planned workshop and solicited their input early on in program development. BC Colleges and AGB are developing promotional materials for the workshop, such as a cover letter and agenda and BC Colleges will be responsible for sending promotional materials to potential registrants.

BC Post-Secondary Governance Workshop for Board Members & Presidents

Hosted by the College of the Rockies, Cranbrook Campus
October 3-5, 2017

Sponsored by the Government of BC, Langara College and Okanagan College

**FINAL DRAFT AGENDA - PANEL LEADS NEED TO BE IDENTIFIED
(As of August 30, 2017)**

Tuesday, October 3, 2017

Evening Welcome Reception at College of the Rockies

Wednesday, October 4, 2017

8:15 – 9:00 am Breakfast and Networking Conversations

9:00 – 9:30 am OPENING SESSION

Welcoming Remarks

- AEST Senior Representative (5 minutes)
- President, College of the Rockies (5 minutes)
- Susan Whealler Johnston, AGB Executive Vice President (5 minutes)

Agenda Overview and Objective (Joseph Burke, AGB Senior Consultant)
(15 minutes)

Dr. Burke will emphasize the overall workshop theme that all BC board members are looking for constructive ways to quickly contribute to institution success. The great majority of workshop participants will have a fixed term to contribute a positive impact on the future of their institutions. This conference will provide numerous best practices concerning how to make the most productive use of their time on the Board.

9:30 - 10:00 am PRESENTATION #1: "The Role of the Board in Encouraging Innovation on Campus" (Dr. Whealler Johnston)

Dr. Whealler Johnston will present the results of AGB's latest research on best practices concerning the roles that governing boards play in encouraging and sustaining innovation across campus.

10:00 – 10:15 am Break

10:15 - 11:00 am	<p style="text-align: center;">PANEL DISCUSSION #1: "Best Practices: The Role of the Board in Encouraging Innovation on Campus"</p> <p>Dr. Whealler Johnston will facilitate a panel of three Board Chairs/Presidents to discuss how their boards encourage innovation on their individual college campus.</p> <p>Each panelist will be asked to make brief introductory remarks (no more than 15 minutes each) highlighting one or two best practices concerning how their own institution's governing boards have been involved in encouraging and sustaining innovation across campus.</p> <p>Focus Questions:</p> <ol style="list-style-type: none"> 1. How can board members be of the greatest assistance in encouraging innovation? 2. How can the board and administration work most cooperatively and effectively within this area? 3. How can this area be integrated into the risk analysis area? <p>After the presentations, there will be a general question and answer session.</p>
11:00 - 11:45 am	<p>SMALL GROUP DISCUSSION #1</p> <p>Participants will be divided into small groups of eight to ten representing various colleges and discuss how the presentation and panel applies to their specific institutions. They will share additional best practices used within their own institutions.</p> <p>Focus Questions:</p> <ol style="list-style-type: none"> 1. What lessons did we learn from the presentation and panel discussion that we can take home to our institution? 2. What additional best practices can we share with our colleagues?
11:45 - 12:15 pm	<p>SMALL GROUP REPORTS</p>
12:15 – 1:30 pm	<p>LUNCH AND OPENING KEYNOTE PRESENTATION: "Key Issues in Higher Education in BC" (AEST Minister or Senior Representative) *Depending on AEST rep availability, this could be moved to another time</p>
1:30 - 2:15 pm	<p style="text-align: center;">PRESENTATION #2: "The Role of the Board in Strategic Planning and Thinking: Best Practices" (Dr. Burke)</p> <p>Dr. Burke will present best practices concerning the role of the board in the development of an institutional strategic plan. He will discuss the role of the board versus the administration. Finally, he will talk about the importance of the board's emphasis on identifying institutional objectives and goals, and then determining how best the board can help the administration achieve these goals.</p>

Focus Questions:

1. What role should the board play in institutional strategic planning?
2. How should the board and administration integrate their roles in this area?
3. How can board members make the best use of their limited time on the board to assist the strategic planning efforts of their institution in a most consequential way?

2:15 – 3:00 pm

PANEL DISCUSSION #2: "Best Practices: The Role of the Board in Strategic Planning and Thinking"

Dr. Burke will facilitate a panel of three Board Chairs/Presidents to discuss how they deal with the issue of strategic planning and thinking on their campuses.

Each panelist will be asked to make brief introductory remarks (no more than 15 minutes each) highlighting one or two best practices concerning how their own institution's governing board has been involved in strategic planning.

Focus Questions:

1. How can the board be of greatest assistance in the strategic planning area?
2. How can the board and administration work most cooperatively and effectively within this area?
3. How can this area be integrated into the risk analysis area?

After the presentations, there will be a general question and answer session.

3:00 – 3:15 pm

Break

3:15 - 4:00 pm

SMALL GROUP DISCUSSION #2

Participants will be divided into small groups of eight to ten representing various colleges and discuss how the presentation and panel applies to their specific institutions. They will share additional best practices used within their own institutions.

Focus Questions:

1. What lessons did we learn from the presentation and panel that we can take home to our institution?
2. What additional best practices can we share with our colleagues?

4:00 - 4:30 pm

SMALL GROUP REPORTS

Dr. Burke will facilitate each group providing a short report on the highlights of their discussion.

4:30 pm End of Day 1 and overview of tomorrow (Dr. Burke)

Evening Offsite Dinner

Thursday, October 5, 2017

8:15 – 9:00 am Breakfast and Networking Conversations

A special networking breakfast will be convened during which all participants will be encouraged to sit together at tables. Each table group would address the topic: "What I wish I knew when I was appointed-- tips for new and experienced board members."

9:00 – 10:00 am PRESENTATION #3: "Board and Presidential Assessment" (Dr. Burke)

Dr. Burke will continue with the conference theme on the contribution and positive impact by those members involved in college governance. One of the key initiatives in this area is the establishment, communication, and periodic assessment of explicit performance expectations. Best practices within this area will be outlined.

10:00 - 11:00 am PANEL PRESENTATION #3: "Best Practices: Board and Presidential Assessment"

Dr. Burke will facilitate a panel of three Board Chairs/Presidents to discuss how they conduct self, and CEO, assessments.

Each panelist will be asked to make brief introductory remarks (no more than 15 minutes each) highlighting one or two best practices concerning how assessments have been conducted at their institutions.

Focus Questions:

1. What unique approaches have your institution used for both presidential and board assessment?
2. What were the positive and negative results of these approaches?
3. What lessons can you pass along to your colleagues based upon your own institution's experiences during presidential and board assessments?

After the presentations, there will be a general question and answer session.

11:00 – 11:15 am Break

11:15 - 12:00 pm SMALL GROUP DISCUSSION #3

Participants will be divided into small groups of eight to ten representing various colleges and discuss how the presentation and panel applies to their specific institutions. They will share additional best practices used within their own institutions.

Focus Questions:

1. What lessons did we learn from the Presentation and Panel Discussion that we can take home to our institution?
2. What additional best practices can we share with our colleagues?

12:00 - 12:30 pm

SMALL GROUP REPORTS

12:30 – 2:00 pm

Lunch and Plenary Discussion

Dr. Burke will report on the major recommendations resulting from a special commission on the future of higher education governance. The commission's charge was to review the capacity of higher education governance to meet the challenges confronting the sector in the 21st century and to develop recommendations aimed at improving the effectiveness of college and university governing boards around the world.

The report was entitled: "Consequential Boards: Adding Value Where It Matters Most," and will be distributed to all members during the workshop.

2:00 – 3:00 pm

PLENARY SESSION: Wrap-up activities and Closure

At the end of the conference, Dr. Burke, BC ministry and college leaders will facilitate a general discussion for all workshop attendees which will address the following questions:

1. Tips for how boards should operate in the current social, political, and economic climates?
2. What did the workshop participants most enjoy and benefit from during this workshop?
3. What could we have done differently to make this a better workshop?
4. What topics would you like to see in a similar workshop next year?

3:00 pm

Adjourn



August 25, 2017

Derek Lamb
NIC Board of Governors
c/o 631 Nelson Rd
Campbell River, BC V9H 1V1

Dear Mr. Lamb:

North Island College Foundation is pleased to inform you of this year's recipient of the Board of Governors Bursary:

Aaron Simmons

Aaron has overcome numerous challenges persevering through the most difficult times on his path to the Heavy Mechanical Foundation program. Aaron is very community service minded and helps others in any way he can from providing free auto repair to offering advice about sailing. After completing his apprenticeship and obtaining his Red Seal as a heavy duty equipment technician, Aaron hopes to open his own business and provide opportunities for at-risk-youth. He plays music as a street performer and appreciates any extra financial assistance to help him achieve his goals.

We are delighted to be hosting our annual student and donor recognition event in celebration of your continued support of North Island College students. We look forward to welcoming you, our incredible Campbell River donors, together with student recipients and their families at this exciting reception on Wednesday, September 20th, 2017.

Our evening program will begin with a formal welcome at 7:00 p.m. at the NIC Campbell River campus in the cafeteria. If you would like to meet and mingle with students and members of our NIC community, please join us any time after 6:30 p.m. Light refreshments will be served following our short program.

Please confirm your attendance by Friday, September 15th, 2017. I am available by phone at 250-334-5085, or you can email me at erin.petersen@nic.bc.ca.

Scholarships and bursaries continue to make a significant difference to the lives of North Island College students. On behalf of North Island College Foundation, I would like to thank you once again for your generosity and thoughtfulness.

If you have any questions or wish further information about your recipient, please do not hesitate to contact me.

Sincerely,



Erin Petersen
Development Officer, Office of Advancement

cc: Rachel Reid

August 25, 2017

Derek Lamb
NIC Board of Governors
c/o 631 Nelson Rd
Campbell River, BC V9H 1V1

Dear Mr. Lamb:

North Island College Foundation is pleased to inform you of this year's recipient of the Board of Governors Bursary:

Craig Hudson

Craig Hudson is a mature student enrolled in the Industrial Automation Technician diploma at the Campbell River campus. As the single parent of three young children, the financial strain is significant. Craig is actively involved in his children's activities and still finds time to help out neighbors in need. Passionate about science and engineering, he looks forward to a career as an industrial automation or electronics technician.

We are delighted to be hosting our annual student and donor recognition event in celebration of your continued support of North Island College students. We look forward to welcoming you, our incredible Campbell River donors, together with student recipients and their families at this exciting reception on Wednesday, September 20th, 2017.

Our evening program will begin with a formal welcome at 7:00 p.m. at the NIC Campbell River campus in the cafeteria. If you would like to meet and mingle with students and members of our NIC community, please join us any time after 6:30 p.m. Light refreshments will be served following our short program.

Please confirm your attendance by Friday, September 15th, 2017. I am available by phone at 250-334-5085, or you can email me at erin.petersen@nic.bc.ca.

Scholarships and bursaries continue to make a significant difference to the lives of North Island College students. On behalf of North Island College Foundation, I would like to thank you once again for your generosity and thoughtfulness.

If you have any questions or wish further information about your recipient, please do not hesitate to contact me.

Sincerely,



Erin Petersen
Development Officer, Office of Advancement

cc: Rachel Reid



NICFoundation

Advancing students, education and communities

May 31, 2017

Mr. Derek Lamb
NIC Board of Governors
c/o 631 Nelson Rd
Campbell River, BC V9H 1V1

Dear Mr. Lamb:

I am pleased to tell you that we secured \$60,000.00 in matching dollars again this year. These funds which are granted by the NIC Board of Governors allowed us to apply just over **\$0.46** to every dollar you gifted to the **Board of Governors Bursary** during the 2016/2017 fiscal year, meaning an additional **\$5,151.69** was added to your endowment.

Thanks to you, more than \$290,000 in bursaries and scholarships will be awarded to North Island College students through the NIC Foundation this year.

Real lives are changing in and around our communities because of your generosity. Your gift makes it possible for educational dreams to come true for over 350 students each and every year.

Our team is excited to begin working with the 2017 Awards Selection Committee and I am looking forward to sharing the news of your recipient later this summer.

Thank you again for your kindness and for your continued support of the North Island College Foundation and our students.

Enclosed please find a copy of your Endowment Statement as of **March 31, 2017** for your records.

If you have any questions about your endowment or about the NIC Foundation please call me anytime at 250-334-5040.

Sincerely,

Jolean Finnerty
Manager, Office of Advancement
North Island College & NIC Foundation

RECEIVED JULY 4, 2017

BOGE

North Island College Foundation
 Statement of Endowment Balance
 Board of Governor's Endowment

BOGE

31-Mar-17

	Opening Balance	30-Apr-16	31-May-16	30-Jun-16	31-Jul-16	31-Aug-16	30-Sep-16	31-Oct-16	30-Nov-16	31-Dec-16	31-Jan-17	28-Feb-17	31-Mar-17	2016/2017 Transactions	Complete Fund History
ENDOWMENT FUND															
Donations	33,240.43	42.14	0.00	1,591.85	0.00	4,800.00	1,591.85	0.00	0.00	1,485.60	0.00	0.00	1,496.76	11,008.20	44,248.63
NIC Matching	15,122.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,151.69	5,151.69	20,273.69
Gov/Other Matching	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Tsf In/(Out) - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL ENDOWMENT	48,362.43	48,404.57	48,404.57	49,996.42	49,996.42	54,796.42	56,388.27	56,388.27	56,388.27	57,873.87	57,873.87	57,873.87	64,522.32	16,159.89	64,522.32

# of Days	30	31	30	31	31	30	31	30	31	31	31	28	31		
AWARD Balance															
Investment Income	4,416.79	204.01	186.24	159.11	196.27	173.99	178.20	207.08	163.49	185.85	207.79	169.94	179.94	2,211.91	6,628.70
Student Awards	(3,460.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(2,600.00)	(2,600.00)	(6,060.00)
Award Available	956.79	1,160.80	1,347.04	1,506.15	1,702.42	1,876.41	2,054.61	2,261.69	2,426.18	2,611.03	2,818.82	2,988.76	568.70		568.70

Letter from the President

SEPTEMBER 4, 2017

COMOX VALLEY CAMPUS PAY PARKING UPDATE

Dear Colleagues,

By now, many of you will have learned of Island Health's announcement on Friday, September 1, 2017 that there will be no pay parking at its Comox Valley and Campbell River hospitals, a reversal of their previously announced decision. As discussions about pay parking at the Comox Valley campus have formed a large part of the College's conversations during the last year, I wanted to promptly update you on NIC's current position.

North Island College's decision to charge for parking was several years in the making and was based on a number of factors. Obviously, the adjacency of the new Comox Valley hospital to our campus was a primary factor in the decision (see [President's Newsletter Pay Parking, May 26, 2016](#)). However, it was not the only one. Provincial government funding and policies, college fiscal resource constraints, costs for parking lot maintenance and environmental sustainability goals were other important factors. These considerations remain top of mind today. However, affordability for students and the added financial burden for employees are also important concerns.

I want to assure you we have not forgotten about the feedback many of you provided during the past year. That feedback, as well as our experiences from the first year, led to major changes ([2016/17 Pay Parking Report, June 1, 2017](#)) including significant rate reductions and the return of designated staff parking areas. We have learned much in the past year and this knowledge continues to inform our next steps.

Island Health's announcement represents a change in direction from their April 10, 2017 public communication and caught us by surprise on the Friday before the start of the Fall term. As a result, NIC needs a little time

to review our Parking Principles and consider the operational, financial and environmental impacts this will have on the College.

Following the review's completion, I will make recommendations on pay parking to the Board of Governors by September 25, in time for the September 28 Board meeting. **I expect any decision the Board of Governors might make to change pay parking, could come into effect on October 1. In the interim, however, we will continue to charge for parking.**

Thank you for your patience and understanding of the need to follow an appropriate, yet expeditious decision-making process.

Please watch for another email from me in the following days, containing more news and information about the year ahead for NIC.

I look forward to reconnecting with you all in the coming days.

Sincerely,



John Bowman
President

john.bowman@nic.bc.ca



AGENDA

Minister of Advanced Education, Skills and Training
Tour of North Island College
Comox Valley Campus
Monday, August 14, 2017
3:30 to 5:00 pm

TIME	DETAILS	LOCATION / ROOM
3:30 – 3:40 pm	<p>Minister Mark arrives and is welcomed to the K’omoks First Nation territory</p> <p>In attendance:</p> <p>K’omoks First Nation Chief and Council Member</p> <ul style="list-style-type: none"> • Chief Nicole Rempel • Councillor Sharlene Frank <p>Ministry of Advanced Education, Skills and Training</p> <ul style="list-style-type: none"> • Hon. Melanie Mark, Minister of Advanced Education, Skills and Training, MLA Vancouver-Mount Pleasant • Veronica Harrison, Ministerial Assistant • Jeff Vasey, Assistant Deputy Minister <p>From North Island College</p> <ul style="list-style-type: none"> • Jane Murphy, Vice Chair, NIC Board of Governors • Roy Grant, Executive Committee, NIC Board of Governors • Greg Phelps, Executive Committee, NIC Board of Governors • Lisa Domae, NIC Acting President • Randall Heidt, NIC Vice President, Strategic Initiatives • Fran Prince, Chair of Aboriginal Education Council • Fernanda Pare, NIC Elder in Residence • Lou-ann Neel, NIC Director of Aboriginal Education 	<p>Outside of main Entrance to Komoux Hall 2300 Ryan Road Courtenay, BC <i>(see campus map with parking information)</i></p>
3:40 pm	<p>L. Domae and R. Heidt walk with Minister and others to NIC trades building foyer.</p>	
3:45 – 4:15 pm	<p>Minister meets in Trades foyer with full welcome delegation. Introductions and Brief overview</p> <p>NIC Senior Leadership:</p> <ul style="list-style-type: none"> • Colin Fowler, Vice President, Finance and Facilities • Tony Bellavia, Acting Vice President Learning and Students • Thevi Pather, Executive Director, Office of Global Engagement 	<p>Foyer of the Trades Building</p>

	<p>North Island Students Union (NISU)</p> <ul style="list-style-type: none"> • Mary Rickinson, Chair and Director of College Relations • Sheldon Falk, Director of External Relations • Carissa Reynolds, Service Coordinator <p>North Island College Faculty Association</p> <ul style="list-style-type: none"> • Shirley Ackland, President, or designate <p>CUPE, Local 3479</p> <ul style="list-style-type: none"> • Michelle Waite, President 	
4:15 pm	Minister will say goodbye to the full welcome delegation and walk with L. Domae, R. Heidt and Board executive members to NIC Student Lounge.	
4:20 pm	<p>Minister will meet with NIC students</p> <ul style="list-style-type: none"> • Rachel Birch, Business Program, Comox Valley • Mike Stolting Business Program, Comox Valley • Patrick Teichrib, Social Services Program, Comox Valley • Taylor Parsons, University Studies, Port Alberni • Mary Rickinson, in her capacity as an NIC student, University Studies, Comox Valley • Kianna Everson, Criminology (<i>TBC</i>), Comox Valley • Vikas Jain, International student, Business Program, Comox Valley • Decery Marquez, International student, Business Program, Comox Valley 	NIC Student Lounge
4:50 pm	Minister to say goodbye to students.	
4:50 pm	Minister to return to her car and final goodbyes from L. Domae and R. Heidt, and Board executive members.	
5:00 pm	Minister departs NIC.	

OFFICE OF THE PRESIDENT

July 21, 2017

The Honourable Melanie Mark
Minister, Advanced Education, Skills and Training
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister,

Congratulations on your appointment as Minister of Advanced Education, Skills and Training and for becoming the first First Nations woman to serve in the Legislative Assembly of British Columbia. We admire your career in advocating for children and vulnerable youth for over 20 years and know that your valued experience and passion for youth will complement your new portfolio. Our common goal is to invest in the leaders of tomorrow so our future generations thrive.

We look forward to introducing North Island College (NIC) to you, sharing our strategic direction and discussing potential synergies between the Ministry of Advanced Education, Skills and Training and some of the initiatives underway at North Island College.

As a College, our goal is to provide accessible, inspiring and affordable education for students, whether they live in Mount Waddington, Ucluelet, the Comox Valley, Campbell River or any of the diverse communities spread across 80,000 km² of Vancouver Island and the BC Mainland. While the region we serve is vast, our commitment to students runs deep. Our faculty travel to Ahousaht, Alert Bay and Bella Coola and remote communities to make education possible to students where they live. NIC campuses offer a wide range of programming, including university transfer agreements that provide students new opportunities to study at home, with the support of their communities, before moving to universities in Victoria, Vancouver and across BC.

As we have entered our 42nd year, we continue to provide outstanding educational opportunities, support student success and contribute to the sustainable development of communities across the region. Our Board of Governors and President would like to meet with you this Fall, in Victoria, to highlight these achievements and our plans for the future. We will work with your office to coordinate a visit in the Fall.

We wish you all the best and every success in carrying out your important responsibilities.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Lamb", written over a light blue horizontal line.

Derek Lamb
Chair, Board of Governors

A handwritten signature in black ink, appearing to read "Lisa Domae", written over a light blue horizontal line.

Lisa Domae
Acting President

e-copy: J. Bowman, President

July 21, 2017

The Honourable Claire Trevena
Minister of Transportation and Infrastructure
Room 201, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister,

Congratulations on your most recent appointment as Minister of Transportation and Infrastructure and for your re-election as Member of the Legislative Assembly for the North Island for a fourth term. We are delighted you are continuing to represent the North Island as we have appreciated our relationship and collaboration with you in the past and look forward to a continued relationship.

NIC's Campbell River Campus upgrade project is well under way, thanks to the investment of \$13.5 million from federal and provincial governments that will provide students with industry-ready shops as well as upgraded office and learning spaces for both the school district and NIC. When your schedule permits a visit to the north Island we look forward to touring the Campbell River campus with you and showcasing these exciting changes.

As we have entered our 42nd year, we continue to provide outstanding educational opportunities, support student success and contribute to the sustainable development of communities across the region. Our Board of Governors and President would like to meet with you this Fall, in Victoria, to highlight our achievements and discuss the potential synergies between the Ministry of Transportation and Infrastructure and some of the initiatives underway at North Island College. We will work with your office to coordinate a visit.

We wish you all the best and every success in carrying out your important responsibilities.

Sincerely,



Derek Lamb
Chair, Board of Governors



Lisa Domae
Acting President

e-copy: J. Bowman, President

July 21, 2017

The Honourable Scott Fraser
Minister of Indigenous Relations and Reconciliation
Room 201, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister,

Congratulations on your most recent appointment as Minister of Indigenous Relations and Reconciliation and on your fourth consecutive term in the legislature. We are delighted you are continuing to represent the Mid Island-Pacific Rim as we have appreciated our relationship and collaboration with you in the past and look forward to a continued relationship.

North Island College has affirmed Aboriginal Education and Indigenization as one of its core strategic priorities. We are pleased to report that we have developed and implemented year one tactical plan objectives to respond to each of the nine strategic priorities in our *NIC Plan 2020* with specific strategies, action items, timelines, and outcomes that reference applicability to the Truth and Reconciliation Commission's calls to action. In April 2017, the tactical plan was expanded to incorporate direction from NIC's Aboriginal regional advisory committees and ongoing feedback from community-based program partners.

As we have entered our 42nd year, we continue to provide outstanding educational opportunities, support student success and contribute to the sustainable development of communities across the region. Our Board of Governors and President would like to meet with you this Fall, in Victoria, to highlight our achievements and discuss the potential synergies between the Ministry of Indigenous Relations and Reconciliation and some of the initiatives underway at North Island College. We will work with your office to coordinate a visit.

We wish you all the best and every success in carrying out your important responsibilities.

Sincerely,



Derek Lamb
Chair, Board of Governors



Lisa Domae
Acting President

e-copy: J. Bowman, President

July 21, 2017

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills & Training
PO Box 9846 Stn Prov Govt
Victoria BC V8W 9T2

Dear Ms. Baskerville,

Congratulations on your most recent appointment as Deputy Minister of Advanced Education, Skills & Training. We admire your career and most recently your leadership with the Ministry of Jobs, Tourism & Skills Training, and know that your valued experience will complement your new portfolio. We have appreciated our relationship and collaboration with you in the past and look forward to a continued relationship.

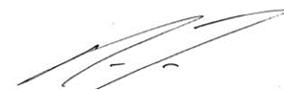
We look forward to introducing North Island College (NIC) to you, sharing our strategic direction and discussing potential synergies between the Ministry of Advanced Education, Skills and Training and some of the initiatives underway at North Island College.

As a College, our goal is to provide accessible, inspiring and affordable education for students, whether they live in Mount Waddington, Ucluelet, the Comox Valley, Campbell River or any of the diverse communities spread across 80,000 km² of Vancouver Island and the BC Mainland. While the region we serve is vast, our commitment to students runs deep. Our faculty travel to Ahousaht, Alert Bay and Bella Coola and remote communities to make education possible to students where they live. NIC campuses offer a wide range of programming, including university transfer agreements that provide students new opportunities to study at home, with the support of their communities, before moving to universities in Victoria, Vancouver and across BC.

As we have entered our 42nd year, we continue to provide outstanding educational opportunities, support student success and contribute to the sustainable development of communities across the region. Our Board of Governors and President would like to meet with you this Fall, in Victoria, to highlight these achievements and our plans for the future. We will work with your office to coordinate a visit in the Fall.

We wish you all the best and every success in carrying out your important responsibilities.

Sincerely,



Derek Lamb
Chair, Board of Governors



Lisa Domae
Acting President

e-copy: J. Bowman, President



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

.../2

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.
- Encourage excellence in B.C.’s graduateschool programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.

- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan
Premier



President's Newsletter

SEPTEMBER 2017

Dear NIC Colleagues,

I want to wish you all a very happy and successful 2017/18 college year! Hopefully, the past summer allowed you time to enjoy some rest and relaxation as well as the amazing Vancouver Island weather.

I also want to express appreciation for all the work done by many people across the College during the summer to get ready for the fall term. It is a pleasure to welcome more than 20 new faculty and staff employees for the beginning of the fall term.

September is an exciting time, with the start of a new academic year, recommencement of full educational programming, student services and college operations. It is a great time to update you on recent events and some of the major new developments ahead for your college.

Sabbatical Leave

On a personal note, I am happy to be back to my regular work duties following completion of my sabbatical leave (May 1 to August 31, 2017). I look forward to sharing in the coming weeks more about what I did and learned through my project work. In summary, it was a very positive and beneficial experience for me and I believe for the College!

I am very grateful to Lisa Domae, for serving as Acting President, during my leave. It was a busy four months for her and I know she did an excellent job taking care of business and advancing college progress on many fronts.

During the leave, I met with 81 individual community leaders and organizational partners. Through these interviews, I received many positive comments about the work NIC people do and the value our communities attach to their relationships with us. I also heard many suggestions about ways we can strengthen our connections and increase the impacts we have, working in collaboration with current and new partners. I learned a great

deal about the many issues and challenges facing our region and local communities. Clearly, the educational programs and services we provide are critically important to the people of Northern Vancouver Island, and to supporting community and economic development in many ways.

I will be formally presenting details and my follow-up action plans stemming from the project (within the framework of NIC Plan 2020 Priorities and Goals) at presentations on each campus in October and November.

New BC Provincial Government

The new provincial government was sworn into office on July 18. The Honourable Melanie Mark was appointed Minister of Advanced Education, Skills and Training (AEST). The Minister's [biography](#) and [Mandate Letter](#) are available on the government website. It is wonderful to note that many of the priorities identified in the Minister's mandate letter relate to access, student supports and programming, which align well with NIC plans and priorities.

The government has moved quickly to act on two of its election platform promises relevant to the Ministry of Advanced Education, Skills and Training:

- The first [announcement](#) on August 8 was to announce the elimination of tuition fees for Adult Basic Education and English language learning programs in the K-12 and public post-secondary education systems. The Ministry will complete a consultation process with institutions this fall to determine how funding will be provided to offset costs.

- The second [announcement](#) on September 1 was to expand the provincial tuition waiver program for former youth in care to all 25 public post-secondary institutions.

The government tabled its Provincial Budget 2017/18 Update on September 11, 2017. The province's [media release](#) provides an overview of the highlights. There were no major surprises for the post-secondary education system.

Minister Visits NIC Comox Valley Campus

On August 14, the College welcomed the Honourable Melanie Mark, Minister of Advanced Education, Skills and Training and MLA for Vancouver – Mount Pleasant, on her first visit to NIC. Her visit formed part of a two-week, 25-stop tour of BC's public post-secondary institutions.

Minister Mark was traditionally welcomed by K'ómoks First Nations Council Member Sharlene Frank and Elders, Fran Prince and Fernanda Pare. After hearing our delegation's perspectives of NIC's role in the community and meeting with students, Minister Mark and her staff left with a strong impression of the learning environment of which we at NIC are so proud.

We hope to have Minister Mark return to visit other NIC campuses in the coming year. Members of the College Board and administration will also be meeting with the Minister and other government members to brief them on our priorities and plans as soon as possible.

College Services and Programs

Building on the work and success of the past year, 2017/18 will see a number of new and enhanced program initiatives and services:

- the [Joy of Lifelong Learning](#) program for students 55+;
- first-year business courses offered at Campbell River campus;
- the first intake of the Community Mental Health Worker program in Port Alberni in partnership with the Nuuchahnulth Tribal Council (NTC);
- the Awi'nakola land-based upgrading program in Mount Waddington;
- Film and TV Crew Training;
- LPN bridging to Bachelor of Science in Nursing;
- introduction of the McDonald's to NIC business degree pathway; and
- ITV courses, offered at increased locations and in increased numbers.

Campbell River Campus Expansion and Renovations

Work on the Campbell River campus facilities project is progressing well. On September 18, a Town Hall and Information Night was held at the campus to provide community members, college students and employees with information regarding the project, an overview of its progress to date, as well as the future phases on construction and renovations. NIC's Campbell River campus [project website](#) will be updated regularly.

Mount Waddington Campus Relocation

The Mount Waddington regional campus in Port Hardy is moving to a new location closer to the downtown centre of community activity and will be in close proximity to important partner organizations. The renovations to the new campus location at the Thunderbird Mall in Port Hardy will be completed later this fall. College operations at the new campus will begin in January 2018. For more information on this exciting development go [here](#).

Comox Valley Student Housing

This fall, we will be establishing a Comox Valley Student Housing Planning Committee which will include participation from faculty, staff, administration and students to consider key issues as well as college and community impacts with respect to the planning, construction and operations of student housing on campus. The committee will review and refresh the 2015 Student Housing Feasibility Study, identify implications and make recommendations with respect to existing college policies and services and future requirements.

The new NDP provincial government has committed to:

Create new student housing by removing unnecessary rules that prevent universities and colleges from building affordable student housing. (Minister of Municipal Affairs and Housing, Mandate Letter, July 18, 2017)

We are hopeful the provincial government will move quickly to fulfill this commitment and we will therefore be able to proceed expeditiously in 2018/19 to complete planning and begin construction of a student residence on the Comox Valley campus.

Diversity Matters

In support of the NIC Plan 2020 goal to "Foster an open organizational culture that supports and celebrates diversity and learning," we have established the Diversity Matters Working Group (DMWG). This fall and winter the initiative will focus on engaging college employees and students in campus-based conversations about:

- *What would a truly diverse and inclusive college and campus environment look like?*
- *What is NIC doing well in order to foster a diverse and inclusive community?*
- *What areas can we improve upon?*

I hope you will be able to participate in one of these discussions to share your experiences and suggestions and to help make NIC an even more positive learning and work environment for

everyone. More information about Diversity Matters @NIC will be available soon on the myNIC portal.

Communication, Feedback and Involvement

In the spring, the results of NIC Employee Engagement Survey (conducted in November 2016) were published and discussed at campus-based forums and other meetings in April 2017.

The survey results and our discussions about them, pointed to:

- a widely held desire and need to see improvements to information flows;
- increased opportunities to provide feedback and input on decision-making, as well as foster stronger connections and enhanced relationships across departmental boundaries; and
- more frequent interactions between college senior leadership and college employees and students generally.

As a result, we will be undertaking several new formal and informal activities in the coming year, to address these concerns. Please watch for new communication tools, avenues for feedback, input and participation in college affairs as well as opportunities for dialogue across the College.

I look forward to providing you with more regular written reports (in October, February, May, August) regarding topics that are of interest and significance, as well as to hosting more frequent get-togethers on each of the campuses to enable conversation and feedback.

I welcome your comments, suggestions and questions. Please don't hesitate to contact me via email, telephone or in-person.



John Bowman
 President
john.bowman@nic.bc.ca