



**NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
REGULAR MEETING**

To be held in KMX 146 Boardroom, Comox Valley Campus  
Thursday, October 3, 2024 @ 1:00 pm

**AGENDA**

	TOPIC	ATTACHMENT	ACTION	TIME
<b>1.</b>	<b>CALL TO ORDER</b>			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Welcome Board of Governors New Members			
1.3	Oath of Appointment (All Board Members)	✓		
1.4	<a href="#">Declaration of Possible Conflict of Interest</a>			
1.5	Election of Chair			
1.6	Election of Vice-Chair			
1.7	Adoption of Agenda		To adopt	(5 mins)
<b>2.</b>	<b>CONSENT AGENDA</b>			
2.1	Minutes of the Regular Meeting of June 27, 2024	✓	To approve	
2.2	Executive Committee Report, September 12, 2024	✓	Information	
2.3	Governance and Board Development Committee Report, September 12, 2024	✓	Information	
2.4	Finance and Audit Committee Report, September 13, 2024	✓	Information	
2.5	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
<b>3.</b>	<b>BOARD BUSINESS</b>			
3.1	Draft Agenda – Board of Governors Strategic Session, October 24 & 25, 2024	✓	Information	
3.2	Board Members Roundtable Discussion		Information	(30 mins)
<b>4.</b>	<b>REPORTS ON STRATEGIC ACTIVITIES</b>			
4.1	President			
4.1.1	President’s Goals and Objectives, 2024-25	✓	Information	
4.2	Vice President, Finance and College Services			
4.2.1	Financial Information Act Report	✓	To approve	
4.2.2	NIC Five Year Capital Plan Priorities	✓	To approve	
4.2.3	Fiscal Year 2024/25 First Quarter Financial Statements	✓	Information	

4.3	Vice President, Academic		
4.3.1	Fiscal Year 2024/25 Enrolment Report	✓	Information
4.4	Chair, Education Council		
4.4.1	Education Council Report	✓	Information (5 mins)
<b>5.</b>	<b>INFORMATION (<i>attachments</i>)</b>		
5.1	Board Schedule and Workplan (2024-25)		
5.2	Strategic Enrolment Management (SEM) Presentation, June 27, 2024		
5.3	People Plan Presentation, June 27, 2024		
5.4	PSFS Letter to Public Post-Secondary Institution Board Chairs		
5.5	PSFS Appreciation Letter to J. Atherton, September 2024		
5.6	PSFS Appreciation Letter to B. Minaker, September 2024		
5.7	Commonly used acronyms		
5.8	<a href="#">Link to Board bylaws</a>		
<b>6.</b>	<b>NEXT MEETING DATES</b>		
	Thursday October 24 and Friday October 25: Board Strategic Session - Campbell River Region		
	Regular Meeting – Thursday, December 5, 2024, Campbell River Campus		
<b>7.</b>	<b>ADJOURNMENT</b>		2:45 pm



**North Island College  
Board of Governors**

**Oath of Appointment**

**I have read and understood the Board’s Code of Conduct and Conflict of Interest Bylaw and I agree to comply with all of its terms.**

A real, potential or apparent conflict with my duty as a Board Member of the North Island College (NIC or College) may arise because (list below if any):

I, \_\_\_\_\_ (print name), declare that:

Other than disclosed above, I do not have any relationships or interests that could compromise, or be perceived to compromise, my ability to exercise judgment with a view to the best interests of NIC.

I have read and considered the Code of Conduct and Conflict of Interest Bylaw and agree to conduct myself in accordance with its terms.

I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

I sincerely promise and swear that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of my position as a Board Member of the College.

\_\_\_\_\_  
*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 27, 2024

**BOARD MEMBERS PRESENT**

N. Arsenault, Community Member, Comox Valley Region  
J. Atherton, Community Member, Comox Valley Region  
A. Brady, Chair, Education Council  
S. Chauhan, Student Representative  
L. Domae, President & CEO  
S. Dores, Community Member, Campbell River Region, Vice Chair  
J. Langille, Community Member, Comox Valley Region  
B. Minaker, Community Member, Comox Valley Region  
C. Moglove, Community Member, Campbell River Region  
V. Puetz, Community Member, Campbell River Region  
P. Trasolini, Community Member, Campbell River Region, Chair  
V. White, Community Member, Port Alberni Region

**ABSENT**

M. Erickson, Faculty Representative  
R. LaTrace, Support Staff Representative  
C. Stavness, Community Member, Comox Valley Region

**ALSO PRESENT**

M. Allison, Director, College Governance & Strategy  
T. Bellavia, Vice President, Academic  
K. Crewe, Associate Vice President, People, Equity & Inclusion  
C. Fowler, Vice President, Finance and College Services  
E. Haagerup, Executive Assistant, Leadership Team  
K. Haggith, Associate Vice President, College Experience  
R. Kishi, Community Member, Comox Valley Region  
K. Kuhnert, Vice President, Students & Community Engagement  
W. Skulmoski, Director, Institutional Research & Planning  
Members of North Island Students' Union (NISU)

---

**1. CALL TO ORDER**

**1.1 Acknowledgement of First Nations Traditional Territory**

P. Trasolini called the meeting to order at 1:00 p.m. and acknowledged that the meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

P. Trasolini welcomed incoming Board of Governors member R. Kishi, who will begin his term on the Board effective July 31<sup>st</sup>, 2024. P. Trasolini thanked J. Atherton and B. Minaker for their time on the Board of Governors and acknowledged that this meeting would be their last.

P. Trasolini congratulated previous Student Representative, Jaewon Kim, for his acceptance to medical school at the University of British Columbia, directly from graduating North Island College.

## **1.2 Declaration of Possible Conflict of Interest**

The Board acknowledged its bylaw on the code of conduct and conflict of interest guidelines should there be a need for Board Members to declare a conflict of interest on any of the agenda items.

## **Government Mandate Letter**

The Board acknowledged the Government Mandate Letter of June 2023.

## **1.3 Adoption of Agenda**

**Moved S. DORES / Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF June 27, 2024, AS PRESENTED.**

**Motion carried**

## **2. CONSENT AGENDA**

P. Trasolini noted that the attendance for the Board of Governors meeting on April 18<sup>th</sup>, 2024, has been updated in the minutes accordingly.

**Moved V. PUETZ / Seconded B. MINAKER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF JUNE 27, 2024.**

**Motion carried**

## **3. BOARD BUSINESS**

### **3.1 2023/24 Full-time Equivalent (FTE) Enrolment Report**

W. Skulmoski provided a summary of the 2023/24 Full-time Equivalent (FTE) Enrolment Report, highlighting the following:

- This is a Ministry reporting requirement, which is submitted at the end of each fiscal year.
- A four percent increase in total FTE's, with growth in international enrolment and a small decline in domestic enrolment, with a total of 2775 FTEs enrolled.
- Trends and factors that affect enrolment including one-time funding opportunities and scholarships awarded, were noted.

**Moved J. LANGILLE / Seconded N. ARSENAULT: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FULL-TIME EQUIVALENT (FTE) ENROLMENT REPORT AS PRESENTED.**

**Motion carried**

### **3.2 BUILD 2026 Strategic Plan and Year 3 Dashboard**

L. Domae presented the BUILD 2026 Strategic Plan and Year 3 Dashboard, noting that earlier in the year, the Board of Governors approved the additional of three new items to this plan:

- 2.3 Information Technology: Improve NIC's cybersecurity risk mitigation and response capabilities.
- 2.4 Integrated Enrolment: Develop and implement an integrated, strategic enrolment-planning process.
- 2.5 Campuses and Centres: Develop a business case for an NIC Housing Commons at the Campbell River campus.

L. Domae highlighted the crowning achievement of this year was the work of C. Fowler and his team to deliver a balanced budget to NIC, which makes the strategic plan possible and allows for the addition of new items.

P. Trasolini extended her thanks and congratulations to the Leadership Team and C. Fowler's team for their work and the accomplishment of the dashboard plans to date.

L. Domae also extended her thanks to T. Bellavia and his staff for the completion of the Quality Assurance Audit Process (QAPA) and updated the Board on the ongoing progress of the Comox Valley Student Housing project.

On a question from a Board member, L. Domae noted that there are two goals that are behind, both of which relate to Indigenous Education:

- 5.1 Indigenous-Led Education: Maintain or increase % of Indigenous students satisfied with NIC's help on achieving educational goals, above or equal to 90%.

L. Domae noted that the Indigenous Education Council is looking at ways to increase support for Indigenous students in this area. It was also noted that a decrease in survey participants may have affected these results.

- 7.1 Reconciliation: 75% of employees complete NIC-specific Indigenous intercultural competency training.

L. Domae noted that staffing challenges have affected these core competency nodules, as well as finding an opportunity to meet with Indigenous communities for their feedback and support of this training.

**Moved J. LANGILLE / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE BUILD 2026 STRATEGIC PLAN AND YEAR 3 DASHBOARD AS PRESENTED.**

**Motion carried**

### **3.3 2023/24 Institutional Accountability Plan & Report**

W. Skulmoski presented the 2023/24 Institutional Accountability Plan & Report (IAPR), noting that this is another annual reporting requirement for the Ministry.

W. Skulmoski added that this report speaks to NIC's goals, objectives and achievements, as well as the College's alignment with Ministry initiatives and mandates. He noted that NIC has achieved the 2023/24 accountability measures.

In response to a question from the Board about NIC's green initiatives, C. Fowler responded that there is a separate, public report that NIC prepares each year, which includes information on the college's carbon footprint and greenhouse gas emissions. This report could be included as an information item for the Board in future.

**Moved V. PUETZ / Seconded B. MINAKER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE 2023/24 INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT AS PRESENTED.**

**Motion carried**

### **3.4 Recission of NIC Policy 2-12 Progressive Discipline Misconduct or Inappropriate Behaviour**

K. Crewe recommended the recission of Policy 2-12 Progressive Discipline Misconduct or Inappropriate Behaviour, noting that this policy was flagged during a policy review, as it has not been updated since its creation in 2000. Upon review of this policy, there are other conduct policies that speak to progressive discipline at NIC.

N. Arseneault, Chair of the Governance and Board Development Committee, noted that this is one policy in a larger policy review framework, and the Board can expect many policies to be strategically reviewed in the coming months. She thanked the Governance and Board Development Committee, M. Allison, Director, College Governance and Strategy and S. Yeudall, Manager, Employee Relations for their ongoing work on these policies.

**Moved V. PUETZ / Seconded N. ARSENAULT: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RESCIND POLICY 2-12 PROGRESSIVE DISCIPLINE MISCONDUCT OR INAPPROPRIATE BEHAVIOUR AS PRESENTED.**

**Motion carried**

### **3.5 NIC Policy 1-20 Code of Ethical Conduct**

K. Crewe noted that Policy 1-20 Code of Ethical Conduct was created in accordance with a government initiative to ensure that post-secondary institutions had code of conduct policies in place.

**Moved N. ARSENAULT / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES POLICY 1-20 CODE OF ETHICAL CONDUCT AS PRESENTED.**

**Motion carried**

### **3.6 NIC Policy 2-08 Human Rights**

K. Crewe noted that Policy 2-08 Human Rights applies to employees and students and has been updated to include gender expression and identity. He added that language on personal harassment has been changed to reflect a respectful workplace policy.

**Moved J. LANGILLE / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES POLICY 2-08 HUMAN RIGHTS AS PRESENTED.**

**Motion carried**

### **3.7 NIC Policy 2-XX Respectful Workplace and Prevention of Workplace Bullying and Harassment**

K. Crewe presented Policy 2-XX Respectful Workplace and Prevention of Workplace Bullying and Harassment, noting that this policy is in compliance with WorkSafe BC. The goal of this policy is to enable employees to come forward with complaints utilizing this accessible policy.

**Moved S. CHAUHAN / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE POLICY 2-XX RESPECTFUL WORKPLACE AND PREVENTION OF WOKPLACE BULLYING AND HARRASSMENT AS PRESENTED.**

**Motion carried**

*C. Moglove left the meeting at 1:47pm.*

### **3.8 Board Evaluation and Design Process**

N. Arseneault presented the Board Evaluation and Design Process, noting that the purpose of this process is to ensure consistent and aligned evaluation processes for the Board of Governors.

Watson, a Board Advisory firm, was contracted to create this document, which has gone through several reviews by the Governance and Board Development Committee to ensure fulsome assessment before being brought to the Board.

N. Arsenault thanked the Governance and Board Development Committee for their time spent on this item. In response to a question as to whether exit interviews were included in this design, N. Arsenault noted that they were not, and that she will bring this question to Watson for review. The next stage of this process is to draft the interview protocol with Watson.

**Moved S. DORES / Seconded N. ARSENAULT: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE BOARD EVALUATION AND DESIGN PROCESS AS PRESENTED.**

**Motion carried**

### **3.9 Board Members Roundtable Discussion**

Several Board members attended the 2024 Post-Secondary Governance Workshop in June, hosted in Vancouver by the Ministry of Post-Secondary Education and Future Skills. Several members also attended the Governing in Public Interest meeting, in addition to their respective committee meetings.

Many of the Board members attended virtual College Conversations and the graduation ceremonies in June.

J. Langille noted that he enjoyed engaging with the auditors at the Finance & Audit Committee meeting and attended the Employee Recognition event on May 31<sup>st</sup>.

P. Trasolini attended the provincial Board Chairs meeting, respective committee meetings, all four graduation ceremonies, and recommended that the Board attend the next Employee Recognition event if possible, noting the diverse qualifications among staff and faculty at NIC.

## **4. REPORTS ON STRATEGIC ACTIVITIES**

### **4.1 President**

#### **4.1.1 President's Objectives/Goals 2024/25**

L. Domae reported on her 2024/25 goals and objectives, which focus on completing the goals of the BUILD 2026 Strategic Plan, particularly the three new goals. She also noted the need for increased advocacy and relationships with government, as this will be a transition year and new relationships will need to be developed.

**Moved S. DORES / Seconded B. MINAKER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE PRESIDENT'S OBJECTIVES AND GOALS 2024/2025 AS PRESENTED.**

**Motion carried**

### **4.2 Vice President, Finance and College Services**

#### **4.2.1 Audited Financial Statement, Fiscal Year 2023/24**

C. Fowler presented the audited financial statements for the Fiscal Year 2023/24, noting that the audit found no material misstatements and is a clean audit. He thanked the Leadership Team and the Board of Governors for their congratulations and support of the balanced budget.

He added that NIC finished the fiscal year with a small surplus and emphasized the importance of being financially self-sufficient. He noted that the surplus was smaller than projected. This is because NIC

applied to have a portion of the operating grant applied to the capitol fund, to partially finance science lab upgrades. This will decrease the amount of net amortization over the next few years, which allows the college to maintain a balanced budget.

J. Langille noted that the Finance & Audit Committee had an in-camera meeting with the auditors and was very pleased with the feedback received.

**Moved J. LANGILLE / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE AUDITED FINANCIAL STATEMENTS, FISCAL YEAR 2023/2024 AS PRESENTED.**

**Motion carried**

#### **4.3 Chair, Education Council**

##### **4.3.1 Education Council Report**

A. Brady provided a summary of the Education Council, noting that this report includes a list of course and program revisions that have been approved by the Education Council.

She noted that the Education Council will be revising their bylaws, as they have twenty-one voting members, two non-voting members, and one extra council seat due to the geographic nature of the area.

#### **5. INFORMATION**

The Board received the following information items:

- 5.1 2024-25 Board Schedule and Workplan
- 5.2 College Highlights Report
- 5.3 FY 2023/24 Audit Findings Report
- 5.4 Sexualized Violence Prevention and Response Policy Annual Report
- 5.5 Order-In-Council 201 of April 22, 2024: Reappointments J. Langille, C. Moglove and V. White
- 5.6 Order-In-Council 259 of May 21, 2024: New Appointments J. Jack and R. Kishi
- 5.7 Summary of Student Award Candidates, 2023/2024
- 5.8 NIC Housing Projects Update, April 18, 2024
- 5.9 Updated Indigenous Education Council Commitment Document, March 2024
- 5.10 Link to [Governance Manual](#)
- 5.11 Link to [Board bylaws](#)

#### **6. NEXT MEETING DATE**

The next regular meeting is on Thursday, September 26, 2024, in the Comox Valley Campus.

L. Domae noted that since the approval of the 2024/25 Board Workplan, some conflicts have arisen, and the September, April and June meeting dates may need to shift. Board members will be contacted regarding their availability and notified when an updated meeting schedule is confirmed.

#### **7. ADJOURNMENT**

**Moved J. LANGILLE / Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF JUNE 27 2024.**

**Motion carried**

Time: 2:45 pm

---

Patricia Trasolini, Chair

---

Emily Haagerup, Executive Assistant



North Island College Board of Governors  
October 3, 2024

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**AGENDA ITEM:                      Regular Meeting**  
**2.2      Executive Committee Report**

Committee members Patricia Trasolini (chair), Shelley Dores, Nancy Arsenault, Jerad Langille and Lisa Domae, President & CEO met on September 12, 2024 with Emily Haagerup, Executive Assistant, Leadership Team attending as resource person.

**Territorial Acknowledgment**

P. Trasolini called the meeting to order at 10:38am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

**Adoption of Agenda**

The committee adopted the agenda as presented.

**Committee Business**

Draft Board meeting minutes, June 27, 2024

The Committee received the draft minutes of the regular and closed meetings of June 27, 2024, and approved the minutes as presented.

Draft Board meeting schedule for October 3, 2024

L. Domae summarized the schedule for October 3, which includes a joint meeting with the NIC Foundation Board in the morning, with a focus on the plans, structure and strategic vision of the Foundation.

L. Domae noted that as D. Naugler, Executive Director, Future Students & Community Engagement will be retiring in December 2024, M. Nagy, Associate Director, Community & Public Affairs, will be moving into the role of Executive Director, NIC Foundation.

Committee members discussed a desire to better understand the purpose and aims of the Foundation and how the two groups might work together.

Draft Board meeting agendas, October 3, 2024

L. Domae highlighted agenda items that are up for Board's discussion and approval including the welcome of new appointed and elected Board members, and the election of the Chair and Vice-Chair of the Board.

### Board Member Travel

The committee discussed the budget, policies and process of travel booking and reimbursement for Board members travelling on College business. L. Domae noted that Board of Governors members are included in the NIC Travel Policy 6-02.

**ACTION:** E. Haagerup to send NIC Travel Policy 6-02 and the Travel Reimbursement form to the Board of Governors via email.

The committee discussed the merits and costs of many opportunities for Board development concluding that the annual College and Institutes Canada conference was not as useful as the provincial ones that are now offered annually. N. Arseneault suggested a formalized process be created and implemented for Board members to report back on development opportunities or conferences that they attend.

**ACTION: The Board members will attend provincially sponsored training opportunities and will no longer attend the College and Institutes Canada conference.**

**ACTION:** E. Haagerup to add Board Member Travel and Board member feedback process on development opportunities to a future Governance & Board Development agenda.

### Board Workplan 2024-25

L. Domae reviewed the Board Workplan for the 2024-25 Academic Year, and noted that the following dates had been changed due to scheduling conflicts:

- Thursday September 26<sup>th</sup> → **Thursday October 3<sup>rd</sup>**
- Thursday April 24<sup>th</sup> → **Thursday May 1<sup>st</sup>**
- Thursday June 26<sup>th</sup> → **Thursday June 19<sup>th</sup>**

**It was noted that due to the changing availability of members, although not desired, further shifting may be required.**

**Future Agenda items:**

**Next meeting dates:**

The Executive Committee's next meeting is on October 10, 2024 at 10:30am.

The meeting was adjourned at 12:00pm.



North Island College Board of Governors  
October 3, 2024

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**AGENDA ITEM: Regular Meeting**

**2.3 Governance and Board Development Committee Report**

Committee members Nancy Arsenault (chair), Patricia Trasolini, Claire Moglove and Lisa Domae, President & CEO, Melanie Allison, Director, College Governance & Strategy met on September 12, 2024 with Emily Haagerup, Executive Assistant, Leadership Team attending as resource person.

Committee members Corinne Stavness and Vicky White sent their regrets.

**Territorial Acknowledgment**

N. Arsenault called the meeting to order at 9:00am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuuchahnulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

**Adoption of Agenda**

The committee adopted the agenda as presented.

**Committee Business**

NIC Policy 1-07: Fundraising Update

M. Allison presented updated copies of NIC Policy 1-07, Fundraising, noting that minor edits have been made to modernize the policy, and procedures will be attached as a hyperlinked appendix to allow for regular updates. The responsible administrator for the policy has been updated from Executive Director, Future Students & Community Engagement, to Vice President, Students & Community Engagement.

Committee members requested that as policies come to the Governance Committee, they first be reviewed to minimize, to the degree possible, subjective language and ambiguous terminology.

**ACTION:** The Governance & Board Development Committee recommends NIC Policy 1-07 – Fundraising, be forwarded for approval to the Board meeting on October 3<sup>rd</sup>, 2024

Board Evaluation Update

M. Allison gave an update on the Board Evaluation process, adding that she and N. Arsenault met with Watson to review and provide feedback on the board member survey questions. Watson will be revising the survey for the Governance and Board Development Committee in October, to present to the Board during the Strategic Session on October 25<sup>th</sup>, 2024.

The committee discussed whether an optional exit interview should be offered to departing board members.

#### 2024 Annual Strategic Session, October 24-25, Campbell River Region and Board Orientation

L. Domae reviewed the draft agenda for the Annual Strategic Session on October 24 and 25 2024, noting that the sessions will be held at the Campbell River Campus. L. Domae recommended aligning Board Orientation with the Strategic Session, with new and existing board members welcome to participate.

The committee discussed options for accommodation in the Campbell River Region.

**ACTION:** N. Arsenault to connect with E. Haagerup on this topic.

#### Board Workplan

The committee discussed the scheduling of Board and committee meetings, and how to ensure that all meetings have quorum. The committee also discussed the expectation of Board members to attend other NIC events, such as College Conversations or Convocation ceremonies, noting that only Board meeting and strategic session attendance is required and that other events are optional. The Committee noted that Board members should try to attend as many other NIC events as possible, especially those in their region, when schedules allow.

**ACTION:** E. Haagerup to send calendar invites for all Board and committee meetings for the 2024-25 academic year.

#### Mentorship program for new appointees and elected board members

The committee discussed the mentorship program and noted that the Governance and Board Development Committee assigns mentors.

The committee agreed to the following mentors:

- C. Moglove confirmed her interest in mentoring new member J. Jack.
- V. Puetz to be invited to mentor new member R. Kishi.

#### **Future Agenda items:**

- Board member orientation and ongoing board development process to align with the Board Governance Manual and Governance Authority Matrix (as discussed by Committee January 19, 2024)
- Feedback from Board Orientation following October 24<sup>th</sup>

#### **Information**

- [Previous committee report](#)
- [Governance Manual](#)

#### **Next meeting dates:**

The Governance & Board Development Committee's next meeting is on October 10, 2024 at 9:00am.

The meeting was adjourned at 10:02am.



North Island College Board of Governors  
October 3, 2024

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**AGENDA ITEM:                      Regular Meeting**  
**2.4      Finance & Audit Committee Report**

Committee members Jerad Langille (chair), Valery Puetz and Murray Erickson met on September 13, 2024 with Colin Fowler, Vice President, Finance & College Services and Emily Haagerup, Executive Assistant, Leadership Team attending as resource person.

Committee member Shubham Chauhan sent regrets.

**Territorial Acknowledgment**

J. Langille called the meeting to order at 3:06pm and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

**Adoption of Agenda**

The committee adopted the agenda as presented.

**Committee Business**

Five Year Capital Plan Priorities

C. Fowler led the committee through an in-depth review the Five-Year Capital Plan Priorities, which included the following in three categories as defined by the Ministry:

**New Priority Capital Builds**

- Campbell River Innovation Centre
- Comox Valley Health Sciences Building
  - C. Fowler noted that this project would be the replacement for the Village portable spaces.
- Port Alberni Trades Centre
  - C. Fowler noted that this project would replace the need for rental of the Tebo space in Port Alberni, and allow trades programming to be offered on-campus at Rogers St.

**Student Housing Projects**

- Port Alberni Student Housing
  - C. Fowler noted that a demand study was conducted for Port Alberni Student Housing, with results indicating sixty-eight single student beds and fourteen family units.

Routine Capital Projects:

- Accessibility Updates
- Comox Valley Building Envelope Renewal
- Comox Valley Perimeter Roadway
- Comox Valley Warehouse Renovation
  - C. Fowler explained that this renovation would allow for increased office space and minimize the amount of excess storage space in the warehouse that is not being utilized. This project would help alleviate some of the office space that was lost due to the fire in the Village portables.
- Port Alberni Heat Pumps
- Port Alberni Roof Replacement
- Security Infrastructure

In response to a question from a committee member, C. Fowler noted that Ministry requested that the Campbell River Student Housing Project not be included on the above list, since the College was invited by the Ministry to submit a business case for this project.

C. Fowler provided an update on the Campbell River Student Housing Business Case, noting that an architect has been selected and the plan is to bring a Class D estimate to the Board meeting on December 5<sup>th</sup>, 2024. He added that this project will be a design-bid build process, as opposed to the design-build process used for the Comox Valley Student Housing Project and reviewed the differences between these building processes.

**ACTION:** At the request of a committee member, C. Fowler will connect with M. Allison to ensure that the Board is informed of any risk associated with a different building process.

The Finance and Audit Committee recommended its approval for the Five-Year Capital Plan Priorities to the Board.

FY 2024/25 1<sup>st</sup> Quarter Forecast

C. Fowler presented the 1<sup>st</sup> Quarter Forecast for the fiscal year 2024/25, which projects a balanced budget. C. Fowler noted that revenue from international enrolment will need to be reviewed to assess the impact on the 2025/26 fiscal year.

On a question from a committee member about the decline of international enrolment, C. Fowler noted that this is not due to caps on permits issued to North Island College but is a result of international student demand. Other factors that are affecting international enrolment include financial and work requirements, and availability of permits for spouses.

C. Fowler noted that he will be working with M. Herringer, Executive Director, International Education, and W. Skulmoski, Director, Institutional Research and Planning, to project some scenarios of international enrolment and the potential financial implications.

*M. Erickson left the meeting at 3:45pm.*

## FY 2024/25 1<sup>st</sup> Quarter Financial Statements

C. Fowler reviewed the financial statements for the first quarter of the 2024/25 fiscal year. C. Fowler noted that these statements show a deficit, which is expected at this time due to the timing of tuition revenue in September and January.

**ACTION:** In response to the increase in payables and accrued liabilities, C. Fowler noted that he will follow up with S. Fleck, Director, Finance, and report back to the committee.

## Statement of Financial Information (SOFI)

C. Fowler noted that the Statement of Financial Information is not yet ready. He recommended circulating the document to the Finance & Audit Committee via email for review before inclusion on the October 3<sup>rd</sup> Board agenda. The committee agreed to this plan.

### **Future Agenda items:**

- Amortization policy
- List of financial policies to be reviewed
- Internal controls

### **Next meeting dates:**

The Finance & Audit Committee's next meeting is on Friday November 22, 2024.

The meeting was adjourned at 4:07pm.



## Board of Governors Strategic Session October 24 & 25, 2024

### NIC Campbell River Campus

Q'əpixʔidaʔas – Indigenous Gathering Place (C-Wing)

Accommodation: TBC

#### Purpose/Objectives

THURSDAY, OCTOBER 24		
Time	Activity & Presenters/Facilitators/Guests	Venue
10am – 10:15am	<b>Welcome and Agenda Review</b>	Q'əpixʔidaʔas
10:15 am-11:30am	<b>Introduction to Campbell River Campus and NIC Campus Tour</b>	Q'əpixʔidaʔas
11:30am to 12:30pm	<b>Post-Secondary Landscape Overview</b>	Q'əpixʔidaʔas
12:30pm – 1:30pm	Lunch	
1:30-2:30pm	<b>BUILD 2026 (Strategic Plan) and Risk Register Session</b>	Q'əpixʔidaʔas
2:30pm-3:30pm	<b>Board Evaluation Session</b>	Q'əpixʔidaʔas
3:30-5:00pm	<b>Hotel Check In &amp; Break</b>	Q'ə piʔidaʔas
5:00-7:00pm	NIC Culinary Program Bistro Dinner	The Bistro, Campbell River Campus
7:00pm – 8:00pm	<b>Indigenous Education – Medicinal Plants Workshop</b> <i>Elder-in-Residence June Johnson</i>	Q'əpixʔidaʔas

**FRIDAY, OCTOBER 25**

Time	Activity & Presenters/Facilitators	Venue
8:00-9:00am	Breakfast	Hotel or Gathering Place?
9:00-12noon	<b>Campbell River Campus Housing Project Overview</b> <i>Architects</i>	Qe pix ?ida?as
12:00-1:00pm	Lunch	

## Dashboard – President’s Goals, Objectives and Targets from April 12, 2024 – April 11, 2025

 Progress indicators: Complete  On track  Somewhat delayed  Substantially delayed 

Outcome of achievement indicator	Reporting Date Oct 3/24	President’s Comments / Factors affecting performance
1. Approval of the <i>BUILD 2026 Year 3 Dashboard</i>		<i>BUILD Year 3 Dashboard</i> approved by Board of Governors in June 2024.
2. Completion of a draft business case for student housing in Campbell River		Architectural services have been selected and business case writing is underway. Board scheduled to be briefed again in October 2024.
3. Implement a provincial and federal election-advocacy strategy		NIC delegation at the Union of BC Municipalities convention was very well received. New funding for NIC’s Rural Economic Development micro-credential was announced at the convention.
4. Government acknowledgement of NIC’s performance in meeting the Mandate Letter		NIC Board of Governors approved the Institutional Accountability Plan and Report (IAPR) in June 2024. It was submitted to the Ministry in July 2024.
5. NIC Indigenous Education Council (IEC) approval of the Year 3 results of <i>Working Together</i> , NIC’s Indigenous Education Plan, the College’s framework for the <a href="#">Declaration on the Rights of Indigenous Peoples Act action plan</a>		<i>Working Together Year 3 Dashboard</i> is scheduled for approval at the September 26, 2024 meeting of the Indigenous Education Council.
6. Increase NIC’s National Institute for Standards and Technology (NIST) Cybersecurity Framework (CSF) score toward reaching target of 2.9		Results of the next NIST score should be available in Spring 2025.
7. Continue to implement NIC’s Enterprise Risk Management framework by developing NIC’s Enterprise Risk Register		Updated risk register scheduled to be presented to the Board in October 2024.
8. Implement the second phase of the Future Ready Skills grant		NIC was funded \$385K to run 14 micro-credentials in 2024/25.
9. Partner with First Nations to offer Indigenous-led trades and technical training		Discussions are underway with three First Nations to offer trades programming in community.
10. Implement the Board of Governors approved 2% increase on international student tuition (to 2024/25)		Implemented for 2024/25 academic year.
11. Deliver a balanced budget in fiscal year 2024/25 and/or meet or exceed financial targets as outlined by the Ministry		1 <sup>st</sup> quarter financial statements indicate a deficit per usual, given timing of revenues and expenses. A balanced budget is projected for fiscal year end.
12. Recommend to the Board of Governors tuition (2025/26) for domestic students that complies with the tuition-limit policy		Scheduled for approval by the Board of Governors in November 2024.
13. Undertake four-month administrative leave		Planning underway for Winter/Spring 2025.
14. Completion and implementation of a leadership team succession strategy		Succession plan completed, and implementation underway.



## BOARD OF GOVERNORS – ACTION SHEET

October 3, 2024

Agenda #: 4.2.1

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**Agenda Item:** Financial Information Act report (attachment)

**Action Required:** For Approval

**Draft Motion/  
Recommendation:** **THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2024 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.**

### Background/History/Executive summary:

All “public bodies”, which includes the public post-secondary sector, must prepare statements of information in accordance with the Financial Information Act, and in the prescribed format. The key reports that are disclosed in the Statement of Financial Information (SOFI) are:

- A report showing each employee earning more than \$75,000;
- A report showing amounts paid to suppliers of goods and services that are more than \$25,000;
- A schedule of Guarantees and Indemnity agreements; and
- NIC’s audited financial statements that were approved by the Board in June.

### Policy analysis/strategic priority:

The SOFI report is prepared in a format directed by the Act as well as procedures prepared by the Ministry of Finance.

### Attachments:

1. SOFI report as required under the Financial Information Act.

### Action: For Approval

### Recommended Board Motion:

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2024 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.**

**NORTH ISLAND COLLEGE**

**STATEMENT OF FINANCIAL INFORMATION**

**FOR THE YEAR ENDED MARCH 31, 2024**

Financial Information Regulation (FIR) Schedule 1

**NORTH ISLAND COLLEGE  
MANAGEMENT REPORT  
FIR SCHEDULE 1, SECTION 9 (3)  
FOR THE YEAR ENDED MARCH 31, 2024**

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 & College Services

---

Patricia Trasolini  
Chair, Board of Governors

---

Date

---

Date

**NORTH ISLAND COLLEGE  
MANAGEMENT REPORT  
FIR SCHEDULE 1, SECTION 9 (1)  
FOR THE YEAR ENDED MARCH 31, 2024**

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:

Patricia Trasolini  
Chair, Board of Governors

\_\_\_\_\_  
Date

**NORTH ISLAND COLLEGE  
SCHEDULE OF DEBTS  
FIR SCHEDULE 1, SECTION 4  
FOR THE YEAR ENDED MARCH 31, 2024**

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

**NORTH ISLAND COLLEGE  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
FIR SCHEDULE 1, SECTION 5  
FOR THE YEAR ENDED MARCH 31, 2024**

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

	<b>Issue Date</b>	<b>Indemnity Number</b>	<b>Indemnitee</b>	<b>Description</b>
1.	12/13/2023	202416787	Accessible Learning Placement	Employment Transition Program between NIC and Host Employers
2.	08/25/2023	202416330	Adobe Inc.	use of Adobe Services and Software
3.	09/13/2017	20187771	AI Davidson Ltd.	1636 Peninsula Road lease
4.	12/09/2022	202315187	American Type Culture Collection	Purchase of biological material for educational purposes
5.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
6.	08/28/2023	202416327	BC Hydro	Incentive Fund Agreement
7.	01/11/2024	202416890	BC Wood Specialties Group Association	Educational Service Program Agreement
8.	05/13/2021	202212980	ChildCare BC	Children & Families Funding Agreement
9.	11/29/2022	202315145	City of Courtenay	Use of Randy Wiwchar Plaza for NIC Grad ceremony
10.	03/06/2024	202417177	City of Port Alberni	Tebo Lease agreement with City of Port Alberni space for vocational studies
11.	10/14/2022	202314963	Comox Valley Regional District	Park Use Goose Spit, Seal Bay, Nymph Falls for Adventure Guiding Pgm.
12.	11/04/2022	202315046	Comox Valley Regional District	NIC use of Aquatic Center room for yoga.
13.	04/21/2023	202415765	First Nations Health Authority	Educational Affiliation agreement supporting learning experience for students

**NORTH ISLAND COLLEGE  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
FIR SCHEDULE 1, SECTION 5  
FOR THE YEAR ENDED MARCH 31, 2024**

14.	02/01/2017	20187173	Frosst Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
15.	11/20/2020	202112333	Kryterion Testing Solutions	Proctored Internet-based tests through Webassessor.
16.	05/05/2023	202415819	Light Up the World	Education Abroad Agreement education abroad activities relevant to students programs
17.	11/08/2023	202416622	Memorial University of Newfoundland	Professional services between Fisheries and Marine Institute and NIC
18.	05/05/2023	202415819	Minister of Post Secondary Education and Future Skills	Training Programs funded by the StrongerBC future skills grant program
19.	06/05/2023	202416089	Mitacs Inc.	Funding program with Mitacs Inc.
20.	03/08/2024	202417175	Moneris Solutions Corp.	National merchant agreement for payment processing transactions and services
21.	11/20/2020	202112519	National Advanced Placement & Prior Learning Program (N-APPL)	providing and delivering academic services
22.	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
23.	05/01/2023	202213664	Nelson Roofing	Roof Replacement Project Campbell River Campus
24.	12/23/2022	202315262	Okanagan College	Joint Research Project re: fermented beverages.
25.	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
26.	11/15/2023	202416659	Providence Living Society	Lease agreement for NIC educational services space

**NORTH ISLAND COLLEGE  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
FIR SCHEDULE 1, SECTION 5  
FOR THE YEAR ENDED MARCH 31, 2024**

27.	10/06/2023	202416495	Providence Living Society	Lease agreement for NIC educational services space
28.	09/28/2022	202314904	Providence Residential Society	2137 Comox Ave lease for educational purposes.
29.	08/16/2023	202416287	Province of BC	License of Occupation for educational purposes
30.	12/20/2022	202315240	RDH Building Science	Design, engin. & project mgmt PA Roof Renewal.
31.	11/26/2019	202011159	Red Cross	Practicum Placement.
32.	06/08/2021	202213087	Ryerson University	License to use ThriveRU Work books
33.	06/29/2022	202314610	SD 71 & City of Courtenay	Queneesh Elem. NIC Youth Academy Summer Program
34.	10/15/2019	202010766	Seniors Village 3 LLP- Pacific Reach Seniors	Practicum Placement.
35.	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
36.	11/29/2022	202315144	Sid William Theatre Society	Grad Ceremony
37.	11/22/2023	202416689	Sid William Theatre Society & City of Courtenay	Venue Rental for NIC events
38.	03/24/2021	202112810	SirsiDynix	Library Catalog
39.	29/03/2024	202517347	StarRez	Starez Cloud, Software Agreement & Subscription
40.	12/05/2023	202416723	Tilley's Trucking Ltd.	Snow Removal and de-icing services
41.	10/21/2022	202314992	Trane Canada	Delivery of rooftop heating and cooling units.
42.	12/16/2022	202315224	Truck Loggers Association	Exhibitor Participation
43.	02/20/2024	202417079	Tula Foundation	Contribution agreement for funds to participate in Climate Ready BC Seafood
44.	05/18/2023	202415843	VIHA	Services and Deliverables provided by NIC
45.	04/26/2022	202314352	VIU	Rental of space to deliver training

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

**A. Board of Governors**

<b>Name</b>	<b>Position</b>	<b>Remuneration</b>	<b>Expenses</b>
Arsenault, Nancy	Community Rep, CV	2,000	2,356
Atherton, Jane	Community Rep, CV	2,250	2,129
Chauhan, Shubham	Student Rep	1,077	1,524
Dores, Shelley	Vice Chair	2,000	5,609
Kim, Jaewon	Student Rep	1,114	1,380
Langille, Jerad	Community Rep, CV	1,000	784
Minaker, Barry	Community Rep, CV	2,000	1,111
Moglove, Claire	Community Rep, CR	1,500	1,930
Mosley, Eric	Community Rep, PA	500	1,754
Puetz, Valery	Community Rep, CR	2,000	811
Stavness, Corinne	Community Rep, CV	500	-
Thakur, Sunny	Student Rep Board	1,000	3,772
Trasolini, Patricia	Chair	2,250	5,061
White, Victoria	Community Rep, PA	1,500	1,914
Wingwiri, Kudakwashe	Student Rep	1,000	-
		<b>21,691</b>	<b>30,135</b>

**B. Other Employees > \$75,000**

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Allison, Melanie	Dir, College Govern & Strat	127,539	1,714
Apperson, David	Inst, Electrical	96,012	2,027
Avender, Paula	Fac, Early Child Care E	87,434	-
Badger, Michelle	Registrar	141,726	4,433
Baird, Niki	Fac, Access Learn Serv	113,871	3,458
Balfry, Patrick	Inst, Automotive Mechanics	92,773	494
Banton-Smith, Samantha	Counsellor	105,397	-
Barner, Alena	Executive Asst & HR Projs	82,342	835
Batch, Cory	Inst, Electronics	113,873	2,384
Batho, Catherine	Inst, Early Child Care Ed	113,873	572
Bauby, Xavier	Inst, Professional Cook	113,873	5,783
Beaupre, Byron	Inst, Heavy Duty Mech	113,718	3,543
Bellavia, Antonio	Vice President, Academic	195,598	18,241
Bellham, Darin	Assoc Regist, Enr Serv & Adm	103,208	6,156
Bennett, Marisa	Asd Indigenous, Rp & Pac Adm	120,562	3,574
Bennis, Othman	Inst, Bus Admin	117,267	1,700
Best, Bradley	Inst, Digitl Dsgn & Devl(SH	97,594	-
Blaak, Ryan	Dept Chair, Human/English	97,598	2,595

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Black, Alisha	Inst, Nursing	101,371	3,000
Black, Casey	CIO & ED, Ed Tech & Data Mg	157,934	1,958
Blacquiere, Ashley	Inst, Digital Design & Develop.	116,788	1,596
Blair, Alexandra	Inst, Math/Sciences	91,681	2,227
Botica, Jennifer	Inst, Social Sciences	110,462	3,757
Bouras-Somerset, Angela	Inst, Fine Arts	96,266	-
Brady, Aisling	Inst, Math/Sciences	114,425	6,831
Buchanan, Heather	Budget & Financial Report Analyst	112,084	2,258
Budisa-Bonneau, Anita	Coord, Work Integrated Ed	113,871	6,011
Byrne, Allison	Fac, Research Associate	91,412	12,856
Caraballo Acosta, Pedro	Inst, Tourism	113,873	8,747
Carrel, Alix	Instructor, Humanities	113,873	-
Charette, Nick	Continuing Ed Instructor	114,788	2,077
Charles, Melanie	HR Adv,Recruit & Empl Servs	88,153	2,681
Child, Sara	Fac, Research Associate	103,717	8,334
Chow, Yiling	Inst, Social Sciences	113,873	1,684
Connell, Katrina	Inst, Early Child Care Ed	113,873	78
Crewe, Ken	Assoc VP, People, Eq & Incl	168,948	606
Cruickshank, Neil	Dean, Arts, Sci, Mgmt	159,451	17,861
De Montarnal, Jacqueline	Manager, Student Housing	95,984	5,000
Deagle, Heidi	Inst, Nursing	94,664	4,666
Definney, Alana	Mgr, Leadership Team	91,823	765
Deveaux, Natalie	Coord, Assessment Services	110,377	1,175
Diemer, Jason	Inst, Math/Sciences	117,448	163
DiGiuseppe, Brent	Inst, Electrical	100,547	150
Domae, Lisa	President	227,321	64,098
Elgersma, Fetze	Mgr, IT - Application Services	117,865	-
Erickson, Murray	Inst, Bus Admin	117,484	2,561
Erin, Kate	Inst, Bus Admin	83,479	-
Evans, Jennifer	Librarian	93,912	248
Fallis Starhunter, Jennifer	Inst, Math/Sciences	117,503	-
Faust, Sandra	Inst, Adult Basic Ed	113,873	3,000
Fleck, Susan	Director, Finance	134,830	1,050
Fowler, Colin	VP, Finance & College Services	194,861	9,555
Franzen, Rick	Instructor, Heavy Equipment	75,325	11,353
Gaetz, Roslyn	Fac, Access Learn Services	113,871	3,413
Gallant, Lynette	Coord, Library Services	113,871	1,813

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Gardiner-Hyndy, Richelle	Inst, Social Sciences	103,872	51
Gartner, Jacques	Inst, Plumbing	105,932	289
George, Darren	Inst, Math/Sciences	113,873	-
Gereluk, Theresa	Inst, Early Child Care Ed	113,650	1,088
Gibson, Laurie	Exec Asst, Leadership Team	76,889	-
Girard, Elizabeth	Inst, Acc Learning	104,470	4,811
Goodliffe, Rachel	Inst, Practical Nursing	113,873	5,534
Goudreau, Kelly	Inst, Nursing	112,487	5,602
Gray, Danean	Mgr, Hum Res & Empl Services	118,873	912
Guiot, Claire	Inst, Digit Design & Dev	101,719	3,080
Gus, Wilma	Inst, Adult Basic Ed	113,748	10,213
Haggith, Kathleen	Dean, Health & Human Services	159,451	11,150
Hardin, Erik	Inst, Carpentry Apprentice	113,873	1,855
Harris, Wendy	Learning Specialist, CVC	113,871	2,489
Harrison, Donna	Inst, Math/Science	107,160	3,378
Haugen, Robert	Dir, Cont Ed & Training	128,942	11,388
Hearnden, Margaret	Global Learning Facilitator	101,155	4,627
Hemingway, Miles	Inst, Auto & Refinishing Tech	76,295	5,533
Herringer, Mark	Exec Dir, Int'l Education	155,133	41,840
Hibbert, Britt	Systems Analyst	76,339	-
Hickey, Laura	Inst, Practical Nursing	86,209	1,812
Hickey, Sean	Inst, English	103,283	-
Hinman-Smith, Daniel	Instructor, Humanities	113,873	-
Howie, Heather	Assoc Reg, Student Records & Sys	100,982	-
Jiwaji, Meesbah	Assoc Dir, Student Life	117,730	12,746
Johns, David	Inst, Electrical	114,973	1,337
Johnsen, Kelly	Assoc Dean, HHS	135,450	3,482
Johnson, June	Elder in Residence	75,076	5,275
Johnston, Laura	Inst, English	108,464	4,166
Karatsikis, Janelle	Inst, Health Care Assistant	93,879	630
Kenny, Erin	Assoc Dir, Mktg&Future Student	124,596	392
Kerr, Andrea	Mgr, Indig & Rgnl Partnerships	82,346	4,897
Knaack, Liesel	Dir, Cen T & L Innovation	142,427	962
Koehler, Brian	Inst, Computer Information Systems	113,908	-
Kuhnert, Kathleen	VP, Student & Comm Engagem	195,598	5,599
Laird, Robert	Inst, Carpentry Apprentice	113,873	150

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Lawrence, Jeffrey	Instructor, Humanities	113,873	-
Lawrence, Sarah	Indigenous Counsellor	75,639	48
Leclair, Junko	Mgr, Int Enrol & Recruit	104,238	78,511
Lightfoot, Dennis	Inst, Math/Sciences	106,873	70
Lowey Mackenzie, Kerri	Inst, Human Services	113,873	-
Lu, Frank	Inst, Digital Design & Devl	128,124	-
MacLean, Coleen	Coord, Trades & Technical	102,210	7,860
Madarasz, Christian	Inst, Office Admin	113,873	89
Marriott, Judith	Inst, Bus Admin	128,417	8,208
Martens, Rebecca	HR Advisor, HRIS Emp Serv	79,625	-
Mayboudi, Ali	Assoc Dean, Art, Sci & Mgmt	136,609	11,625
McCaffrey, Noreen	Inst, Adult Basic Ed	113,873	5,992
McConomy, Erin	Inst, English	114,326	-
McElroy, Ryan	Inst, Carpentry Apprentice	107,865	1,073
McIntosh, Stephen	Inst, Joinery/Cabinet	113,365	150
McKay, Elizabeth	Inst, Nursing	113,873	-
McPherson, Barbara	Inst, Practical Nursing	119,903	6,005
McSavaney, Sean	Inst, Professional Cook	134,654	8,039
Meiers, Janice	Assoc Dean, HHS	126,602	3,457
Merry, Donna	Reg Mgr, Mixalakwila & CET	116,943	10,633
Michaud, Laurie	Inst, Practical Nursing	115,126	1,214
Milligan, Sandra	Inst, Math/Science	117,746	1,761
Moreau, Jocelyn	Inst, Health Care Assistant	98,132	-
Morrison, William	Inst, College Centre	113,873	214
Moseley, Ann-Marie	Inst, Bus Admin	101,316	-
Mun, Monica	Librarian, Instr & Techs	82,276	-
Nadon, Francois	Mgr, IT Infrastructure & Cyber	106,624	4,455
Naugler, Diane	Ex Dir Community Engagement	158,022	8,682
Neumann, Amber	Ex Assistant - Leadership	81,844	80
Newton, Sean	Inst, English	113,873	1,786
O'Connell, Cheryl	Dean, Trades & Technical	159,451	13,598
O'Doherty, John	Mgr, IT Service Delivery	117,865	274
Paquet-Combe, Marie-France	Inst, Health Care Assistant	113,662	-
Parkinson, William	Inst, Bus Admin	113,873	-
Pasca, Romana	Mgr, Int Proj & Global educ	116,647	33,307
Perron, Linda	Inst, Fine Arts	113,873	1,061
Petersen, Erin	Development Officer	77,950	49

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Peterson, Ivan	Inst, Welding	100,005	150
Petr, Trevor	Inst, Electrical	113,873	4,154
Pinel, David	Inst, Adventure Guiding	125,370	3,007
Plautz, Karl	Inst, Welder Fabricator	86,390	664
Posner, Christopher	Inst, Automotive Mechanics	95,549	150
Price, Angela	Mgr, Intl Student Services	92,031	9,375
Propp, Danita	Inst, Adult Basic Ed	112,253	-
Rathbone, Kaitlyn	Inst, Practical Nursing	100,247	-
Reid, Rachel	Exec Asst, BOG & Foundation	86,516	4,801
Revai, Tina	Inst, Nursing	109,590	-
Rizun, Hannah	Inst, English	90,017	-
Rowes, Amy	Counsellor	115,191	3,112
Roy, Vicky	Fac, Early Child Care	93,346	7,689
Russell, Elizabeth	Inst, Fine Arts	113,491	-
Schiller, Suzanne	Inst, Learning Commons	113,871	49
Scholtz, Antonie	Chair, Research Ethics Board	114,038	-
Shopland, Kelly	Exec Dir, Indig Ed	137,773	23,831
Sibilleau, Denise	Inst, Nursing	113,800	809
Sihota, Jasmal	Inst, English	87,222	45
Simms, Michelle	Inst, Digital Dsgn&Devl	92,515	-
Simpson, Nadine	Inst, Adult Basic Ed	113,870	-
Skulmoski, Wes	Dir, Inst Research & Plan	122,765	173
Stratford, James	Inst, Welding	113,816	7,994
Stroeder, Amber	Inst, Math/Sciences	94,335	-
Swanson, Monica	Inst, Nursing	86,828	4,918
Tabata, Naomi	Director, Envision North Island	117,575	20,628
Taylor, Debbie	Inst, Office Admin	89,787	-
Teale, Toni	Inst, Practical Nursing	83,458	-
Tilston, Caroline	Inst, Nursing	79,289	-
Toledo, Enrique	Assoc Dean, Trades & Tech	119,378	472
Trudel, Anthony	Inst, Adult Basic Ed	113,907	10,546
Tulloch, Laurie	Inst, Early Child Care Ed	114,144	503
Udy, Christopher	Dir, Capital Projects	110,536	-
Van Der Merwe, Jaylene	Inst, Auto Service Tech	90,607	-
Van Hellemond, Sabrina	Inst, Office Admin	96,757	-
van Orden, Meindert	Inst, English	108,714	-
Vipond, Sara	Inst, Fine Arts	102,777	1,061

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>		<b>Remuneration</b>	<b>Expenses</b>
Walker, Robert	Fac, Access Learn Serv	92,377	3,794
Wallace, Jason	Mgr, Procurement & Fin Serv	102,080	3,632
Wang, Sherrie	Inst, Math/Sciences	111,887	6,610
Ward, Kyle	Inst, Heavy Duty Mech	114,370	2,618
Wedman, Donna	Inst, Practical Nursing	101,297	2,277
Wheatley, Matthew	Inst, Heavy Duty Mech	113,195	150
Whitton, Craig	Dir, Student Affairs	132,444	3,412
Wiens, Christiana	Dir Public Affairs Communication	84,820	-
Willers, Michael	Inst, Math/Sciences	113,873	-
Wilson, Megan	Inst, Digital Design & Dev	146,262	7,680
Wilson, Sherri	HR Adv, Empl Wellns & Cultr	90,931	60
Wrye, Jennifer	Inst, Humanities/Social Sciences	113,594	1,982
Yells, Bryan	Dir, Facilities, Safety & Security	123,950	6,548
Yeudall, Sabrina	Manager, Employee Relations	116,672	2,061
Zhao, Chunxiao	Inst, Bus Admin	113,873	3,000
Zienowicz, Agata	Inst, Nursing	75,919	31
		<b>20,146,497</b>	<b>760,596</b>

**C. Other Employees < \$75,000**

Consolidated Remuneration / Expenses < \$75,000		<b>16,696,027</b>	<b>607,319</b>
<b>TOTAL</b>		<b>36,864,215</b>	<b>1,398,050</b>

**NORTH ISLAND COLLEGE  
STATEMENT OF SEVERANCE AGREEMENTS  
FIR SCHEDULE 1, SECTION 6(7)  
FOR THE YEAR ENDED MARCH 31, 2024**

There was one new severance agreement made between North Island College and its non-unionized employees during the fiscal year of 2023-2024.

This agreement represents a total of 13 months of compensation\*

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

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2024**

**A. Payments >\$25,000**

<b>Name</b>	<b>Payment</b>
Ainsworth Inc	367,801
Al Davison Ltd	26,810
Alberni Valley Refrigeration	40,362
Amazon	27,914
American Centre of Research	39,500
Andiamo Education Services	28,750
Andrew Sheret Ltd	35,610
Apply Board (Easy Education Inc.)	220,141
Aurora Roofing Ltd	821,776
Austin Insulators Inc	88,603
Avantor, Inc	27,519
Baiocco Ventures Ltd	44,273
BC Electronic Library Network	136,359
BC Hydro	127,147
BCNET	630,254
Beaver Creek Home Center	43,670
Bee-Clean Building Maintenance	885,122
Bella Coola Valley Learning	60,976
Camosun College	39,654
Canam Consultants Ltd	44,209
Care Immigration Services And Technical Tr	38,808
Cengage Canada	74,807
Cf Earthworks	26,766
Charter Telecom	108,246
Chemistry Consulting Group (2019) Inc	29,235
Chernoff Thompson Architects	36,899
Cican	40,649
City of Courtenay	142,114
City of Port Alberni	163,602
Clermont's Ultimate Tool Supply Inc	53,528
Coastal Restoration Society	79,191
Coke Canada	26,906
College Pension Plan	2,204,996
Comox Valley Art Gallery	67,608
Comox Valley Regional District	44,482
Compugen Inc	739,987
Cortes Island Community Foundation	32,008
Dafco Filtration Group Corporation	25,854

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>	<b>Payment</b>
Dependable Lawn Care Ltd	87,192
Dialog BC Architecture	330,700
Digitel Systems	34,171
Explorance	29,189
Finning Canada	43,101
Footprints Security Patrol Inc	238,411
Foreseeson Evse Technology Inc	45,223
FortisBC-Natural Gas	119,039
Frost Financial Corp	119,850
Genus	65,402
Global Industrial Canada	28,096
Google	26,211
Graphic Office Interiors	132,712
Harris & Company	39,764
Hemlock Printers Ltd	35,956
Hitec Screen Printing	119,727
Home Depot	50,949
Homewood Health Inc	27,386
Houle Electric	394,128
Hyland Software Canada Ulc	36,199
Ibarra & Wharton Group Inc	39,579
Idp Education Ltd	120,221
Illume Student Advisory Services Inc	169,619
Island Deaf & Hard of Hearing Centre	47,524
Jim Versteeg Construction	38,672
John Wiley & Sons Canada Ltd	34,338
Johnston Mechanical	32,613
Jones & Bartlett Learning, Llc	27,038
Kc Overseas Education Private Limited	30,579
Kendall Hunt Publishing	25,697
Kevin's Lawn Care	43,416
Kings Printer	98,836
KPMG LLP T4348	117,702
Laerdal Medical Canada	27,017
Landmark Immigration Consultants Pvt. Ltd	25,660
Leap Geebee Edtech Private Ltd.	33,193

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>	<b>Payment</b>
Leighton Contracting	63,403
Lentelus Farms	133,186
Leslie D. Walkus	43,850
Light Up the World	48,107
Linde Canada Inc	108,218
Lionra Agency Inc	36,540
Login Canada	42,505
Lush Valley Food Action Society	31,537
Manulife Financial	2,459,301
McGraw-Hill Ryerson	76,625
McQueen Construction Ltd	605,092
Microserve V8205	828,747
Moneris/Chase	161,618
Monk Office Supply Ltd	63,381
Municipal Pension Plan	937,811
Nelson Roofing & Sheet Metal Ltd	674,340
Nicho Tan Consulting Inc	118,908
North West Environmental Group Ltd	54,189
Northland Custom Ltd	62,297
Ono Trading Co.	34,636
Osprey Electric Ltd	42,160
Pacific NW Shellfish Co Ltd	45,000
Peak Landscaping	38,377
Pearson Education Canada	69,053
Pickering Safety	28,987
Powerschool Canada Ulc	44,696
Prism Engineering	39,375
Prismrbs	33,126
Providence Living	126,515
Province of BC-Employer Health Tax	451,500
Purolator Inc	30,269
Quadient Canada Ltd	28,504
Receiver General	2,166,175
Ricoh Canada Inc	86,566
Roper Greycastle Llp	42,169
S.M.S. Summit Mechanical Systems Ltd	453,969
Santa Monica Study Abroad Pvt Ltd	30,686
School District #72	188,515

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2024**

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

<b>Name</b>	<b>Payment</b>
Sea45 Compliance Consult & Creative	35,280
Seed Science Ltd	53,201
Servicemaster of North Vancouver Island	30,293
Servitech Training Ltd	29,400
Shawn Tsosie	30,250
Shell Energy North America (Canada) Inc	82,430
Signature West Floor & Window Fashions Inc	59,656
Snap-On Tools of Canada Co	76,875
SSA Quantity Surveyors Ltd	59,540
Stantec Architecture Ltd	552,978
Staples Business Advantage	513,545
Start Global Consulting	51,120
Stinson Aerial Services Inc	51,907
Super Save Disposal	48,626
Sysco Victoria	177,319
Tayco Paving Company	33,443
TELUS Mobility	99,495
The Scion Group Services Ulc	65,799
Tiem Builders Ltd	71,820
Tilleys Plumbing & Heating	45,331
Tim's Infotech Management And Maintenance	30,452
TI Consulting Inc	31,623
Trane Canada Ulc	47,510
Travel Healthcare Insurance Solutions Inc	66,866
Tyco Integrated Fire And Security	97,375
Urban One Design Build Inc	12,873,695
Vancouver Island Enterprises	51,387
Vancouver Island North Film Commission	36,750
Vancouver Island University	49,214
Vancouver Island Varsteel	47,092
Wajax Equipment	48,533
Watson Advisors Inc	69,198
WCB	68,179
Windsor Plywood	45,872

**\$ 36,849,233**

**NORTH ISLAND COLLEGE  
 SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
 FIR SCHEDULE 1, SECTION 7  
 FOR THE YEAR ENDED MARCH 31, 2024**

<b>B. Consolidated Payments &lt;\$25,000</b>	<u><b>\$ 4,860,208</b></u>
 <b>C. Grants &amp; Contributions</b>	
Consolidated Payments for Grants & Contributions > \$25,000	<u><b>\$ 309,891</b></u>
Consolidated Payments for Grants & Contributions < \$25,000	-
	<u><b>\$ 309,891</b></u>
 <b>TOTAL</b>	<u><u><b>\$ 42,019,332</b></u></u>

**NORTH ISLAND COLLEGE  
RECONCILIATION TO FINANCIAL STATEMENTS  
FIR SCHEDULE 1, SECTION 6 & 7  
FOR THE YEAR ENDED MARCH 31, 2024**

Prepared Under Financial Information Regulation, Schedule 1, Section 6 and 7

Total Schedule Remuneration and Expenses Board of Governors	51,826
Total Schedule of Employee Remuneration and Expenses	38,210,439
Total Schedule of Suppliers of Goods and Services (includes Grants)	42,019,332
Total Financial Information Act Submission	<b><u>\$ 80,281,597</u></b>

Reconciling items

Capital fund expenditures not included in the Statement of Operations	(18,584,265)
Amortization of Capital Assets	4,952,234
Accrual Timing, Tax and other Differences	(1,407,547)
GST Rebates and Recoveries	644,763
Scholarships and Bursaries paid to Students	1,458,530
	<b><u>\$ 67,345,312</u></b>
Total Statement of Operations, Audited Financial Statements	<b><u>\$ 67,345,312</u></b>

Explanation in terms of sections 7(1c) of the Financial Information Regulation:

The consolidated total differs from the related figures in the financial statements at March 31, 2024 for the following reason:

- a) The financial statements are compiled on an accrual basis in accordance with generally accepted accounting principles whereas the consolidated total shows payments made during the fiscal year.



**BOARD OF GOVERNORS – ACTION SHEET**

October 3, 2024

Agenda #: 4.2.2

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

<b>Agenda Item:</b>	5-Year Capital Plan Priorities (attachment)
<b>Action Required:</b>	For Approval
<b>Draft Motion/ Recommendation:</b>	<b>THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE’S FIVE YEAR CAPITAL PLAN (25/26 to 29/30) FOR FINAL SUBMISSION TO THE MINISTRY.</b>

**Background/History/Executive summary:**

Each year, the Ministry of Advanced Education, Skills and Training requests a Five-Year Capital Plan submission from all public post-secondary institutions.

The timing of the Ministry’s request for this information each year requires the work to be done over the summer months when the Board doesn’t meet. It is our normal practice to submit the report in July in draft form to meet the Ministry’s timeline, but noting that it still needs to go to the Board for approval. A final version of the plan will be submitted after approval by the Board. The Ministry understands that their timelines necessitate this process.

The attached 5-year capital plan went to the Finance and Audit committee on September 13, 2024. The committee supported the plan coming forward to the Board for approval.

The attached prioritized list of projects includes a total of eleven projects, broken down into priority order in the following Ministry categories:

**1) New Priority Investments**

- This category of projects are new builds to replace outdated space, or for expansion purposes. NIC has 3 projects in this category, and the Board package includes a summary spreadsheet that shows their ranking as well as the overview of the project itself.
  - a) Campbell River Innovation Centre
  - b) Comox Valley Health Sciences Building
  - c) Port Alberni Trades Centre

**2) Student Housing**

- NIC has identified a housing project at the Port Alberni campus. An assessment of student demand for housing was completed at the same time that demand was assessed for the Campbell River project. It showed there was demand for housing in Port Alberni, and the results of that study are provided in the project summary.
  - a.) Port Alberni Student Housing
- The Campbell River project has already moved to the business case stage so it is not included on the 5-year capital plan (at the Ministry’s direction).

**3) Routine Capital Projects**

- There are 6 priority projects identified under this category that include expanded offices and working spaces, security upgrades, and accessibility improvements.
- These are smaller, renovation projects that are priorities to the College but can't be funded through NIC's annual allocation of Routine capital funding.
  - a) Accessibility Updates
  - b) Comox Valley Building Envelope Renewal
  - c) Comox Valley Perimeter Roadway
  - d) Comox Valley Warehouse Renovation
  - e) Port Alberni Roof Replacement
  - f) Security Infrastructure

**4) Carbon Neutral Projects**

- NIC has identified a project to replace boilers with heat pumps at the Port Alberni campus.
  - a) Port Alberni Heat Pumps

These projects are aligned with BUILD 2026 as part of the Foundational elements of NIC's strategic plan.

**Attachments:**

1. Project Overview summaries

**Action: For Approval**

**Recommended Board Motion:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE YEAR CAPITAL PLAN (25/26 to 29/30) FOR FINAL SUBMISSION TO THE MINISTRY.**

## Project Overview

Institution	Campus	Category	Priority in Category	Program Type
NIC	Campbell River	New Priority Investments	3 of 3	Trades

## Project Title

Campbell River Future Ready Innovation Centre

## Brief Project Description

This project aims to expand NIC's training and research capacity at the Campbell River campus to accommodate more classroom, lab, and shop space in response to labour market demand.

## Project Definition

### Project Scope

*Briefly describe the program(s) and number of FTE(s) that will be supported, including the type of space required.*

Clear succinct language describing the spaces included (labs, classrooms, office space), including total estimated area and breakdown of area that applies to renewal, replacement or expansion.

Trades and industry training currently represents 83% of programming at the Campbell River campus.

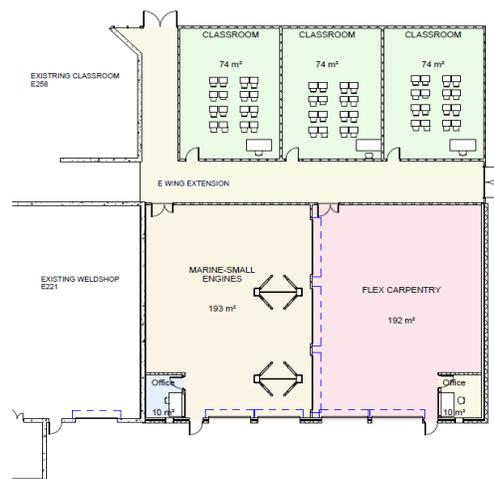
2022/23 programs	FTEs
University Transfer	25.20
Health & Human Services	37.06
Business & Tourism	24.98
Adult Upgrading	23.00
<i>Trades &amp; Industry Training</i>	<i>538.50</i>
Total	648.73

Substantial trades program growth has created space constraints including offering trades programming in wet lab space. This has significantly limited NIC's Centre for Applied Research, Technology and Innovation (CARTI)'s ability to work with industry and First Nations on research projects and programming in sustainable aquaculture that are vital to the success of northern Vancouver Island's economy.

### Total Estimated Area for Expansion

Area Description	m <sup>2</sup>
Two Shops	385
Three Classrooms	222
Common areas	143
Total	750 m <sup>2</sup>

The proposed trades expansion will support NIC's current Automotive Service Technician, Auto Collision & Refinishing Technician, Motor Sport & Power Equipment Technician, Carpentry, Trades Sampler Micro-credential and Women in Trades programs. It also will support proposed micro-credential training planned for the Campbell River campus. These programs have either been recently developed or expanded upon based on student interest and urgent labour market demand.



### Description of current programs requiring space in Campbell River

Programs	FTEs 21/22	FTEs 22/33
Automotive Service Technician Foundation	18.32	12.23

Automotive Service Tech Apprenticeship (New)	--	12
Motor Sport and Power Equipment Foundation (New)	--	11
Automotive Collision & Refinishing Foundation (New)	6.97	--
Carpentry Foundation	5	0.01
Trades Sampler Plus Micro-credential	9.38	13.94
Women in Trades	0.50	2.57
<b>Total</b>	<b>40.17</b>	<b>51.75</b>

The project also includes IMIT renewal to a neighbouring classroom to support hybrid in-person and virtual training options for in coming micro-credential programs. This includes the addition of AV equipment, drop mics and cameras to create an interactive learning environment that supports learners across our 80,000 square kilometers service region.

If supported, the new space will have capacity to support program delivery in the following areas: (subject to funding by the Ministry of Post-Secondary Education and Future Skills and SkilledTradesBC).

Programs	Potential future FTE capacity
Automotive Service Technician Foundation	16
Automotive Service Tech Apprenticeship	16 x 4 apprenticeship levels = 64
Motor Sport and Power Equipment Foundation	16
Automotive Collision & Refinishing Foundation	16
Carpentry Foundation	16
Carpentry Apprenticeship (if relevant in CR?)	16 x 4 apprenticeship levels= 64
Trades Sampler	12 x 2 =24
Women in Trades	12
<b>Total</b>	<b>228 FTEs</b>
<b>Proposed Micro-credentials:</b> Organic Seafood Standards; Seaweed Production & Processing; Shellfish Grow-out & Processing; and Shellfish Traceability	Anticipate 95 additional FTEs (and projected annual increase of 20%)
<b>Total</b>	<b>323 FTEs</b>

Once the trades programs are relocated into the new spaces, minor repairs will be made to renew the wet lab space for applied research. This will help revitalize CARTI’s partnerships with industry and First Nations on research projects and programming in sustainable aquaculture.

## Project Objectives

**Problem/Opportunity:** Describe the problem, opportunity or need that this project is intended to address, including labour market demand.

This project aims to expand NIC’s training capacity at the Campbell River campus to accommodate more classroom and shop space in response to labour market demand. Funding from SkilledTradesBC, the Ministry of Post Secondary Education and Future Skills and one-time funding opportunities have expanded trades and industry training programs which now represent 83% of programs offered at NIC’s Campbell River campus. This has led to significant space constraints including converting an applied research wet lab space into trades training spaces. NIC anticipates more program expansion in skilled trades, TradeUpBC, and rapid response micro-credential programs in the near future which will further increase space demand not only for programs and micro-credentials but also for the wet lab. Expanding the campus will create space for training and facilitate much needed access to the wet lab will support community applied research projects and programs in sustainable aquaculture. This work is vital to supporting the First Nations, workers and communities impacted by as coastal BC transitions from open net-pen salmon aquaculture.

**Project Objectives:** Outline key objectives

1. Expand trades programming by increasing trades training facility size to accommodate local demand as part of the overall **85,000 skilled trades people needed in BC** in the next ten years. This project offers increased trades training opportunities for upskilling and reskilling individuals to re-enter the labour market in high opportunities careers.

2. **Increase access to pathway trades programs** such as Women in Trades and Trades Sampler, and Dual Credit Youth in Trades programs.
3. **Increase facility capacity to support up to 323 full time equivalents (FTEs) annually.** Increase NIC's capacity to deliver industry specific training in responsive to urgent labour market needs while stimulating sustainable regional economic development.
4. **Improve access to existing wet lab space** to engage student in applied research opportunities, increase marine ecosystem community based applied research projects and programming, support local industry and First Nation in their economic development goals and showcase student innovation and technical skills.

## Key Risks

Project Risk(s)	Proposed Mitigation Strategy
Delays in project implementation increase the risk of lost opportunities for applied research projects with students and industry and lost labour market training opportunities due to space constraints	NIC evaluating a possible temporary wet lab solution for NIC's Centre for Applied Research, Technology and Innovation (CARTI) until a long-term solution can be found.
Delays in funding approval may lead to increased cost escalation due to increasing prices of materials and labour.	Once notional approval is received, NIC will move into detailed design and a Class C cost estimate to support a well-informed business case.
Delays in building permits and municipal approvals for civil designs may delay the project schedule.	NIC is working with the City of Campbell River, two Regional Districts and others on a Labour Market Partnership supporting tourism, forestry and aquaculture in the region. Regular communication with these partners will continue throughout the project to identify potential issues and solutions early on.
Lack of alignment with stakeholders could delay design and/or impact operations	As with other NIC capital projects, we will develop a communications strategy to support ongoing engagement with neighbours, school district, local First Nations, industry, and the broader community.

## Options Considered

*List and describe alternative options for program delivery and facility solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).*

1. **Minor renovation:** NIC is reviewing the option of renovating one of the women's changerooms into a temporary wet lab for its Centre for Applied Research, Technology and Innovation (CARTI). This will enable CARTI to support some of their existing applied research projects. This is not a long-term solution as the existing wet lab is well-ventilated, with a "clean room" to allow for autoclave, fume hood and other sensitive equipment as well as water supply with UV filtration.
2. **New development:** NIC is also investigating the option of building a separate, purpose-built Campbell River Innovation Centre which would house wet labs, flex space, classrooms and incubator space. This may be a long-term solution; however, at this time, regaining access to the existing, fully equipped wet labs space reduces financial pressures, optimizes existing space, and allows CARTI to sustainably increase applied research projects in partnership with industry.
3. **Expand the facility** to support program delivery: This option is preferred as it provides flexible program delivery spaces to expand programming which reflects labour market demand and recovers access to the investments made within the wet lab.

**Current Situation**

*Describe the current situation including:*

- Number of FTEs and programs currently accommodated
- Current building condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset)
- Impact if project not funded

Program offerings have increased in Campbell River in recent year in response to labour market demand and Ministry funding for skilled trades and micro-credential programming. The Campbell River campus is NIC’s main hub for trades programs and has been experiencing significant space constraints. In 22/23, 538 of 649 FTEs (83%) at the Campbell River campus were Trades and industry training. SkilledTradesBC, PSFS, and one-time funding opportunities have allowed NIC to increase programming in response to community need. Classroom and shop spaces are at capacity and are now taking over existing wet lab space to serve industry and student training needs.

NIC’s Centre of Applied Research, Technology and Innovation (CARTI) provides experiential learning opportunities for students to expand their technical and research skills through applied research project and courses. CARTI offers marine ecosystem community based applied research project which support local organizations and First Nation in the economic development and sustainability goals. CARTI has moved the majority of its projects into the field but this solution is not sustainable. Recently they’ve had to decline applied research project due to the lack of access to the wet lab space. Some examples of projects they’ve been unable to accept due to lack of wet lab space include green gravel development for Kwiakah First Nation and seaweed fertilizer nutrient analysis with SeaForest Macro Algae Ltd.

The region is working on a multi-sector approach to support sustainable economic resiliency with uncertainty over the future of salmon farming, which will close ocean-based salmon farms in the area. Campbell River is known as the “Salmon Capital of the World” and the changes to the aquaculture industry are felt deeply by the First Nations, workers and communities in this area. NIC is working alongside the City of Campbell River, Strathcona Regional District and Mt. Waddington Regional District on a labour market partnership to specify the skill needs in tourism, forestry and aquaculture sector. NIC is poised to deliver responsive trades training, micro-credentials, applied research projects, and incubator opportunities to meet the regions needs. Addressing our space constraints will equip NIC to respond to regional economic needs.

**Strategic Alignment**

Institution Priorities	Indigenous Reconciliation (Declaration Act)
<p><i>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</i></p> <ul style="list-style-type: none"> <li>• The project directly aligns with College’s commitment to increase the many ways students can access education and training at NIC (<i>BUILD 2026 Strategic Plan, measurable #4</i>) by increasing the capacity of our teaching locations.</li> <li>• This project increases Indigenous-centred holistic services and learning spaces; creating culturally safe and responsive campuses in alignment with NIC’s <i>Working Together: Indigenization Plan</i></li> <li>• The project supports the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (<i>BUILD 2026 Strategic Plan, measurable #3.1</i>). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (<i>Widening Our Doorways Academic Plan, measurable #2</i>)</li> <li>• The project also aligns with the College’s goal to retain students with proactive strategies (<i>BUILD 2026 Strategic Plan, measurable 3.2</i>) and makes important</li> </ul>	<p><i>Describe any Indigenous engagement and consultation with students, local First Nations, etc. regarding planning and design development.</i></p> <p>Indigenous engagement will include ongoing consultation with NIC’s Indigenous Education Council and engagement with local First Nations. Discussions will support a culturally safe design and include Indigenous artwork and language(s) for signage and naming. This project will continue our work with the Nations to ensure the design honours the territory of the Liqwiłtokw People.</p> <p>Discussions with Indigenous stakeholders will include design and functional space use to create accessible and culturally safe spaces for micro-credential training and applied research projects with the Nations. NIC will work within the scope of NIC’s Indigenous Service Plan to ensure alignment and support of the plan. Stakeholder engagement sessions will include consultations Indigenous and non-Indigenous students, staff, faculty, and community members.</p>

<p>strides towards implementing optimum enrollment at each campus location, increasing FTEs and courses, as well as the increasing number BC high school students who transition to NIC within two years and students who participate in post-secondary pathway agreements (<i>Widening Our Doorways</i> Academic Plan, measurables 2.2, 3.1-6)</p> <ul style="list-style-type: none"> <li>The project also aligns with NIC’s commitment to reduce greenhouse gas emissions. (<i>Widening Our Doorways</i> Academic Plan, measurable #7 and <i>BUILD 2026</i> Strategic Plan, measurable #8)</li> </ul>	
---	--

**Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility**

Eligibility: Yes	Rationale: If no, please specify criteria for exemption.
------------------	--

<b>Climate Change (CleanBC)</b>	<b>Child Care</b>
---------------------------------	-------------------

<p><i>Indicate how the project will meet CleanBC requirements, as applicable: GHG reductions, green building standard, EV charging, and resilience.</i></p> <p>Renovating, updating, and expanding part of the Campbell River campus will incorporate new fume and dust extraction systems within the new shop spaces complete with heat recovery systems designed to maximize energy efficiency and reduce greenhouse gas emissions.</p>	<p><i>Describe if the project will incorporate child care facilities, including anticipated number of spaces and age-group.</i></p> <p>NIC is currently in the process of assessing and addressing childcare needs as part of its business case for the Campbell River Student Housing project. If this is successful, then childcare would not be required for this project. If the student housing project is not successful, then NIC will review opportunities to incorporate expanding childcare facilities at this campus.</p>
---	--

<b>Mass Timber &amp; Wood First</b>	<b>Labour &amp; Employment</b>
-------------------------------------	--------------------------------

<p><i>Briefly outline the anticipated primary construction materials (e.g. mass timber with concrete foundation, stick frame, steel and concrete, etc). If mass timber is included, outline the degree to which it will be used (e.g. structural, specific features, etc).</i></p> <p>NIC will work towards BC’s Wood First initiative through use of mass timber wherever it is safe and suitable to do so within the trades training areas.</p> <p>A mass timber suitability assessment will be conducted to assess the potential use of timber or hybrid building solution in the project.</p>	<p><i>Describe how the project aligns with government priorities for labour and skills training / employment opportunities, as applicable.</i></p> <p>This project supports the Ministry’s strategic direction to build a trades training system that is welcoming and inclusive so that individuals have access to good paying, high opportunity jobs in the skilled trades. It also aligns with the SkilledTradesBC goal to expand access to apprenticeship training and will increase access and retention for students from rural regions by increasing training opportunities and improving access to services.</p>
---	--

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$5,500,000	\$5,000,000	\$500,000

**Class Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on capital projects in the region.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** *Indicate operating funding assumptions for associated educational programming, if applicable (e.g., reallocation of existing resources, new funding sought from government, etc.)* Operating Assumption include:

- CARTI’s wet lab research resources are underutilized due to space constraints, this project will reallocate resources to optimize their use with little impact to operating funding

- Operating funding through SkilledTradesBC and labour market development programs will support apprenticeship training and responsive labour market programming for workers leaving open net-pen fisheries in the area.

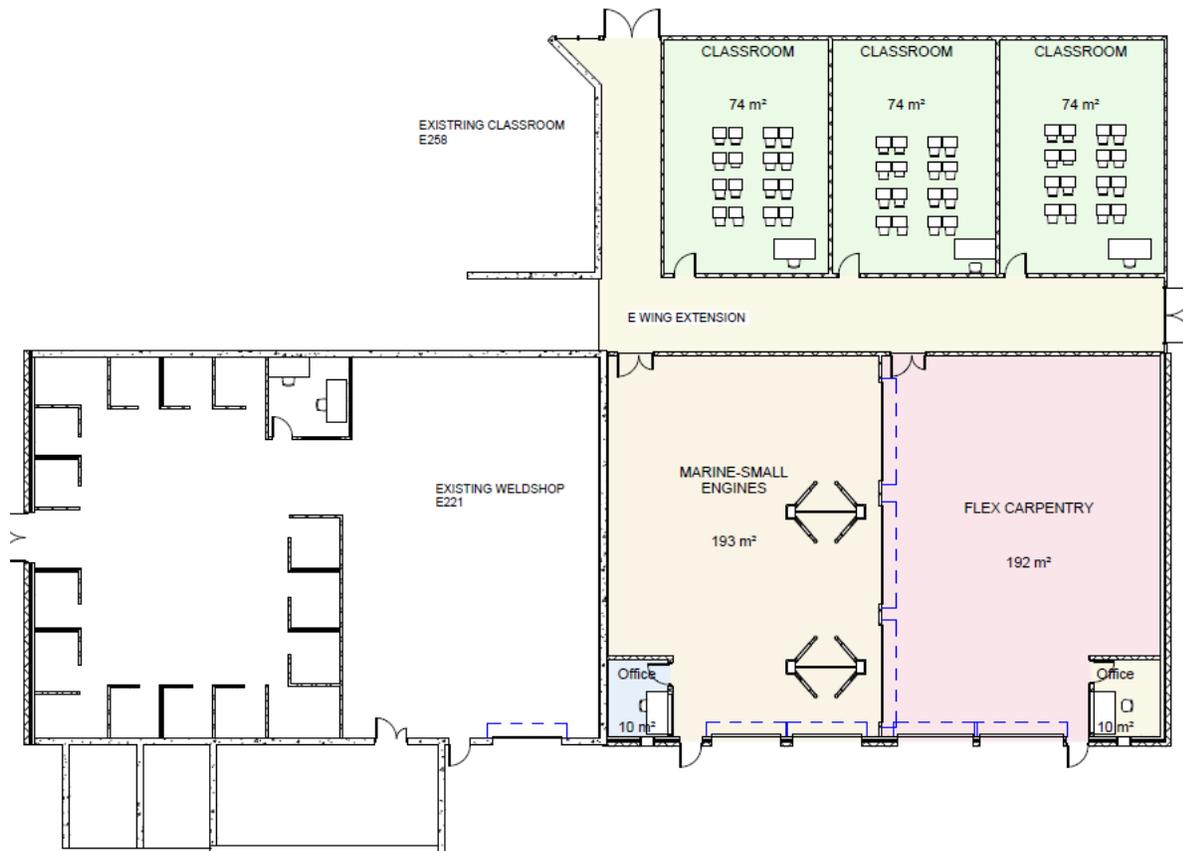
### Project Schedule

Target Business Plan Approval Date	Target Construction Start Date	Target Occupancy Date
April 2026	April 2027	September 2028

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	April 2025
Business Plan and Design development	Fall 2025
Business Plan approval	Spring 2026
Finalized Construction Document and procurement	Winter 2027
Construction begins	Spring 2027
Construction complete	Spring 2028
All equipment and furnishing have been moved in	Summer 2028
Anticipated Occupancy Date	Fall 2028

2025				2026				2027				2028			
Winter: Jan-Mar	Spring: April-Jun	Summer: Jul-Sep	Fall: Oct-Dec	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
Notional Approval and Tender	Design & Bus Case Development	BC Submission & Full Approval		Final Design and Const Docs		Tender	Construction				FFE	Open			



## Project Overview

Institution	Campus	Category	Priority in Category	Program Type
NIC	Comox Valley	New Priority Investments	1 of 3	Health Sciences

## Project Title

Comox Valley Health Science Building

## Brief Project Description

*Provide a concise high-level description of the project (50 words maximum).*  
 This project will replace several 32-year-old portables with a new Health Science building at NIC's Comox Valley campus. It will also replace leased space at the old St. Joe's hospital as we anticipate the lease will expire so the building can be demolished.

## Project Definition

### Project Scope

*Briefly describe the program(s) and number of FTE(s) that will be supported, including the type of space required. Clear succinct language describing the spaces included (labs, classrooms, office space), including total estimated area and breakdown of area that applies to renewal, replacement or expansion.*  
 This project includes a replacement of NIC's portables and St. Joe's leased space and an expansion of our existing Health Sciences spaces. Program space expansion aims to address population growth on Vancouver Island (1.5% in the Comox Valley from 2020-2021) and the Province's Budget 2023 commitment to increase health care spaces over the next three years.

#### Current breakdown area

Current Village replacement	1,128 m <sup>2</sup>	12,142 sq ft
External circulation space for portable	564 m <sup>2</sup>	6071 sq ft
St Joe's Hospital leasehold replacement	817 m <sup>2</sup>	8,794 sq ft
<b>TOTAL</b>	<b>2,509 m<sup>2</sup></b>	<b>27,007 sq ft</b>

\*Note: the circulation space for the portable structures is exterior to the units and is not included in the VFA measurements. It has been added in calculating the gross area of the project.

#### Proposed total estimated area

Student gathering and living-learning space includes alcoves for quiet learning, collaborative study and meeting spaces, indigenous services, and large gathering space	613 m <sup>2</sup>	8,600 sq ft
Academic spaces for health science including science labs, health science simulation labs, and enhanced classrooms.	1,840 m <sup>2</sup>	19,800 sq ft
NIC's Centre of Teaching and Learning Innovation and Indigenous Education Hub at the centre of faculty offices with meeting/training rooms.	613 m <sup>2</sup>	6,600 sq ft
<b>TOTAL</b>	<b>3,066 m<sup>2</sup></b>	<b>36,000 sq ft</b>

#### Program and number of students and faculty that will be supported:

This central campus learning hub will provide learning spaces for health science programming while common areas will be used to foster campus-wide student learning and innovation.

The Health Science Building will support the following programs:

Program	FTEs	Anticipated FTE growth
Bachelor of Science in Nursing	168	222
Practical Nursing	8	11
Access to Practical Nursing Pathway	24	32

Health Care Assistant	60	80
Human Services Diploma	6	8
Human Services -Education Assistant/Community Support Certificate	24	32
Human Services -Education Assistant/Community Support Certificate, Indigenous Focus	1	2
Social Services Diploma	18	24
Community Mental Health Worker Certificate	24	32
Island Pre-Health Science Advanced Diploma*	15	20
Aboriginal Leadership Certificate	20	26
Indigenous Language Fluency Certificate	20	26
<b>Total</b>	<b>387</b>	<b>515</b>

\* Island Pre-Health Science (IPHS) courses are available to non-program students, as space permits. This could increase the overall utilization of/enrolment in IPHS courses without increasing overall program FTEs.

This facility will also include access to Indigenous Education and Centre of Learning and Teaching Innovation faculty and staff to integrate traditional ways of learning and being with modern active learning strategies. Indigenous students represent 21% of NIC's domestic student population enrolled in credit courses and receive priority admission to all Health Science programs with a minimum 2-3 spaces held for Indigenous students per program. This building will combine culturally inclusive care and innovative program design strategies to provide meaningful and enriched learning environments. The facility will also include innovative simulation labs and classrooms equipped with modern technology to equip the labour market with highly training health care professionals.

### Project Objectives

**Problem/Opportunity:** Describe the problem, opportunity or need that this project is intended to address, including labour market demand.

This project will replace several 32-year-old portables with a new Health Science building at NIC's Comox Valley campus. The project will also replace the leased space at the old St. Joe's hospital as the lease will expire so the building can be demolished. NIC originally had a cluster of 16 portables, but in June 2023 a fire damaged four portables which has significantly escalated the need for alternative permanent space on campus.

**Project Objectives:** Outline key objectives

- Develop an academic building to meet the address urgent labour market demand for health science programming while also meeting the need for modern active learning spaces, technology and innovation spaces and flexible, multipurpose study spaces.
- Reduce leasehold cost as well as the rapidly increasing energy and maintenance costs for the deteriorating portables.
- Optimize faculty/student ratios and increase FTEs. The size of the current portables limit class sizes
- Provide welcoming, inclusive, and accessible learning spaces for students, faculty, and staff. The current infrastructure is aging rapidly, a new facility will be built to code and increase accessibility
- Build a durable, climate resilient and energy efficiency facility which supports users' well-being. The facility will be designed to provide a healthy workplace that support students well-being with minimal environmental impact
- Honour our commitment for lasting and meaningful reconciliation. The project provides the opportunity to increase opportunities for interdisciplinary collaboration between indigenous education and health sciences, particularly supporting courses focussed on culturally inclusive care.
- Enhance education opportunities for students and faculty through technology and innovative design in classrooms, student common areas, collaboration spaces and large gathering spaces. This learning hub will be designed to foster an engaging and thriving learning community both in and out of the classroom.

### Key Risks

Project Risk(s)	Proposed Mitigation Strategy
Delays in project implementation increase the risk of reduced programming capacity if further loss occurs following the fire or when the St. Joe's lease expires. In the meantime, the college is facing increasing deferred maintenance, leasehold, and energy costs.	NIC has extended the St. Joe's lease another year with the option for an extension and is implementing business continuity measures for the lost portables.
Delays in funding approval may lead to increased cost escalation due to increasing prices of materials and labour.	Once notional approval is granted, NIC will move into schematic design and a Class C Cost estimate to support a well-informed business case.

Lack of alignment with stakeholders could delay design and/or and impact operations.	As with other NIC capital projects, we will develop a communications strategy to support ongoing engagement with neighbours, school district, the local First Nation, industry and the broader community.
Delays in building permits and potential variance permits may delay the project schedule.	The City has been very supportive of current capital projects underway at the Comox Valley campus and is keenly aware of labour market demand for health care workers in the valley. NIC will continue to regularly communicate with the City throughout the project to set realistic timelines and identify potential issues and solutions early on.
Space constraints for site development and parking.	Renew gravel parking lots to optimize space.

**Options Considered**

*List and describe alternative options for program delivery and facility solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).*

**Option 1: Do Nothing**  
 Maintaining the portables becomes more costly each year as energy costs raise and weather patterns become more extreme. Repairs are required on the building envelope and walkways deteriorate. Over \$2.5M in renewal funding is projected through VFA over the next 10 years, investing money into what was originally a temporary portable building complex that is quickly becoming substandard. The recent fire has escalated the urgency to replace “temporary portables” and the expiring lease space at St. Joe’s hospital with a sustainable solution.

**Option 2: Lease**  
 The leasehold space a told St. Joe’s Hospital in Comox is expiring, and continued efforts are being made to extend the lease one year at a time; however, the hospital is being demolished and extension options are expected to come to an end. As with many locations in BC, it is becoming increasingly challenging to acquire viable, leasable teaching space in the Comox Valley as vacancy levels are low and costs are very high. Leasehold space would also require considerable funding to facilitate leasehold improvement into temporary spaces.

**Option 3: Renovations**  
 The college is also continually undergoing renovations to optimize space. NIC is currently renovating existing science labs to address safety issues and classroom size constraints. Last year, NIC assessed the viability of adding some classroom space to a new childcare building to accommodate the overflow health program needs but the change in scope would have compromised the project.

**Option 4: New Academic Building**  
 The portable complex encompasses 10% of our teaching space, replacing/building new is the preferred option as it centralizes the programming on Comox Valley campus, increases learning spaces for students and reduces leasing, maintenance, energy, and program delivery costs. Larger classrooms would allow the College to meet student demand for high demand programs at lower cost by aligning class size with the faculty collective agreement. When replacing classroom space, we would address this issue and increase the number of classes that can hold 24-45 students.

**Current Situation**

*Describe the current situation including:*

- Number of FTEs and programs currently accommodated
- Current building condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset)
- Impact if project not funded

**Current building conditions:**  
*St Joe's leasehold space*  
 The leasehold space at St Joe's Hospital supports 36 FTEs in 817 m<sup>2</sup> of space which includes classrooms, labs, and HyFlex rooms equipped for virtual and in-person training. Annual leasehold costs currently \$109,368. The current lease extension is set for one year with two one-year extensions included. The building is scheduled to be demolished so there is a critical risk to the delivery of health care programs once this space is no longer available.

*The Village*

- The "Village" consists of 32-year-old prefabricated portables which are used as classrooms and offices. Prior to the fire, the portables had an FCI rating of 0.44 and the January 2023 VFA report has identified over \$2.38M of deferred maintenance items which are "beyond useful life."
- The June 2023 fire destroyed four portables and sections of a covered walkway which connects the portables
- Maintenance costs are rapidly increasing as major system and building envelop require replacement. Plumbing below the buildings are subject to freezing in the winter, there is minimal insulation and mid-efficiency furnaces which lead to very poor energy efficiency. Gaps in the exterior siding have allowed living things to enter spaces below the portables and cause significant loss.
- The Village originally held classroom space for 220 students, and office space for 44 faculty/staff and 2 meeting rooms with combined capacity for 14 people.
- NIC receives complaints from students and employees in these portables as they do not represent quality education. Students, faculty, and staff must use walkways, open to the elements, to access classrooms and washrooms.

During the 2022/2023 academic year, the Village accommodated approximately 96 FTEs (10% of the campus' FTEs) and provided offices space for over 40 staff and faculty. Significant risk remains as the remaining portables are comprised of combustible construction and has no fire protection sprinkler system. Retrofitting a fire sprinkler system into "temporary" portables which are separated by unheated space would be cost prohibitive.

**Impact if not funded:**

- Risk of another significant loss and/or safety incident
- Lost of revenue due to insufficient classroom sizes for high demand program
- Compromised recruitment and retention of students, faculty, and staff due to poor learning and working spaces.
- Increasing cost of deferred maintenance costs on temporary learning spaces
- Steadily increasing leasehold, maintenance, and energy costs

**Strategic Alignment**

Institution Priorities	Indigenous Reconciliation (Declaration Act)
<p><i>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</i></p> <ul style="list-style-type: none"> <li>• The project directly aligns with College's commitment to increase the many ways students can access education and training at NIC by increasing the capacity of our teaching locations (<i>BUILD 2026 Strategic Plan, measurable #4</i>).</li> <li>• Establish Indigenous-centred holistic services and learning spaces; creating culturally safe and responsive campuses (<i>Working Together: Indigenization Plan</i>)</li> <li>• The project also aligns with the College's goal to retain students with proactive strategies (<i>BUILD 2026 Strategic Plan, measurable 3.2</i>) and makes important strides towards implementing optimum enrollment at each campus</li> </ul>	<p><i>Describe any Indigenous engagement and consultation with students, local First Nations, etc. regarding planning and design development.</i></p> <p>Indigenous engagement will include ongoing consultation with NIC's Indigenous Education Council, Working Together Working Group, and engagement with local K'ómoks First Nation. Discussions will include use of the land as well as building and landscape design, artwork, language(s) for signage and naming. Current capital projects at the Comox Valley campus have been supported by the guidance from K'ómoks First Nation representatives. This project will continue the positive and collaborative relationship with the Nation to foster meaningful reconciliation.</p>

<p>location, increasing FTEs and courses, as well as the increasing number BC high school students who transition to NIC within two years and students who participate in post-secondary pathway agreements (<i>Widening Our Doorways</i> Academic Plan, measurables 2.2, 3.1-6)</p> <ul style="list-style-type: none"> <li>The project also aligns with NIC’s commitment to reduce greenhouse gas emissions. (<i>Widening Our Doorways</i> Academic Plan, measurable #7 and <i>BUILD 2026</i> Strategic Plan, measurable #8)</li> </ul>	<p>Indigenous students receive priority admission to all Health Science programs. NIC will work within the scope of it’s Indigenous Service Plan to ensure alignment and support of the plan. Stakeholder engagement sessions will include consultations Indigenous and non-Indigenous students, staff, faculty, and community members.</p>
--	---

**Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility**

<p>Eligibility: Yes</p>	<p>Rationale: If no, please specify criteria for exemption.</p>
-------------------------	---

<p><b>Climate Change (CleanBC)</b></p>	<p><b>Child Care</b></p>
--	--------------------------

<p><i>Indicate how the project will meet CleanBC requirements, as applicable: GHG reductions, green building standard, EV charging, and resilience.</i></p> <p>The outdated portables are at the end of life and operationally inefficient with high heating and cooling costs in the summer and winter. The cost of maintenance to keep them in a reasonable state of repair is disproportionately high.</p> <p>The new facility will significantly improve NIC’s climate resiliency and reduce greenhouse gas emissions by achieving CleanBC’s requirement as a zero-carbon new public sector building. The building will be designed to meet the requirements of a Green Building Standard that is most suitable for this type of project and location. It will also include a minimum 20% green roof coverage to meet or exceed the City of Courtenay sustainability requirements.</p> <p>The structure will be built to minimize our carbon footprint and strive for net positive operational energy/carbon utilizing renewable energy. It will use post-consumer and pre-consumer recycle content, while avoiding materials with high carbon footprints. It will be designed for passive and active energy savings including construction, siting, daylighting, massing, orientation, and energy recovery systems.</p>	<p><i>Describe if the project will incorporate child care facilities, including anticipated number of spaces and age-group.</i></p> <p>The Province recently invested 14.2 million to expand childcare spaces at NIC’s Comox Valley campus so this project will not include a childcare facility in its design.</p>
--	---

<p><b>Mass Timber &amp; Wood First</b></p>	<p><b>Labour &amp; Employment</b></p>
--	---------------------------------------

<p><i>Briefly outline the anticipated primary construction materials (e.g. mass timber with concrete foundation, stick frame, steel and concrete, etc). If mass timber is included, outline the degree to which it will be used (e.g. structural, specific features, etc).</i></p> <p>NIC will work towards BC’s Wood First initiative through use of mass timber wherever it is safe and suitable to do so.</p> <p>A mass timber suitability assessment will be conducted to assess the potential use of timber or hybrid building solution in the project. Should mass timber be deemed appropriate, a quantity surveyor will provide a cost comparison between mass timber and traditional materials.</p>	<p><i>Describe how the project aligns with government priorities for labour and skills training / employment opportunities, as applicable.</i></p> <p>As this project will require over \$15M in provincial investment, NIC will follow BC’s apprenticeship policy ensuring contractors use apprentices in contracts valued over \$500,000 where the primary scope of the work is a Red Seal trade.</p>
--	---

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$39,500,000	\$37,500,000	\$2,000,000

**Class Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on capital projects in the region.

**Capital Funding Assumptions:** A portion of NIC’s land was purchased to build a hospital. Proceeds of this sale must be used by NIC intends to use these funds to on this project.

**Operating Funding Assumptions:** Indicate operating funding assumptions for associated educational programming, if applicable (e.g., reallocation of existing resources, new funding sought from government, etc.) BC anticipate 189,000 care economy job opening in the next ten years and the Health and Human Resource Strategy commits to creating career pathways by expanding education seats. NIC will work with the Province to support objectives identified the Ministry’s Service Plan and Future Ready Action Plan by providing high quality, culturally safe health care programming at the college.

**Project Schedule**

Target Business Plan Approval Date	Target Construction Start Date	Target Occupancy Date
September 2026	January 2028	September 2029

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- task completed by...
Ministry communicates notional project approval	April 2025
Business Plan and Design development	Winter 2026
Business Plan approval	Fall 2026
Finalized Construction Document and procurement	Summer 2026
Site Prep	Fall 2027
Construction beings	Winter 2028
Construction complete	Spring 2029
All equipment and furnishing have been moved in	Summer 2029
Anticipated Occupancy Date	September 2029

2025				2026				2027				2028				2029				
Winter: Jan-Mar	Spring: April-Jun	Summer: Jul-Sep	Fall: Oct-Dec	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	
Notional Approval and Tender		Schematic Design & Bus Case Development		BC Submission & Full Approval				Final Design & Const Docs		Tender	Site Prep	Construction				FFE	Open			

## Project Overview

Institution	Campus	Category	Priority in Category	Program Type
NIC	Port Alberni	New Priority Investments	2 of 3	Trades

## Project Title

Port Alberni Trades Centre

## Brief Project Description

This project will replace a 40-year-old leased trades facility (located at Tebo Avenue) with a new Trades building on college-owned land at the existing Roger Street Port Alberni campus.

## Project Definition

### Project Scope

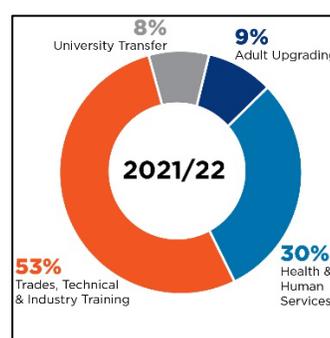
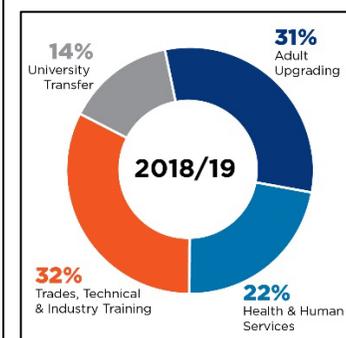
*Briefly describe the program(s) and number of FTE(s) that will be supported, including the type of space required. Clear succinct language describing the spaces included (labs, classrooms, office space), including total estimated area and breakdown of area that applies to renewal, replacement or expansion.*

The current trades facility's small size, limited classroom space, lack of cooling system and poor condition restrict NIC's ability to deliver full program offerings such as much needed apprenticeship training. This project will increase space, utilize the existing Roger Street campus and open programming to include afternoon, spring and summer scheduling options. The new facility will significantly increase the college's ability to meet projected demand for trades foundation programs and increase programming to now include apprenticeship levels. The new facility will be approximately 3716 m<sup>2</sup> and create many opportunities for improved functional efficiency to meet demand. A design concept layout is attached to the end document.

*Describe the program(s) and number of FTE(s) that will be supported, including the type of space required. Breakdown of area (m<sup>2</sup>) that applies to renewal, replacement and/or expansion.*

### Port Alberni Campus Program Mix Comparison from 2018/2019 to 2021/2022.

*Note:* in Port Alberni most Trades, Technical, and Industry training occurs at the current trades training facility called the Tebo Vocational Centre (Tebo)



### Enrollment and area breakdown:

Trade	2017/18	2018/19	2019/20	2020/21	2021/22	Current m <sup>2</sup> (replaced)	Expanded m <sup>2</sup>
Automotive Service Technician Foundation	14	12	10	13	8	425 m <sup>2</sup>	508

Carpentry Foundation	8		11		8	270 m <sup>2</sup>	339
Electrical Foundation		14		15			353
Furniture Design and Joinery Certificate	16	13	11	16	16 (3 waitlisted)	576 m <sup>2</sup>	1039
Welder-Fabrication Foundation					14	425 m <sup>2</sup>	579
Welder Foundation	1	11	9		21		
Welding Level A			1				
Welding Level B	4	1	4				
Welding Apprenticeship	6	5	3				
Total Trades Students taught at Tebo	49	56	49	44	66	Common areas:	Common areas: 831
Total student body in PA	313	307	275	130	206	326	
<b>% of PA student body taught at Tebo</b>	<b>16%</b>	<b>18%</b>	<b>18%</b>	<b>34%</b>	<b>32%</b>	<b>Total 2022m<sup>2</sup></b>	<b>36649m<sup>2</sup></b>

## Project Objectives

**Problem/Opportunity:** Describe the problem, opportunity or need that this project is intended to address, including labour market demand.

This project will replace a leased trades facility with a new Trades building on college-owned land. This would allow for increased administrative efficiencies, improved accessibility for students and an expanded operational window as the current facility lacks a cooling system which limits operation during warmer months. A new energy efficient building will greatly reduce maintenance costs, operational costs, and utility bills while also reducing the College's carbon footprint. Relocating the building to the existing campus will optimize use and improve student experience and outcomes through improved access to counselling, financial aid, student services and academics supports. The new space will increase the College's ability to deliver relevant and responsive program and increase FTEs in applied training in this rural region.

In addition, the roof on this facility is now beyond repair and will cost \$800,000 to replace and the leasehold agreement states that NIC is responsible for all facility maintenance and leasehold improvement costs. Over the years significant effort has been put in to repair and maintain the roof; however, contractors have informed the college that no further repairs can be made, and a new roof is urgently needed. There is risk of damage to the shops below if the roof is not replaced.

**Project Objectives:** Outline key objectives

Describe the problem, opportunity or need that this project is intended to address, including labour market demand.

- Increase accessibility and inclusivity for students attending NIC programs.** With no elevator access to the only two classrooms on the second floor, Tebo does not meet the current building code for accessibility, let alone the standards required for post-secondary institutions by the Accessible British Columbia Act. In the new facility, classrooms and common areas will align with Rick Hansen Accessibility standards while the new centralized location will significantly increase Indigenous students' access to Indigenous services, Elder-in Residence and counsellors for students in need.
- Reduce the 156.4 metrics tons of CO2 being released into the atmosphere annually** at Tebo by replacing it with a new facility which meets CleanBC's performance standards while achieving BC's requirements for zero-carbon new public sector buildings by 2027. The current facility makes up 11% of NIC's total natural gas consumption and 9% of total electricity use.
- Replace a leased facility which requires high operational and maintenance costs with a cost-effective, high-efficiency training facility.** The Tebo facility's Assets Condition Assessment has identified substantial major system repairs required within the next three years.
- Expand trades programming** by improving functional efficiency and increasing facility size to accommodate local demand as part of the overall 85,000 skilled trades people needed in BC in the next ten years. This project offers increased trades training opportunities for upskilling and reskilling individuals to re-enter the labour market in high opportunities careers.
- Increase program capacity to allow for up to 400 full time equivalents (FTEs) annually** (compared to 66 FTEs in 2021), meeting growing population demands in the Alberni-Clayoquot Regional District. The current facility has no cooling system, restricting NIC's ability to train students' year-round. With increasing climate pressures, the number of days closed during the summer months is expected to increase. Additional spaces will create flexibility to expand the total range of skilled trades programs in Port Alberni, while meeting Port Alberni's growing skills shortage and population needs.
- Consolidate trades programming with the main Roger Street campus to **centralize student services and supports, increasing student retention and improving operational efficiency.** This will also improve utilization rates at the main Roger Street campus while enhancing integration between trades and other academic studies. Expanding functionality of the Roger Street campus will

create a more vibrant, inclusive and accessible campus to support all student achievements. The close proximity to Alberni Valley Secondary school offers substantial opportunities for increased dual credit programming

### Key Risks

Project Risk(s)	Proposed Mitigation Strategy
Delays in project implementation increase the risk of a <b>continued major repair costs*</b> , leasehold cost escalation, human rights complaint(s) due to lack of accessibility, or operational <b>shut down due to extreme heat*</b> . <i>(*UPDATE: these are no longer risks, they are now becoming realities)</i>	This year NIC has completed a campus master plan for Port Alberni in consultation with local stakeholders, an opportunity assessment report, and preliminary design concept layout to better understand and communicate our request to funding decision makers.
Delays in funding approval may lead to increased cost escalation due to increasing prices of materials and labour.	Once notional approval is received, NIC will move into schematic design and a Class C Cost estimate to support a well-informed business case.
Delays in building permits and municipal approvals for civil designs may delay the project schedule.	The City has been an active and supportive participant through the development of our Campus Master Plan. We will ensure regular communication with them throughout the project to identify potential issues and solutions early on.
Lack of alignment with stakeholders could delay design and/or impact operations.	As with other NIC capital projects, we will develop a communications strategy to support ongoing engagement with neighbours, school district, local First Nations, industry, and the broader community.

### Options Considered

List and describe alternative options for program delivery and facility solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).

Option	Description
<b>Non-Capital Options</b>	
Lease (status quo)	Given the inadequate size, location and design functionality with high energy, deferred maintenance and leasehold costs, and a poor FCI score, this option is not advisable. The location is beyond its useful life and does not meet health, safety, accessibility, building code, energy efficiency or sustainability standards to meet current and future needs.
Distance Education	ITA skilled trades training requirements include substantial applied learning components in equipped shops. This option is not viable, though hybrid options are delivered in some NIC trades, such as electrical, to optimize space utilization.
Outsourcing	NIC has explored options to relocate training to existing industry shops. For example, NIC explored a possible teaching space with a large local welding company; however, the leasehold costs were substantial and would only serve limited welding cohorts.  NIC has also explored partnering with the local high school to share trades faculty and teaching space. This option was not viable due to the limited availability of the space, staffing complications (multiple unions) and the costs required to adapt the spaces to meet post-secondary offerings.  NIC has and will continue to explore partnerships with industry to promote hands-on learning in local shops and promote connections to apprenticeships opportunities.
<b>Capital Options</b>	
Acquire and renewing	NIC has considered purchasing the Tebo Vocational Centre (Tebo); however, there is concern that acquiring the facility will result in a rapidly expanding maintenance and renewal deficiencies that will require significant yearly funding. Previous negotiations with the City of Port Alberni have indicated Tebo and land sales price for NIC would be costly given today's market values compared to the age and condition of the building. Given the condition of the facility and the availability of land on the existing

	main campus, it is advisable to spend capital expenses on owned land where ongoing operations can be centralized.
Lease or Acquire new	<p>Over the years, NIC has searched for suitable alternative spaces to replace Tebo; however, there are limited options in the region and none that meet the space and training requirements needed to deliver quality trades programming.</p> <p>For example, NIC has explored leasing space through school district (ex. an old elementary school gym), but the project required substantial leasehold improvements, had many restrictions and was further from the main campus than the current trades training facility.</p> <p>NIC has also leased temporary trades spaces for select cohort delivery to meet community needs. These are viable only as short-term options as they do not meet the SkilledTradesBC space and equipment requirements for purpose-built training facility shop spaces.</p>
Purchase Mobile Trades Trailers	<p>Purchasing multiple mobile trades trailers (MTT) could support welding, carpentry and electrical both in Port Alberni and offer in-community training opportunities. After speaking with other PSIs currently using MTTs, it was determined that this option would not address current space needs for longer duration Foundation programs especially Automotive and Joinery programs as these programs require substantial large pieces of equipment and machinery.</p>
<b>MOST VIABLE OPTION</b>	
Build New	<p>NIC has significant existing land assets at its main campus on Roger Street and consolidating the two sites will provide the best long-term results: utilization rates will increase, operational efficiencies will be gained, and facility infrastructure will improve significantly. Centralization will reduce duplication of spaces and resources and improve access to counselling, financial aid, student services and academic supports. The new facility will also reduce emissions and increase climate resiliency in support of CleanBC's latest building performance standards.</p>

**Current Situation**

*Describe the current situation including:*

- Number of FTEs and programs currently accommodated
- Current building condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset)
- Impact if project not funded

NIC currently leases the trades facility from the City of Port Alberni for Trades programming including: Automotive Service Technician, Joinery/Cabinetetry, Welding/Fabrication and Electrical or Carpentry (in alternating years).

For the 2021/22 academic years, 72 out of 206 FTEs in Port Alberni were Trades & Technical programs students 66 of which attended training at Tebo. This equates to 32% of Port Alberni student population attending training apart from the main campus’ amenities, services and supports.

The current lease is set at \$120,000 a year. The college expects future contract negotiations to include the most recent CPI numbers which will substantially increase annual leasehold costs. Thus far, **NIC has been responsible for all facility maintenance and leasehold improvement costs.** Tebo’s Assets Condition Assessment has identified substantial repairs required within the next three years including roofing, natural gas distribution system, multiple exhaust systems, HVAC systems (including fume extraction and dust collectors), and electrical distribution systems.

While Tebo has generally served the institution well for several decades, this former industrial building is struggling to meet the functional and programmatic needs of the institution. For example:

- The roof is beyond repair and there is risk that further leaks will cause damage to the shops below if not replaced
- The building is not well insulated, and has old and undersized heating, ventilation and cooling (HVAC) equipment, which leads to high energy and maintenance costs, and occasional operational shutdowns due to heat. The facility is a concrete tilt building with little insulation, uninsulated metal roll-up doors and single pane windows.
- The building is in poor condition and not suitable for purchase and/or renovation due to its substantial deferred maintenance backlog. NIC’s building audit of Tebo determined the Facility Condition Index value of 0.58, NIC’s highest (worst) rated building.
- With no elevator available to access the only two classrooms on the second floor, Tebo does not meet the current building code for accessibility. This means that students accessibility needs and rights are not being met at this location.
- The facility is not meet programming demands, limiting its potential to deliver diversified program demand for Port Alberni and the West Coast. There are not enough classrooms or shops, and the current shops spaces cannot accommodate apprenticeship equipment. The facility also has no cooling system which limits the departments’ ability to run programming during the summer. This ultimately leads to reduced recruitment capacity in a region where demand for skilled tradespeople is very high.

As a result of these factors, it is recommended relocating trades programming to a new, larger facility at the Port Alberni campus on Roger Street.

**Strategic Alignment**

Institution Priorities	Indigenous Reconciliation (Declaration Act)
<p><i>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</i></p> <ul style="list-style-type: none"> <li>• This project supports the College’s mission to work together to build healthy and thriving communities as well as providing increase access for dual credit, adults, and Indigenous learners to access training in high paying, high opportunity occupations.</li> <li>• The Roger Street campus is conveniently located very close to the Alberni Valley Secondary School with traditionally strong participation in youth in trades programming and a strong partnership with NIC. The new location will increase student access to supports at both institutions.</li> <li>• The proposed site supports accessibility and inclusion through increased access to training through public transportation and accessibility to classroom spaces which are currently only accessible via staircase. Through</li> </ul>	<p><i>Describe any Indigenous engagement and consultation with students, local First Nations, etc. regarding planning and design development.</i></p> <p>Indigenous engagement will include ongoing consultation with NIC’s Indigenous Education Council, Working Together Working Group and engagement with local Hupacasath and Tseshaht First Nations. Discussions will include use of the land as well as building and landscape design, artwork, language(s) for signage and naming.</p> <p>NIC will work within the scope of its Indigenous Service Plan to ensure alignment and support of the project. Indigenous partner engagement sessions have begun and will continue to include student, staff, faculty, and community members</p>

consultation with local First Nations, the space will be designed to create welcome and inclusive spaces for all.		
<b>Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility</b>		
Eligibility: Yes	Rationale: If no, please specify criteria for exemption.	
<b>Climate Change (CleanBC)</b>	<b>Child Care</b>	
<p><i>Indicate how the project will meet CleanBC requirements, as applicable: GHG reductions, green building standard, EV charging, and resilience.</i></p> <p>The current space is not energy efficient with high heating and cooling costs in the summer and winter. It is a concrete tilt building with little insulation, uninsulated metal roll-up doors and single pane windows. The facility has no cooling system which limits the department's ability to run programming during the summer. The new facility will significantly improve NIC's climate resiliency and reduce greenhouse gas emissions by achieving CleanBC's requirement as a zero-carbon new public sector building. The building will be designed to meet the requirements of a Green Building Standard that is most suitable for this type of project and location.</p> <p>The structure will be built to minimize the carbon footprint and strive for net positive operational energy/carbon utilizing renewable energy. It will use post-consumer and pre-consumer recycle content, while avoiding materials with high carbon footprints. It will be designed for passive and active energy savings including construction, siting, daylighting, massing, orientation, and energy recovery systems.</p>	<p><i>Describe if the project will incorporate child care facilities, including anticipated number of spaces and age-group</i></p> <p>NIC's 2022 Port Alberni Campus Master Plan has identified future demand for childcare facilities, however the Childcare Suitability Tool has determined that it would not be suitable for this project. NIC plans to build student housing at this campus which would include a childcare facility.</p>	
<b>Mass Timber &amp; Wood First</b>	<b>Labour &amp; Employment</b>	
<p><i>Briefly outline the anticipated primary construction materials (e.g. mass timber with concrete foundation, stick frame, steel and concrete, etc). If mass timber is included, outline the degree to which it will be used (e.g. structural, specific features, etc).</i></p> <p>NIC will work towards BC's Wood First initiative through use of mass timber wherever it is safe and suitable to do so within a trades facility.</p> <p>A mass timber suitability assessment will be conducted to assess the potential use of timber or hybrid building solution in the project. Should mass timber be deemed appropriate, a quantity surveyor will provide a cost comparison between mass timber and traditional materials.</p>	<p><i>Describe how the project aligns with government priorities for labour and skills training / employment opportunities, as applicable.</i></p> <p>As this project will require over \$15M in provincial investment, NIC will follow BC's apprenticeship policy ensuring contractors use apprentices in contracts valued over \$500,000 where the primary scope of the work in a Red Seal trade.</p>	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$35,000,000	\$33,000,000	\$2,000,000

**Class Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on capital projects in the region.

**Capital Funding Assumptions:** Please state any key assumptions, if applicable. N/A

**Operating Funding Assumptions:** Indicate operating funding assumptions for associated educational programming, if applicable (e.g., reallocation of existing resources, new funding sought from government, etc.) BC anticipates 85,000 job openings in the skilled trades in the next ten years. NIC will work with the Province and SkilledTradesBC to support objectives identified the Ministry’s Service Plan and Future Ready Action Plan by providing high quality skilled trades programming at the college.

**Project Schedule**

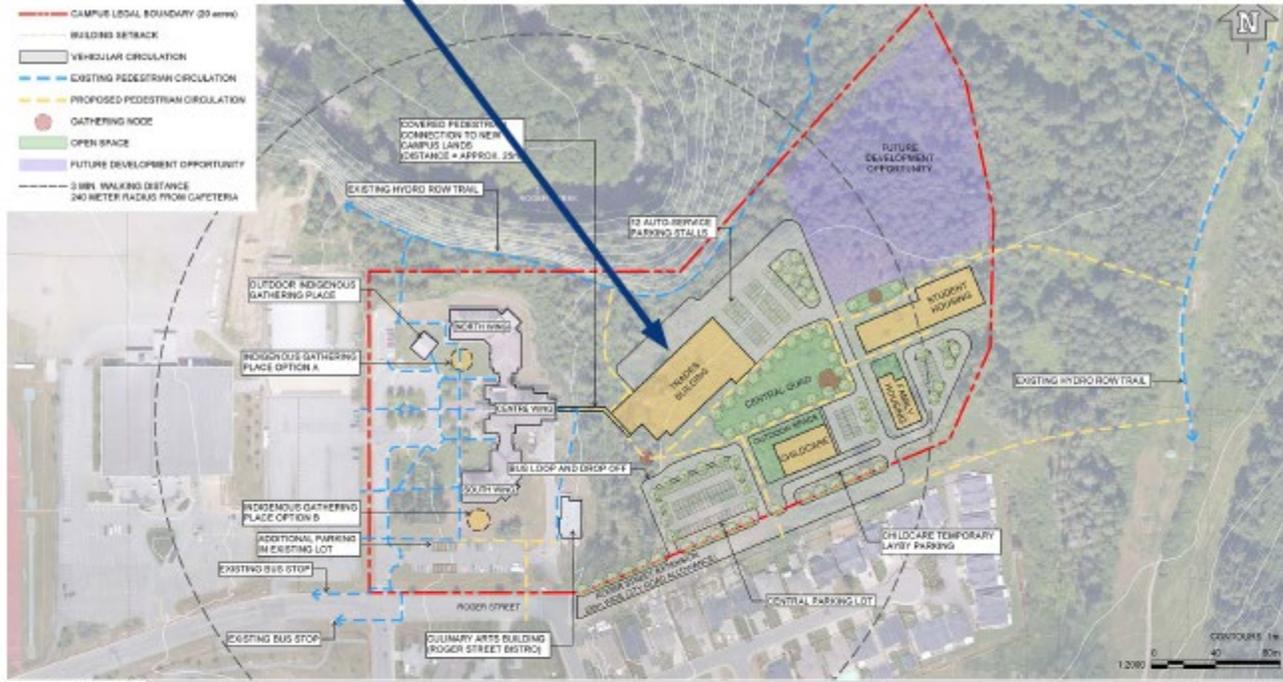
Target Business Plan Approval Date	Target Construction Start Date	Target Occupancy Date
Ocotber 2026	April 2028	September 2029

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- complete by...
Ministry communicates notional project approval	April 2025
Business Plan and Design development	Winter 2026
Business Plan approval	Fall 2026
Finalized Construction Document and procurement	Summer 2027
Site prep and civil work	Winter 2028
Construction beings	Spring 2028
Construction complete	Spring 2029
All equipment and furnishing have been moved in	August 2029
Anticipated Occupancy Date	September 2029

2025				2026				2027				2028				2029			
Winter: Jan -Mar	Spring: April-Jun	Summer: Jul-Sep	Fall: Oct-Dec	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
Notional Approval and Tender	Schematic Design & Bus Case Development			BC Submission & Full Approval				Final Design & Const Docs		Tender	Site Prep & Civil		Construction				FFE	Open	

# NEW TRADES LOCATION ON ROGER STREET CAMPUS



## LAYOUT OF NEW BUILDING

Space for current trades programs (joinery, welding, automotive, carpentry, electrical) plus flex space for locally relevant, high opportunity skills training. *Note: Draft layout. Not intended to reflect final design.*



## Project Overview

Institution	Campus	Category	Priority in Category	Program Type
NIC	Port Alberni	Student Housing	1 of 1	Student Housing

## Project Title

Port Alberni Student Housing

## Brief Project Description

This project will provide new student housing space at NIC’s Port Alberni campus with 14 beds in family housing and 68 single student beds.

## Project Definition

### Project Scope

*Briefly describe the program(s) and number of FTE(s) that will be supported, including the type of space required. Clear succinct language describing the spaces included (labs, classrooms, office space), including total estimated area and breakdown of area that applies to renewal, replacement or expansion.*

NIC’s Port Alberni campus is home to a wide range of programs including university transfer, adult upgrading, trades and apprenticeships, and health and human services including nursing and early childhood education. It is also home to a Culinary Arts Kitchen and the Roger Street Bistro.

The project is expected to model the Comox Valley Student Housing Commons project with 68 single bed with in-suite kitchens and a separate family building to accommodate 14 students in two bedroom units. These suites will be built within two four-storey buildings with main floors to accommodate a childcare space and living-learning community gathering spaces on the ground level. This is based on a 2023 Market Demand Analysis by Scion Group:

### Port Alberni Campus

---

Total student demand for single students is calculated *by the bed* while family student demand is calculated *by the unit*.

Students in short-term programs would require lease agreements appropriate for their length of stay at NIC.

Around one-third of family student demand is for partnered students who do not have dependent(s)

Demand Analysis

Cohort	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030
<b>Single Students</b>								
Degree	35	36	36	37	38	39	39	40
Diploma	13	13	13	13	14	14	14	14
Certificates or Trades Foundation	9	9	9	9	10	10	10	10
Apprenticeship	0	0	0	0	0	0	0	0
Short Term Vocation	1	1	1	1	1	1	1	1
<b>Total Demand Range</b>	<b>56-59</b>	<b>57-61</b>	<b>58-62</b>	<b>59-63</b>	<b>60-64</b>	<b>61-66</b>	<b>63-67</b>	<b>64-68</b>

Cohort	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030
<b>Family Students</b>								
Degree	5	5	6	6	6	6	6	6
Diploma	5	5	5	5	5	5	5	5
Certificates or Trades Foundation	3	3	3	3	3	3	3	3
Apprenticeship	0	0	0	0	0	0	0	0
Short Term Vocation	0	0	0	0	0	0	0	0
<b>Total Demand Range</b>	<b>12-13</b>	<b>13-14</b>						

	<b>Gross Floor Area</b>	<b>Meters squared</b>	
	Family Building	1,400	
	Student Building	5,000	
	<i>Total GFA</i>	<i>6,400</i>	

**Project Objectives**

**Problem/Opportunity:** Describe the problem, opportunity or need that this project is intended to address, including labour market demand.

The housing will be modeled after the Comox Valley Student Housing Commons, creating a multi-generational, Indigenized, living-learning neighbourhood as a place for self-development, informal gathering, and rejuvenation for all NIC students.

**Project Objectives:** Outline key objectives

1. Increase the participation rate of a diversity of adult learners in the NIC region by reducing barriers to safe, secure, and supportive living environments;
2. Create living-learning communities that support student learning;
3. With the guidance of the NIC Indigenous Education Council and local First Nations, strive to meet the Truth and Reconciliation Commission Calls to Action and the United Nations Declaration of the Rights of Indigenous Peoples through the indigenization of the project;
4. Promote stewardship of the natural environment; and
5. Achieve financially self-sustaining housing operation.

**Key Risks**

<b>Project Risk(s)</b>	<b>Proposed Mitigation Strategy</b>
Delays in funding approval may lead to increased cost escalation due to increasing prices of materials and labour	The Province's <i>Homes for BC</i> committed to delivering 4,000 additional student beds and added \$575 M to increase access to affordable housing. Once notional approval is received NIC will move into schematic design and a Class C cost estimate to support a well-informed business case.
Delays in building permits and municipal approvals for civil designs may delay the project schedule.	The housing project will be designed to meet zoning and development requirements in the City of Campbell River and can be completed without significant disruption based on the large amount of available space on the existing campus. We will ensure regular communication with the City throughout the project to identify potential issues and solutions early on.
Lack of alignment with stakeholders could delay design and/or and impact operations.	As with other NIC capital projects, we will develop a communications strategy to support ongoing engagement with neighbours, school district, local first nations, industry and the broader community.

**Options Considered**

List and describe alternative options for program delivery and facility solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).

At this time, NIC has identified the following potential options

1. *Option 1: Do Nothing.* This option is not recommended as housing is anticipated to remain strong in BC.
2. *Option 2: short term accommodation:* connect students with groups such as Homestay Canada; 4Stay; Spaceshared.com; and homeadorma and/or potential hotel rentals during the off season for tourism. This is a good short-term solution; however, once a Trades Centre is built, demand for housing will increase.
3. *Option 2: New Student Housing Building.* NIC has space for Student Housing on College-owned land at the Port Alberni campus.

**Current Situation**

*Describe the current situation including:*

- Number of FTEs and programs currently accommodated
- Current building condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset)
- Impact if project not funded

NIC’s Port Alberni campus has no on-campus student housing. A 2023 Market Demand Study by Scion Group reported that “the off-campus rental market is competitive due to the rise of home prices. This is forcing many would be home buyers into the rental market. With a limited supply of units at appropriate rates, some students (especially undergraduates and students with families) live in over-crowded shadow market properties of chose to live at home and commute to school.”

Approximately 340 students are served at NIC’s Port Alberni campus in programs ranging from university studies, adult upgrading, trades and apprenticeship, and health and human services. This project will improve educational access and inclusivity in post-secondary education while creating welcoming and culturally safe spaces for Indigenous learners.

The impact of not funding the project will be that students continue to face barriers finding safe, secure, and affordable housing to participate in training.

**Strategic Alignment**

Institution Priorities	Indigenous Reconciliation (Declaration Act)
<p>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</p> <ul style="list-style-type: none"> <li>- This project is a result of NIC’s commitment to develop living-learning communities through student housing (BUILD Outcome 2.4)</li> <li>- The project improves NIC’s ability to attract students to the Port Alberni campus, creating enrolment stability and long-term opportunities to increase program and course offerings.</li> <li>- This project supports the College’s mission to work together to build healthy and thriving communities as well as providing increase access for high school, adult, and Indigenous learners to access training in high paying occupations.</li> <li>- This project aligns with the NIC’s goal for lasting reconciliation with Indigenous Peoples in BC as the program will work close with the local First Nations to create welcoming spaces and increase access to trades training and employment transition programming that is relevant, responsive, respectful, and receptive to Indigenous learners.</li> </ul>	<p><i>Describe any Indigenous engagement and consultation with students, local First Nations, etc. regarding planning and design development.</i></p> <p>Indigenous engagement will include ongoing consultation with NIC’s Indigenous Education Council, the West Coast Regional Advisory Council, and engagement with local First Nations. With their guidance, NIC will strive to meet the TRC Calls to Action and the UNDRIP through Indigenization of the project.</p> <p>Discussions with Indigenous stakeholders will include use of the land and felled timber as well as design, artwork, territorial acknowledgement, uses and naming. NIC will work within the scope of it’s Indigenous Service Plan to ensure alignment and support of the plan. Stakeholder engagement sessions will include consultations Indigenous and non-Indigenous student, staff, faculty, and community members.</p>

**Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility**

Eligibility: Yes	Rationale: If no, please specify criteria for exemption.
<b>Climate Change (CleanBC)</b>	<b>Child Care</b>

<p><i>Indicate how the project will meet CleanBC requirements, as applicable: GHG reductions, green building standard, EV charging, and resilience.</i></p> <p>Like the Comox Valley Student Housing, energy modelling will be done as part of the business plan for this new build. The new building construction will follow LEED gold equivalency and Step 4 guidelines contributing to reduced greenhouse gas (GHG) emissions.</p> <p>The structure will be built to minimize the carbon footprint and strive for net positive operational energy/carbon utilizing renewable energy. It will use post-consumer and pre-consumer recycle content, while avoiding materials with high carbon footprints. It will be designed for passive and active energy savings including construction, siting, daylighting, massing, orientation, and energy recovery systems.</p>	<p>Describe if the project will incorporate child care facilities, including anticipated number of spaces and age-group.</p> <p>NIC completed a campus master plan for the Port Alberni campus and identified the need for childcare facilities at this campus. This facility will compliment NIC's Early Childhood Education programming and support increased demand created by family housing.</p> <p>The Ministry's Child Care Space Creation Tool was also used to explore opportunities to increase licensed childcare spaces on campus. The College will support childcare expansion as this is aligned with our strategic plan to increase the number of childcare spaces on our campuses.</p>	
<b>Mass Timber &amp; Wood First</b>	<b>Labour &amp; Employment</b>	
<p><i>Briefly outline the anticipated primary construction materials (e.g. mass timber with concrete foundation, stick frame, steel and concrete, etc). If mass timber is included, outline the degree to which it will be used (e.g. structural, specific features, etc).</i></p> <p>NIC will work towards BC's Wood First initiative through use of mass timber wherever it is suitable to do so. A mass timber suitability assessment will be conducted to assess the potential use of timber or hybrid building solution in the project. Should mass timber be deemed appropriate, a quantity surveyor will provide a cost comparison between mass timber and traditional materials.</p>	<p><i>Describe how the project aligns with government priorities for labour and skills training / employment opportunities, as applicable.</i></p> <p>As this project will require over \$15M in provincial investment, NIC will require will implement an apprenticeship policy ensuring contractors use apprentices in contracts valued over \$500,000 where the primary scope of the work in a Red Seal trade.</p>	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$48,500,000	\$46,000,000	\$2,500,000
<p><b>Class Level and Year of Cost Estimate:</b> This is a notional cost estimate that has been adjusted based on current cost escalations seen on capital projects in the region.</p> <p><b>Capital Funding Assumptions:</b> Please state any key assumptions, if applicable. N/A</p> <p><b>Operating Funding Assumptions:</b> Indicate operating funding assumptions for associated educational programming, if applicable (e.g., reallocation of existing resources, new funding sought from government, etc.). Operating Assumptions will be based on the Housing model established at NIC's Comox Valley Campus.</p>		
<b>Project Schedule</b>		
<b>Target Business Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
April 2027	June 2028	April 2030
<p><b>Key Timing Assumptions:</b> <i>Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.</i></p>		

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	Fall 2025
Business Plan and Indicative Design development	Summer 2026
Business Plan approval	Spring 2027
Finalized Construction Document and procurement	Fall 2027
Groundbreaking and Site preparation	Spring 2028
Construction begins	Summer 2028
Construction complete	Fall 2029
All equipment and furnishing have been moved in	Winter 2030
Anticipated Occupancy Date	Spring 2030

2025				2026				2027				2028				2029				2030			
Winter: Jan-Mar	Spring: April-Jun	Summer: Jul-Sep	Fall: Oct- Dec	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	
	Notional Approval and Tender	Schematic Design & Bus Case Development		BC Submission & Full Approval		Final Design & Const Docs		Tender	Site Prep	Construction				FFE	Open								

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
NIC	Campbell River, Port Alberni	Routine Capital	4 of 6	Other
Project Title				
Multi-Campus Accessibility Upgrades				
Brief Project Description				
This project will improve accessibility at all campuses including wayfinding, pathway, entrances, stairwells and emergency systems.				
Project Definition				
Project Scope				
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>Based on recommendations made in a February 2023 Accessibility Audit, NIC has begun making wayfinding improvements to its Comox Valley campus. For this project the following upgrades will be made at NIC's Campbell River and Port Alberni campuses:</p> <p>Improve wayfinding and signage around entrances, bus stops, drop off areas, stairwells and elevators:</p> <ul style="list-style-type: none"> <li>- Add pictograms, braille and raised characters where appropriate</li> <li>- Lower signage height to reduce glare and allow users to touch and read letters</li> </ul> <p>Improve pathways, entrances, and stairwells:</p> <ul style="list-style-type: none"> <li>- Level uneven pathways to reduce trip hazards and improve accessibility for mobility devices and strollers</li> <li>- Add ramps to areas over 5% slope</li> <li>- Lower handrails to CSA recommended height</li> <li>- Add Tactile Warning Surface Indicators to stairwells</li> <li>- Add visibility strips/decals to glazed doors</li> </ul> <p>Improve emergency systems:</p> <ul style="list-style-type: none"> <li>- Add visual alarms in washrooms</li> <li>- Replace evacuation maps and instructions with non-glare signage</li> </ul>				
Project Objectives				
<p><b>Problem/Opportunity:</b> <i>Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</i></p> <p>NIC is actively working to improve accessibility and inclusion at all our campuses and has made progress with wayfinding at the Comox Valley campus. To support compliance with legislation and work towards Rick Hansen Accessibility Certification standards in all campus facilities, the College contracted a consultant to complete an accessibility audit of select facilities. Recommendations from this February 2023 audit have been reviewed and consolidated into three main areas for improvement: wayfinding and signage; pathway, entrances and stairwells; and emergency procedures. This project will use routine capital to implement the recommendations throughout the Campbell River and Port Alberni campuses. The project will use lessons learned and templates from the Comox Valley campus and ensure consistency across all campuses. It will also work with design teams on current capital projects to ensure consistency with new builds.</p> <p><b>Project Objectives:</b> <i>Outline key objectives</i></p> <ol style="list-style-type: none"> <li>1. Improve accessibility and inclusion for all users who visit, study and work at NIC campuses</li> <li>2. Comply with the Accessible British Columbia Act</li> <li>3. Work toward Rick Hansen Accessibility Certification in all NIC facilities</li> </ol>				

Key Risks	
Project Risk(s)	Proposed Mitigation Strategy
Delays in project implementation increase the risk of cost escalation for materials and labour	NIC's Accessibility Committee is meeting to prioritize, plan and design accessibility requirements now so strategies can be implemented efficiently once funding is allocated.
Lack of alignment with stakeholders could delay design and/or and impact operations	NIC has formed an Accessibility Committee and is working with contractors on other capital projects to ensure signage and accessibility are clear and consistent across all NIC facilities.
Options Considered	
<p>List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).</p> <p>1. <i>Do nothing</i>: this option is not acceptable as NIC is working to comply with legislation and ensure its campuses are inclusive, welcoming and accessible for all.</p> <p>2. <i>Implement improvements</i>: NIC is slowly implementing accessibility improvements based on feedback from consultants, users and the Accessibility Committee.</p>	
Current Situation	
<p>Describe the current situation including:</p> <ul style="list-style-type: none"> <li>Number of FTEs and programs currently accommodated.</li> <li>Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).</li> <li>Impact if project not funded.</li> </ul> <p>NIC is actively working to improve accessibility and inclusion at all our campuses. To support compliance with legislation and work towards Rick Hansen Accessibility Certification in all campus facilities, the College contracted a consultant to complete an accessibility audit of select facilities. Recommendations from this February 2023 audit have been reviewed and consolidated into three main areas for improvement: wayfinding and signage; pathway, entrances, and stairwells; and emergency procedures. This project will use routine capital to implement the recommendations throughout all campuses. The project will ensure consistency across all campuses and work with design teams on current capital projects to ensure consistency with new builds.</p>	
Strategic Alignment	
Institution Priorities	Government Priorities
<p>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</p> <ul style="list-style-type: none"> <li>The project directly aligns with College's commitment to increase the many ways students can access education and training at NIC by improving access to all facilities (<i>BUILD 2026</i> Strategic Plan, measurable #4).</li> <li>The project supports with the College's commitment to increase student well-being by improving the learning spaces and fostering better access to services (<i>BUILD 2026</i> Strategic Plan, measurable 3.1). This is also mirrored in the College's commitment to enhance student learning spaces via its campuses and centres (<i>Widening Our Doorways</i> Academic Plan, measurable #2)</li> </ul>	<p>Describe alignment to key government priorities (as applicable).</p> <ul style="list-style-type: none"> <li>This project aligns with work underway with the Province's Accessibility Directorate to ensure we create inclusive spaces for all people with disabilities.</li> <li>This work also supports the principles outlined in Article 9 of the <a href="#">United Nations Convention on the Rights of Persons with Disabilities</a>.</li> </ul>
Project Budget (\$ millions)	

Total Project Cost	Provincial Funding	PSI Contribution
\$350,000	\$350,000	\$

**Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on routine capital projects in the region.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** N/A

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	Fall 2025	August 2026

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	April 2025
Planning and design	Spring 2025
Procurement	Summer 2025
Construction begins	Fall 2025
Construction complete	August 2026

**Project Overview**

Institution	Campus	Category	Priority in Category	Program Type
NIC	Comox Valley	Routine Capital	5 of 6	Other

**Project Title**

Comox Valley Building Envelope Renewal

**Brief Project Description**

Replace original cedar siding and aluminum double glaze windows on three buildings at the Comox Valley campus.

**Project Definition**

**Project Scope**

*Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).*

This project will replace original cedar siding and aluminum double glaze windows on three buildings at the Comox Valley campus. FTEs for the Comox Valley for 2022/2023 year were approximate 981 FTEs, which represents 37% of all students at NIC for that year.

**Total Estimated Area for renewal:**

Building Name	Total Building size m <sup>2</sup>	Description
Raven Hall	1283	Consists of classrooms, offices and STEM labs
Puntledge Hall	1442	Consists of the Office of Global Engagement and Health and Human Services classrooms, offices and simulation labs
Komoks Hall	2417	Consists of a theater, Purchasing, Print and Retail Services and main administrative offices for the College.

**Project Objectives**

**Problem/Opportunity:** *Describe the problem, opportunity or need that this project is intended to address, including labour market demand.*

The Comox Valley campus has three buildings that were built in 1992 which have original cedar siding and aluminum double glazed windows that require replacement. Once complete, this project will reduce deferred maintenance costs and decrease FCI scores while improving the building envelopes and increasing energy efficiency.

**Project Objectives:** *Outline key objectives*

1. Improve four building envelopes to increase energy efficiency and performance.
2. Replace cedar siding and window systems to reduce the risk of water egress issues and pest infestations to better protect the structure of the buildings.
3. Reduce NIC's greenhouse gas emissions.

**Key Risks**

Project Risk(s)	Proposed Mitigation Strategy
Delays in funding increase the likelihood of cost escalation for materials and labour	NIC is exploring grant opportunities for alternative and/or shared funding opportunities through BC Hydro and CleanBC.
Delays due to limited availability of contractors, equipment and/or labour.	Reach out to potential contractors to assess availability of contractors and materials and begin planning in preparation for funding.

**Options Considered**

List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).

1. *Do Nothing*: This option is not recommended as maintenance to these building will help extend the life of the facility and reduce green house gas emissions.
2. *Begin building envelopment repairs*: This is the best option to maintain and extend the life of the facility.

### Current Situation

Describe the current situation including:

- Number of FTEs and programs currently accommodated.
- Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).
- Impact if project not funded.

The Comox Valley campus has three buildings that were built in 1992 which have original cedar wood siding and double-glazed aluminum windows that require replacement. FTEs for the Comox Valley for 2022/2023 year were approximate 981 FTEs, which represents 37% of all students at NIC for that year.

This project will significantly improve the building envelop of the Comox Valley campus’ three oldest building while also addressing deferred maintenance costs and improving FCI ratings. This project will also significantly improve each building’s energy efficiency while reducing greenhouse gas emissions.

Building Name	FCI
Raven Hall	0.44
Puntledge Hall	0.52
Komoks Hall	0.32

### Strategic Alignment

#### Institution Priorities

Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)

- The project supports with the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (*BUILD 2026 Strategic Plan*, measurable 3.1). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (*Widening Our Doorways Academic Plan*, measurable #2)
- The project also aligns with NIC’s commitment to reduce greenhouse gas emissions. (*Widening Our Doorways Academic Plan* measurable 7, and *BUILD 2026 Strategic Plan*, measurable 8)

#### Government Priorities

Describe alignment to key government priorities (as applicable).

- This project will provide employment opportunities in the local labour market.
- This project supports BC’s Climate Action Plan by installing windows and siding which will improve the building envelop on several buildings and minimize NIC’s carbon footprint.

### Project Budget (\$ millions)

#### Total Project Cost

\$2,250,000

#### Provincial Funding

\$2,250,000

#### PSI Contribution

\$

**Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on routine capital projects in the region.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** It is anticipated that operating funding for energy costs will be reduced as a result of this project.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2026	April 2027	September 2028

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	April 2026
Planning and ordering	Summer 2026
Invitation to tender	Fall 2026
Construction begins	Spring 2027
Construction complete	September 2028

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
NIC	Comox Valley	Routine Capital	6 of 6	Other
Project Title				
Comox Valley Perimeter Roadway				
Brief Project Description				
Complete existing roadway and add one new section of road to complete a perimeter road around the Comox Valley campus.				
Project Definition				
Project Scope				
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>This project will involve approximately 115m of new road and 210 meters of existing gravel/mixed road improvement (see image at the end of this document).</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> <i>Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</i></p> <p>This project will complete the roadway around the perimeter of the Comox Valley campus to promote safe, accessible multimodal transportation to all areas of the campus. The 2013 Comox Valley Campus Master Plan identifies the opportunity for a new, continuous street connection through the north end of the campus which includes approximately 115m of new road and 210 meters of existing gravel/mixed road improvement.</p> <p><b>Project Objectives:</b> <i>Outline key objectives</i></p> <ol style="list-style-type: none"> <li>1. Improve safety and sightlines allowing access to the entire campus site.</li> <li>2. Improve access to buildings at the north end of the campus where the Trades Building, Komoux Hall, and the Village are located;</li> <li>3. Decrease the proportion of campus trips via Ryan Road, where access is challenging, and facilitating more trip through the Lerwick Road intersection, where access is better facilitated;</li> <li>4. Add more flexible transit routing options, providing better coverage for the campus and opportunities for bus stops serving the north end of the campus;</li> <li>5. Add a continuous peripheral active transportation pathway with connections between the centre of campus and adjacent natural area, North Island Hospital, and adjacent neighbourhoods; and</li> <li>6. Work with the City of Courtenay to reduce greenhouse gas emissions by supporting safe alternatives to vehicle transportation on and around the campus</li> </ol>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
Delays in funding approval may lead to increased cost escalation due to increasing prices of materials and labour		NIC will explore grant opportunities for alternative and/or shared funding opportunities.		
Delays in building permits and potential variance permits may delay the project schedule.		The City has been very supportive of current capital projects underway at the Comox Valley campus. NIC will continue to regularly communicate with the City throughout the project to set realistic timelines and identify potential issues and solutions early on.		
Options Considered				

List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).

1. **Option 1. Do nothing.** Using existing roadways may be sufficient at this time; however, we anticipate increased FTEs on campus with the ease of the pandemic, and the new Student Housing Commons and childcare centre on campus. This project is also scheduled to complete at the same time as the proposed Health Science building. Should this new building be funded, linear infrastructure will be required to support safe multi-modal transportation as the College grows.
2. **Option 2: Build a roadway connection.** The basic roadway connection is relatively small given the current gravel/mixed road infrastructure already in place. However, adding a safe pathway and bike lane will support long term growth, sustainability, accessibility priorities throughout the campus.

### Current Situation

Describe the current situation including:

- Number of FTEs and programs currently accommodated.
- Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).
- Impact if project not funded.

The Comox Valley campus currently offers two bus stops and several paved pathways and wooded trails that are frequently used by NIC students, employees, dog-walkers and our neighbouring North Island Hospital employees. In 2022, NIC was awarded a CARE grant to [map out the walking trail options](#) around all of our campuses to promote well-being for all who visit and use our campuses. NIC's regular participation in GoByBike events have supported engagement with cycling groups and community members who have identified the need for safe pathways at the north end of the campus.

This year, the City of Courtenay completed a trail connection that links the residential neighbourhood below to NIC's campus above as well as the Queenesh Elementary, North Island Hospital, the Aquatic Centre as well as transit connection and a commercial business centre. NIC aims to support this connection by completing the roadway connection along the perimeter road (see image at the end of this document). These roadways would include multi-modal pathways to accommodate safe active transportation across the campus and to support the City of Courtenay trail connection efforts.

With the addition of the campus' trades building in 2011 and the upcoming addition of the Student Housing and the Centre of Excellence in Early Learning in Fall 2025, the campus will see increased demand for flow through transportation network on the north side of the campus. NIC aims to build a multi-modal roadway that supports vehicle and active transportation.

### Strategic Alignment

#### Institution Priorities

Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)

- The project supports with the College's commitment to increase student well-being by improving the learning spaces and fostering better access to services (*BUILD 2026 Strategic Plan, measurable 3.1*). This is also mirrored in the College's commitment to enhance student learning spaces via its campuses and centres (*Widening Our Doorways Academic Plan, measurable #2*)
- The project also aligns with NIC's commitment to reduce greenhouse gas emissions. (*Widening Our Doorways Academic Plan measurable 7, and BUILD 2026 Strategic Plan, measurable 8*)

#### Government Priorities

Describe alignment to key government priorities (as applicable).

- This project supports BC's Climate Action Plan by developing safe multi-modal pathways so students, employees and visitors can choose commuting options that are good for their health and reduce their carbon footprint.
- This project will provide employment opportunities in the local labour market

### Project Budget (\$ millions)

Total Project Cost	Provincial Funding	PSI Contribution												
\$3,100,000	\$3,100,000	\$												
<p><b>Level and Year of Cost Estimate:</b> This is a notional cost estimate that has been adjusted based on current cost escalations seen on routine capital projects in the region.</p> <p><b>Capital Funding Assumptions:</b> N/A</p> <p><b>Operating Funding Assumptions:</b> N/A</p>														
Project Schedule														
Target Approval Date	Target Start Date	Target Completion Date												
April 2027	April 2028	Fall 2028												
<p><b>Key Timing Assumptions:</b> Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.</p> <table border="1"> <thead> <tr> <th>PROJECT ACTIVITY</th> <th>PROJECT SCHEDULE- completed by...</th> </tr> </thead> <tbody> <tr> <td>Ministry communicates notional project approval</td> <td>April 2027</td> </tr> <tr> <td>Review and finalized design</td> <td>Summer and Fall 2027</td> </tr> <tr> <td>Procurement</td> <td>Winter 2028</td> </tr> <tr> <td>Construction begins</td> <td>Spring 2028</td> </tr> <tr> <td>Construction complete</td> <td>Fall 2028</td> </tr> </tbody> </table>			PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...	Ministry communicates notional project approval	April 2027	Review and finalized design	Summer and Fall 2027	Procurement	Winter 2028	Construction begins	Spring 2028	Construction complete	Fall 2028
PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...													
Ministry communicates notional project approval	April 2027													
Review and finalized design	Summer and Fall 2027													
Procurement	Winter 2028													
Construction begins	Spring 2028													
Construction complete	Fall 2028													

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
NIC	Comox Valley	Routine Capital	1 of 6	Other
Project Title				
CV Warehouse Renovation				
Brief Project Description				
This project will include renovations to the Comox Valley campus' warehouse to build offices for faculty and staff.				
Project Definition				
Project Scope				
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>In 2023, NIC lost four portables in a fire which resulted in the loss of offices for many faculty and staff and increased space constraints on campus. NIC requires funding through routine capital to cover the cost of renovations to the first floor of Komoux Hall building. The project will include a new ceiling, HVAC system, ductwork, and sprinkler system to adapt the space from a warehouse into offices for approximately 35 staff and/or faculty.</p> <p>NIC has obtained an architect for the design, and we anticipate they will complete their work by the end of this summer.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</p> <p>This project will renovate a warehouse and adapt it to increase office spaces at the Comox Valley campus.</p> <p><b>Project Objectives:</b> Outline key objectives</p> <ol style="list-style-type: none"> <li>1. Create more safe and welcoming spaces for staff and faculty to conduct their work and serve students</li> </ol>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
Project delays due to permit delays or labour shortages		NIC can support some staff to work from home or "hotel" office spaces until the project is complete		
Project cost escalations		NIC is aware that a ceiling, sprinkler system, and HVAC system will be required in the space and has budgeted for these in the project cost		
Options Considered				
<p><i>List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).</i></p> <ol style="list-style-type: none"> <li>1. <i>Do Nothing/do not replace office spaces.</i> NIC's Comox Valley campus is already quite tight for office space, with multiple hotelling options already in place. NIC has also implemented a new work from home policy to support employees and alleviate demand on office spaces but the need for office space is still high.</li> </ol>				

2. *Build a new facility to replace the portables:* This is the most desirable solution as the portables are over 30 years old and would be ideally replaced with a new facility. Details of this project are outlined in the CV Health Science Building project overview sheet.
3. *Renovate warehouse to create office spaces:* this is option is the most cost-effective solution to quickly replace offices lost in the fire.

### Current Situation

Describe the current situation including:

- Number of FTEs and programs currently accommodated.
- Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).
- Impact if project not funded.

NIC has hired a designer who is scheduled to complete their design work by the end of this summer. The project will include a renovation to the first floor of Komoux Hall which consist of a large warehouse and some surrounding offices. Through this renovation the current space will be optimized to create approximately 35 office spaces.

The renovated space is outlined in red in the diagram below:



### Strategic Alignment

#### Institution Priorities

Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)

- The project supports with the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (*BUILD 2026* Strategic Plan, measurable 3.1). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (*Widening Our Doorways* Academic Plan, measurable #2)

#### Government Priorities

Describe alignment to key government priorities (as applicable).

- This project will provide employment opportunities in the local labour market.

### Project Budget (\$ millions)

#### Total Project Cost

\$1,500,000

#### Provincial Funding

\$1,500,000

#### PSI Contribution

**Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on routine capital projects in the region.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** N/A

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	May 2025	September 2026

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Planning and Design	Summer 2024
Invitation to Tender	Winter 2025
Ministry communicates notional project approval	April 2025
Construction/Installation begins	May 2025
Construction/ Installation complete	September 2026

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
NIC	Port Alberni	Routine Capital	2 of 6	Trades
Project Title				
Brief Project Description				
Port Alberni Roof Replacement				
Project Definition				
Project Scope				
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>This project will replace the roof at Port Alberni' Trades facility located on Tebo Avenue. The roof on this facility is now beyond repair and will cost \$800,000 to replace and the leasehold agreement states that NIC is responsible for all facility maintenance and leasehold improvement costs. Over the years significant effort has been put in to repair and maintain the roof; however, contractors have informed the college that no further repairs can be made, and a new roof is urgently needed. There is risk of damage to the shops below if the roof is not replaced.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</p> <p>The roof must be replaced and cannot be repaired any further. NIC has worked with contractors over the years to repair and patch very sections; however, it is now aged and damaged to such an extent that it must be replaced. Without repair there is significant risk that leaking will impact programming in the shop spaces below.</p> <p><b>Project Objectives:</b> Outline key objectives</p> <ol style="list-style-type: none"> <li>1. Replace the trades facility's roof</li> </ol>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
That extreme weather will damage the roof before it can be replaced		NIC's facilities team is doing all they can to maintain the roof until this project is complete.		
Delays in funding increase the likelihood of cost escalation for materials and labour		NIC is exploring grant opportunities for alternative and/or shared funding opportunities with the City who owns the facility.		
Delays due to limited availability of contractors, equipment and/or labour.		Reach out to potential contractors to assess availability of contractors and materials and begin planning in preparation for funding.		
Options Considered				
<p>List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).</p> <ul style="list-style-type: none"> <li>• <i>Do nothing:</i> NIC has attempted to repair the roof over several years; however, the damage is so significant that can no longer be repaired.</li> <li>• <i>Replace the roof:</i> this may be the only viable option in the short term</li> <li>• <i>Replace the facility:</i> with a new trades facility located on college owned land at the Roger Street location. This is the most ideal long term solution.</li> </ul>				

**Current Situation**

Describe the current situation including:

- Number of FTEs and programs currently accommodated.
- Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).
- Impact if project not funded.

NIC currently leases the trades facility from the City of Port Alberni for Trades programming including Automotive Service Technician, Joinery/Cabinetry, Welding/Fabrication and Electrical or Carpentry (in alternating years).

For the 2021/22 academic years, 72 out of 206 FTEs in Port Alberni were Trades & Technical programs students 66 of which attended training at Tebo. This equates to 32% of Port Alberni student population attending training apart from the main campus’ amenities, services and supports.

The current lease is set at \$120,000 a year. The college expects future contract negotiations to include the most recent CPI numbers which will substantially increase annual leasehold costs. Thus far, NIC has been responsible for all facility maintenance and leasehold improvement costs. Tebo’s Assets Condition Assessment has identified substantial repairs required within the next three years including roofing, natural gas distribution system, multiple exhaust systems, HVAC systems (including fume extraction and dust collectors), and electrical distribution systems. The roof is beyond repair and there is risk that further leaks will cause damage to the shops below if not replaced.

If the project is not funded there is concern that leaking will increase and cause interruptions in programming and further damage to property.

**Strategic Alignment**

Institution Priorities	Government Priorities
<p>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</p> <ul style="list-style-type: none"> <li>• The project supports with the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (<i>BUILD 2026 Strategic Plan, measurable 3.1</i>). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (<i>Widening Our Doorways Academic Plan, measurable #2</i>)</li> <li>• The project also aligns with NIC’s commitment to reduce greenhouse gas emissions. (<i>Widening Our Doorways Academic Plan measurable 7, and BUILD 2026 Strategic Plan, measurable 8</i>)</li> </ul>	<p>Describe alignment to key government priorities (as applicable).</p> <ul style="list-style-type: none"> <li>• This project supports BC’s Climate Action Plan by developing safe multi-modal pathways so students, employees and visitors can choose commuting options that are good for their health and reduce their carbon footprint.</li> <li>• This project will provide employment opportunities in the local labour market</li> </ul>

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$800,000	\$800,000	\$

**Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on recent conversations with contractors in the area.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** N/A

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	July 2025	October 2025

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	April 2025
Procurement	Spring 2025
Construction begins	Summer 2025
Construction complete	Fall 2025

Project Overview																	
Institution	Campus	Category	Priority in Category	Program Type													
NIC	Multi-Campus	Routine Capital	3 of 6	Public Safety / Security													
Project Title																	
Multi-Campus Security Camera Infrastructure																	
Brief Project Description																	
This project includes design, purchasing and installing security cameras at all NIC campuses, starting with the Comox Valley.																	
Project Definition																	
Project Scope																	
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>This project will include:</p> <ol style="list-style-type: none"> <li>1. Designing, purchasing, and installing a scalable security camera system which can integrate with NIC’s current security and IT infrastructure (alarms, access controls, etc.) and the in-coming Student Housing security system.</li> <li>2. Purchasing and installing security cameras at all NIC’s campuses in Comox Valley, Campbell River, Port Alberni (Roger Street and Tebo), and Port Hardy.</li> </ol> <p>The \$1.9M estimate includes conduit, cabling, materials, installation training and permits at all locations.</p>																	
Project Objectives																	
<p><b>Problem/Opportunity:</b> <i>Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</i></p> <p>NIC is committed to providing a safe and healthy workplace to its employees, students contractors and visitors. The College has identified the urgent need to install security cameras at all its campuses to prevent and detect incidents on campuses. NIC has acquired a class D budget estimate, with the following cost breakdown per campus:</p> <table border="1" data-bbox="354 1276 1227 1444"> <thead> <tr> <th>Location</th> <th>Cost</th> <th>Implementation</th> </tr> </thead> <tbody> <tr> <td>Comox Valley</td> <td>\$1,100,000</td> <td>Summer 2025</td> </tr> <tr> <td>Campbell River</td> <td>\$400,000</td> <td rowspan="3">Summer 2026</td> </tr> <tr> <td>Port Alberni</td> <td>\$300,000</td> </tr> <tr> <td>Port Hardy</td> <td>\$100,000</td> </tr> </tbody> </table> <p>This estimate includes conduit, cabling, materials, installation training and permits at all locations. NIC has initiated planning discussions regarding security operational needs at all campuses and is aligning these plans with the new housing project currently under construction at the Comox Valley campus and due to open in Fall 2025. Over the last year, NIC has completed a policy to support the installation of security cameras at all of its campuses. Security cameras would be installed at the Comox Valley campus first to support student housing and then at the other campuses the following year.</p> <p><b>Project Objectives:</b> <i>Outline key objectives</i></p> <p>The overall objective is to increase the safety and security of all NIC campuses through the following:</p> <ol style="list-style-type: none"> <li>1. Install security cameras to proactively deter criminal activity and safety incidents</li> <li>2. Build an effective security program to reduce NIC’s risk profile and operate in alignment with other BC PSIs</li> <li>3. Choose a security platform that is compatible with NIC current IT infrastructure and with security cameras being installed in NIC’s first Student and Family housing buildings (opening in Fall 2025).</li> <li>4. Select a system which is scalable and flexible to adapt to future growth and changing needs</li> </ol>					Location	Cost	Implementation	Comox Valley	\$1,100,000	Summer 2025	Campbell River	\$400,000	Summer 2026	Port Alberni	\$300,000	Port Hardy	\$100,000
Location	Cost	Implementation															
Comox Valley	\$1,100,000	Summer 2025															
Campbell River	\$400,000	Summer 2026															
Port Alberni	\$300,000																
Port Hardy	\$100,000																
Key Risks																	

Project Risk(s)	Proposed Mitigation Strategy
Some employees and/or students may not feel comfortable being monitored by video surveillance.	NIC will ensure that security cameras are not installed in any sensitive spaces and will develop a fulsome policy addressing privacy legislation, locations, access, and data storage prior to installation.
Delay in funding approval may lead to cost escalation for materials and labour. <b>If delayed, cost escalation is likely to occur as efforts are duplicated first for housing and then later for a campus wide program.</b>	NIC will work with the design build team and consultants to design and plan a system for housing that works in alignment with future campus wide security program needs.
<b>Options Considered</b>	
<p><i>List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).</i></p> <ol style="list-style-type: none"> <li><i>Do Nothing (status quo):</i> NIC currently does not have any video surveillance systems and could continue in this manner. However, over the years there have been multiple requests for video surveillance in response to safety incidents on campus. The new Student Housing Commons project and a recent fire at the Comox Valley campus has <i>significantly</i> escalated the priority for a security program infrastructure.</li> <li><i>Purchase and install a Security Platform and Cameras:</i> This option is preferred to prevent criminal activity on campus, support the overall safety of all users and to work support work with police and insurance following incidents on campus.</li> </ol>	
<b>Current Situation</b>	
<p><i>Describe the current situation including:</i></p> <ul style="list-style-type: none"> <li><i>Number of FTEs and programs currently accommodated.</i></li> <li><i>Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).</i></li> <li><i>Impact if project not funded.</i></li> </ul> <p>This project involves acquiring infrastructure to support a security program at NIC. In October 2017, the North Island Hospital opened directly adjacent to NIC. This along with increase development and population in the area has increased the number of safety related incidents on campus. One such incident, a fire in June 2023, has significantly escalated the need for a fully integrated security program to support safety at all campuses.</p> <p>At this time, NIC has access control systems, alarm systems and a security guard that monitors the Comox Valley campus in the evenings but does not currently have security cameras at any of its campuses. In Fall 2025, NIC will open it's first Student and Family Housing at the Comox Valley campus which will increase the need for a fulsome security program that runs 24/7. <b>The timing of this security project is integral to effectively work with the system being added to the housing project.</b></p> <p>This project will include:</p> <ol style="list-style-type: none"> <li>Designing, purchasing, and installing a scalable security camera system which can integrate with NIC's current security and IT infrastructure (alarms, access controls, etc) and the in-coming Student Housing security cameras.</li> <li>Purchasing and installing security cameras, first at the Comox Valley campus, and at Campbell River, Port Alberni (Roger Street and Tebo), and Port Hardy the following year.</li> </ol> <p><b>If this project is not funded:</b></p> <ul style="list-style-type: none"> <li>The risk profile of the college will continue as is and police, staff and student will continue to request more action to support safety and security on campus</li> <li><b>The opportunity to optimize integration between student housing and campus wide security program will be lost</b></li> </ul>	
<b>Strategic Alignment</b>	
<b>Institution Priorities</b>	<b>Government Priorities</b>

<p><i>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</i></p> <ul style="list-style-type: none"> <li>The project supports with the College’s commitment to provide safe physical environments for employees and the students we serve (<i>BUILD 2026 Strategic Plan, measurable 1.1</i>)</li> <li>The project supports with the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (<i>BUILD 2026 Strategic Plan, measurable 3.1</i>). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (<i>Widening Our Doorways Academic Plan, measurable #2</i>)</li> </ul>	<p><i>Describe alignment to key government priorities (as applicable).</i></p> <ul style="list-style-type: none"> <li>This project aligns with the Ministry of PSFS’s commitment towards ensuring safe and security of post-secondary institutions across BC</li> </ul>
--	---

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$1,900,000	\$1,900,000	

**Level and Year of Cost Estimate:** A Class D cost estimate was obtained in 2024.

**Operating Funding Assumptions:** Operating funding is including in base line operating expenses for housing and for the college.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	June 2025	December 2026

**Key Timing Assumptions:** *Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.*

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Planning and Design	Fall 2024
Ministry communicates notional project approval	April 2025
Procurement	May 2025
Construction/Installation begins at CV campus	Summer 2025
Construction/Installation begins at other campuses	Winter 2026
Construction/Installation complete	End of 2026

Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<b>2025</b>				<b>2026</b>			
<i>Winter: Jan - Mar</i>	<i>Spring: April-Jun</i>	<i>Summer: Jul-Sep</i>	<i>Fall: Oct-Dec</i>	<i>Winter</i>	<i>Spring</i>	<i>Summer</i>	<i>Fall</i>
Design & Planning CV	Notional Approval	Installation		Design & Planning other campuses		Installation	

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
NIC	Port Alberni	Carbon Neutral Capital Programs	1 of 1	Other
Project Title				
Port Alberni Heat Pump Project				
Brief Project Description				
Purchase and install two heat pumps in Port Alberni's Roger Street campus building.				
Project Definition				
Project Scope				
<p><i>Briefly describe the program(s) and number of FTE(s) that will be supported by this proposed project. Provide clear succinct language describing the project scope (including any renewal, replacement or expansion aspects).</i></p> <p>This project will install heat pumps in the north and south wings of the Port Alberni Campus (located on Roger Street). This facility has an FCI rating of 0.45 and is approximately 3,928 m<sup>2</sup>.</p> <p>In 2022/2023 there were approximately 184 FTEs attending NIC courses and programs at the Port Alberni campus. Programs offered at this campus include: health and human services programs, university studies courses, culinary training.</p> <p>Currently many vendors are noting long lead times in procuring equipment and machinery due to supply chain delays. The project timeline has been adjusted to allow one year for the heat pumps to arrive on site.</p>				
				
Project Objectives				
<p><b>Problem/Opportunity:</b> <i>Describe the problem, opportunity or need that this project is intended to address, including labour market demand.</i></p> <p>This project will add heat pumps the north and south wings of the Port Alberni Campus. There is currently no cooling system in the north and south wings of this campus and with increasingly hot summers, an energy efficient, climate resilient system is urgently needed. To address cooling needs and support the campus' overall greenhouse gas reduction targets, the building's current boilers will act only as a back up heating system, while the energy efficient heat pumps will provide the overall heating and cooling in these two wings.</p> <p><b>Project Objectives:</b> <i>Outline key objectives</i></p> <ol style="list-style-type: none"> <li>1. Add a much-needed cooling system to the north and south wings of the Port Alberni campus.</li> <li>2. Reduce greenhouse gas emissions by replacing two boilers with energy efficient heat pumps.</li> </ol>				
Key Risks				
Project Risk(s)			Proposed Mitigation Strategy	

Delays in funding and rising temperatures may impact operations that the Port Alberni campus	Explore grant opportunities for alternative funding options.
Delays due to limited availability of contractors, equipment and/or labour.	Reach out to potential contractors to assess options, begin initial research and planning, and, if possible, schedule the installation pending funding

**Options Considered**

List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).

1. *Do nothing (Status Quo):* The college can continue as usual; however, the urgency for cooling in these wings will continue to grow as temperatures continue to rise and will impact NIC’s ability to reach its greenhouse gas emissions reduction targets.
2. *Add cooling condenser and keep boilers for heat:* This is a lower cost option, but it is not the most energy efficient option and it is not in line with the College’s commitment to reduce greenhouse gas emissions.
3. *Install heat pumps:* This will address the campus’ heating and cooling needs while offering an energy efficient alternative that reduces the building’s greenhouse gas emissions.

**Current Situation**

Describe the current situation including:

- Number of FTEs and programs currently accommodated.
- Current infrastructure condition (e.g., facility condition index (FCI), if the project involves replacement or renewal of an existing asset).
- Impact if project not funded.

This project will install heat pumps in the north and south wings of the Port Alberni main campus (located on Roger Street). The building’s central wing currently has a heat pump to support that wing’s heating and cooling requirements; however, the north and south wings have boilers for heating with no cooling option.

The facility is 29 years old, has an FCI rating of 0.45 and is approximately 3,928 m<sup>2</sup>. In 2022/2023 there were approximately 184 FTEs attending NIC courses and programs at this location. Programs offered at this campus include health and human services programs, university studies courses, culinary training.

The Alberni Valley, where this building is located, is one of the warmest regions on Vancouver Island, creating uncomfortable learning environment for users during the hot summer months. As we see increasingly hot summers, an energy efficient, climate resilient system is urgently needed. To address cooling needs and support the campus’ overall greenhouse gas reduction targets, the building’s current boilers will act only as a back up heating system, while the energy efficient heat pumps will provide the overall heating and cooling in these two wings.

**Strategic Alignment**

Institution Priorities	Government Priorities
<p>Describe how the project aligns with institutional priorities (e.g., mission statement, master planning, etc.)</p> <ul style="list-style-type: none"> <li>• The project supports with the College’s commitment to increase student well-being by improving the learning spaces and fostering better access to services (BUILD 2026 Strategic Plan, measurable 3.1). This is also mirrored in the College’s commitment to enhance student learning spaces via its campuses and centres (Widening Our Doorways Academic Plan, measurable #2)</li> <li>• The project also aligns with NIC’s commitment to reduce greenhouse gas emissions. (Widening Our Doorways</li> </ul>	<p>Describe alignment to key government priorities (as applicable).</p> <ul style="list-style-type: none"> <li>• This project will provide employment opportunities in the local labour market</li> <li>• This project supports BC Climate Action Plan by adding energy efficient heat pumps and minimizing NIC’s carbon footprint</li> </ul>

Academic Plan measurable 7, and BUILD 2026 Strategic Plan, measurable 8)	
--	--

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$600,000	\$600,000	\$

**Level and Year of Cost Estimate:** This is a notional cost estimate that has been adjusted based on current cost escalations seen on routine capital projects in the region.

**Capital Funding Assumptions:** N/A

**Operating Funding Assumptions:** N/A

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	August 2026	October 2026

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

PROJECT ACTIVITY	PROJECT SCHEDULE- completed by...
Ministry communicates notional project approval	April 2025
Planning and Design	June 2025
Invitation to Tender	August 2025
Equipment arrives	July 2026
Construction/Installation begins	August 2026
Construction/ Installation complete	October 2026



## BOARD OF GOVERNORS – ACTION SHEET

October 3, 2024

Agenda #: 4.2.3

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**Agenda Item:** 1<sup>st</sup> Quarter 24-25 Financial Statements (attachment)

**Action Required:** For Information

**Draft Motion/  
Recommendation:** Not Applicable

### Background/History/Executive summary:

Each quarter North Island College prepares a set of financial statements in the same format as the year-end audited financial statements (excluding the notes). The 1<sup>st</sup> Quarter statements for fiscal 2024/25 were reviewed at the Finance and Audit committee on September 13, 2024. The committee recommended that the statements come forward to the next Board meeting.

The first 3 months of the fiscal year are a time when revenues are lagging due to the cyclical nature of NIC's operations. This generally drives a deficit in the 1<sup>st</sup> Quarter, which is what we are seeing this year. The deficit of \$1.070 million is down by \$0.125 million from the 1<sup>st</sup> quarter of last year.

While projected tuition revenues are expected to be down this year due to a reduced number of International students, NIC is still on pace to balance the budget by year end.

### Policy analysis/strategic priority:

Providing regular updates on NIC's budget and finances is a Foundational element in BUILD 2026.

### Attachments:

1. 1<sup>st</sup> Quarter 24/25 financial statements.

### Action: For Information

**NORTH ISLAND COLLEGE  
FINANCIAL STATEMENTS  
For the three months ended June 30, 2024 and 2023**

**North Island College**  
**Index to the Financial Statements**  
**For the three months ended June 30, 2024 and 2023**

	<u>Page</u>
<b>FINANCIAL STATEMENTS</b>	
Statement of Financial Position	<b>1</b>
Statement of Operations and Accumulated Surplus	<b>2</b>
Statement of Remeasurement Gains and Losses	<b>3</b>
Statement of Cash Flows	<b>4</b>
Statement of Changes in Net Financial Assets (Net Debt)	<b>5</b>
Schedule 1 - Schedule of Expenses by Object	<b>6</b>

**North Island College**  
**Statement of Financial Position**  
**As at June 30, 2024 and 2023**

	<b>June 2024</b>	<b>June 2023</b>
<b>Financial assets</b>		
Cash and cash equivalents	\$ 8,089,034	\$ 7,817,300
Accounts receivable	1,396,668	1,104,049
Due from government organizations	938,580	434,545
Inventories held for resale	491,001	421,776
Portfolio investments	<u>19,715,975</u>	<u>17,558,666</u>
	30,631,258	27,336,336
 <b>Liabilities</b>		
Accounts payable and accrued liabilities	16,244,895	12,281,039
Due to government organizations	260,522	736,624
Employee future benefits	487,447	473,605
Leasehold inducements	-	-
Deferred revenue	1,085,885	2,181,757
Deferred contributions	13,961,406	14,099,539
Deferred capital contributions	<u>61,778,131</u>	<u>44,157,020</u>
	93,818,286	73,929,584
 Net financial assets (net debt)	(63,187,028)	(46,593,248)
 <b>Non-financial assets</b>		
Tangible capital assets	68,399,481	50,330,622
Prepaid expenses	<u>-</u>	<u>51,374</u>
	68,399,481	50,381,996
 <b>Accumulated surplus</b>	<b><u>\$ 5,212,453</u></b>	<b><u>\$ 3,788,748</u></b>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 3,750,587	\$ 3,547,675
Accumulated remeasurement gains (losses)	<u>1,461,866</u>	<u>241,073</u>
	<b><u>\$ 5,212,453</u></b>	<b><u>\$ 3,788,746</u></b>

**North Island College**  
**Statement of Operations and Accumulated Surplus**  
**For the three months ended June 30, 2024 and 2023**

	Budget 2025	% of Budget	June 2024	June 2023
<b>Revenue</b>				
Province of British Columbia				
Base Operating grant	\$ 36,093,094	21	\$ 7,733,851	\$ 6,355,945
Industry Training Authority grant	2,947,660	24	700,560	759,282
Routine capital	191,184	30	57,468	-
Leases	306,975	35	107,499	80,880
Aboriginal service plan	250,000	14	34,063	31,233
Literacy grants	273,000	89	243,405	-
Student aid	673,400	86	582,222	19,617
Educational partnerships	914,000	68	624,167	113,545
Province of BC contracts	<u>465,000</u>	5	<u>25,500</u>	<u>158,551</u>
	42,114,313	24	10,108,735	7,519,053
Government of Canada	1,443,642	8	115,528	168,136
Tuition and student fees	15,777,923	27	4,327,593	3,459,758
Contract services	1,891,287	15	283,583	357,278
Sales of goods and services	1,056,000	16	165,812	177,858
Investment income	707,889	23	163,704	217,949
Realized gain(loss) from investments	50,000	20	10,044	-
Other income	1,014,568	53	539,182	362,605
Revenue recognized from deferred capital contributions	<u>3,577,428</u>	17	<u>591,244</u>	<u>853,185</u>
	67,633,050	24	16,305,425	13,115,822
<b>Expenses (Schedule 1)</b>				
Instructional and non-sponsored research	63,396,969	25	15,903,195	13,695,794
Ancillary services	1,244,050	24	302,650	193,023
Sponsored research	1,501,835	9	142,620	183,837
Special purpose	<u>1,490,196</u>	69	<u>1,027,241</u>	<u>237,824</u>
	67,633,050	26	17,375,706	14,310,478
<b>Deficit for the year</b>	-		<b>(1,070,281)</b>	<b>(1,194,656)</b>
Accumulated surplus, beginning of period	<u>4,820,868</u>		<u>4,820,868</u>	<u>4,742,331</u>
<b>Accumulated surplus, end of period</b>	<b><u>\$ 4,820,868</u></b>		<b><u>\$ 3,750,587</u></b>	<b><u>\$ 3,547,675</u></b>

**North Island College**  
**Statement of Remeasurement Gains and Losses**  
**For the three months ended June 30, 2024 and 2023**

	<b>June 2024</b>	<b>June 2023</b>
Accumulated remeasurement gains, beginning of period	\$ 1,236,806	\$ 270,478
Unrealized gains (losses) attributed to:		
Pooled funds	235,104	(29,405)
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(10,044)</u>	<u>-</u>
Remeasurement gains(losses) for the period	225,060	(29,405)
<b>Accumulated remeasurement gains (losses), end of period</b>	<b><u>\$ 1,461,866</u></b>	<b><u>\$ 241,073</u></b>

**North Island College**  
**Statement of Cash Flows**  
For the three months ended June 30, 2024 and 2023

	<b>June 2024</b>	<b>June 2023</b>
<b>Cash provided by (used in):</b>		
<b>Operations</b>		
(Deficit) surplus for the period	\$ (1,070,281)	\$ (1,194,656)
Items not involving cash:		
Amortization of tangible capital assets	761,959	1,030,631
Revenue recognized from deferred capital contributions	(591,244)	(853,185)
Change in employee future benefits	-	-
Gain on sale of tangible capital assets	-	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	276,789	(342,796)
Decrease (increase) in due from government organizations	3,096,434	2,076,373
Decrease (increase) in prepaid expenses	398,658	148,859
Decrease (increase) in inventories held for resale	(78,962)	48,341
Increase (decrease) in accounts payable and accrued liabilities	741,278	(689,493)
Increase (decrease) in due to government organizations	(702,139)	62,037
Increase (decrease) in deferred revenue	(1,843,312)	(716,632)
Increase in non-capital contributions	<u>150,109</u>	<u>3,381</u>
Net change in cash from operating activities	2,209,570	767,516
<b>Capital activities</b>		
Cash used to acquire tangible capital assets	(5,785,360)	(1,255,884)
Increase in deferred capital contributions	<u>7,854,162</u>	<u>2,552,050</u>
Net change in cash from capital activities	2,068,802	1,296,166
<b>Investing activities</b>		
Decrease (increase) in investments	(351,447)	(89,637)
Net remeasurement gains (losses)	<u>225,060</u>	<u>(29,405)</u>
Net change in cash from investing activities	(126,387)	(119,042)
<b>Net change in cash and cash equivalents</b>	<b>3,081,704</b>	<b>749,984</b>
Cash and cash equivalents, beginning of period	<u>5,007,331</u>	<u>7,067,317</u>
Cash and cash equivalents, end of period	<u>\$ 8,089,034</u>	<u>\$ 7,817,300</u>

**North Island College**  
**Statement of Changes in Net Financial Assets (Net Debt)**  
For the three months ended June 30, 2024 and 2023

	<b>Budget 2025</b>	<b>June 2024</b>	<b>June 2023</b>
(Deficit) surplus for the year	\$ -	\$ (1,070,281)	\$ (1,194,656)
Acquisition of tangible capital assets	-	(5,785,360)	(1,255,884)
Amortization of tangible capital assets	4,090,497	761,959	1,030,631
Gain on sale of tangible capital assets	-	-	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>-</u>
	4,090,497	(5,023,401)	(225,253)
Acquisition of prepaid expenses	-	-	(12,507)
Use of prepaid expenses	<u>-</u>	<u>398,658</u>	<u>161,367</u>
	-	398,658	148,860
Net remeasurement gains (losses)	-	225,060	(29,405)
<b>Change in net financial assets (net debt)</b>	<b>4,090,497</b>	<b>(5,469,964)</b>	<b>(1,300,454)</b>
Net debt, beginning of period	<u>(57,717,064)</u>	<u>(57,717,064)</u>	<u>(45,292,794)</u>
Net debt, end of period	<u>\$ (53,626,567)</u>	<u>\$ (63,187,028)</u>	<u>\$ (46,593,248)</u>

**North Island College**  
**Schedule 1 - Schedule of Expenses by Object**  
**For the three months ended June 30, 2024 and 2023**

<b>Expenses</b>	<b>Budget 2025</b>	<b>% of Budget</b>	<b>June 2024</b>	<b>June 2023</b>
Salaries and benefits	\$ 49,956,009	24	\$ 11,801,520	\$ 9,403,243
Other personnel costs	987,549	29	290,154	420,404
Advertising and promotion	939,448	21	200,617	171,217
Books and periodicals	224,854	31	69,023	85,032
Cost of goods sold	682,000	24	162,352	76,565
Equipment costs	1,718,565	68	1,177,134	756,923
Facility costs	2,537,521	37	931,185	751,341
Financial service charges	246,502	15	37,182	35,115
General fees and services	2,422,437	11	256,531	360,616
Student awards	1,319,080	55	724,380	242,574
Supplies and general expenses	1,355,690	21	280,208	450,000
Travel	942,002	36	337,600	526,817
Grant transfers	210,896	144	303,361	-
Donations to NIC Foundation	-	-	42,500	-
Amortization of tangible capital assets	<u>4,090,497</u>	19	<u>761,959</u>	<u>1,030,631</u>
	<u>\$ 67,633,050</u>	26	<u>\$ 17,375,706</u>	<u>\$ 14,310,478</u>



# BOARD OF GOVERNORS – ACTION SHEET

October 3, 2024

Agenda #: 4.3.1

*Working together, North Island College builds healthy and thriving communities, one student at a time.*

**Agenda Item:**

2024/25 Fiscal Year Credit Enrolment Report  
(at Fall Term Stable Enrolment Date)

**Action Required:**

For Information

**Draft Motion/  
Recommendation:**

Not Applicable

**Background/History/Executive summary:**

The fiscal year credit enrolment reports capture enrolment in credit courses at the fall term stable enrolment date and provide a point-in-time comparison with enrolment during the same period in the previous year. The fiscal year is inclusive of spring, summer, fall and winter terms, and the reports include credit enrolment for all terms at the reporting date(s).

“Appendix 1 – Enrolment Overview” provides a comparison of enrolment at September 12, 2024 with September 14, 2023, the respective fall term stable enrolment dates for those years. Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC. Student headcount is reported irrespective of the number of course registrations; therefore, it is not equivalent to full-time equivalent enrolment (FTE), which is calculated on course registrations per Ministry guidelines.

**Policy analysis/strategic priority:**

Aligned with *BUILD 2026* strategic priorities:

- 7.3 Transparency and Accountability
- 2.4 Integrated Enrolment

**Attachments:**

N/A

**Action:**

For the Board’s information.

## Appendix 1 – Enrolment Overview

Tables 1 and 2 below provide an overview of student headcount for the 2024/25 fiscal year at the 2024 fall term stable enrolment date. The percentage change from last year at the same point in the enrolment cycle (i.e., last year's fall term stable enrolment date) is also provided.

Table 1 shows that a total of 3,422 students were enrolled in the 2024/25 fiscal year at the fall term stable enrolment date, including 2,689 domestic students and 733 international students.

Compared with last year:

- total headcount is lower by 55 students (2%),
- domestic student headcount is lower by 127 students (5%), and
- international student headcount is higher by 72 students (11%).

It is important to be aware of external environmental factors affecting enrolment at the 2024 fall stable enrolment date and their potential impact for the remainder of the 2024/25 fiscal year.

Key factors include:

1. domestic student one-time-funded program timing - as determined by available funding - has resulted in lower domestic student enrolment compared with last year and will likely continue to do so; and
2. shifting federal government policy constraints for international students that are expected to lead to fewer new international students enrolling in winter term.

As mentioned above, the 5% decline in domestic student headcount shown in Table 1 (which is driving the 2% decline in total headcount) is primarily due to differences in the timing of one-time funded program intakes this year versus last year. Although we are almost halfway through the fiscal year at the fall term stable enrolment date, the academic year intake cycle, which begins in September, has just started and it is typical for NIC's one-time funded program intakes to start off-cycle (i.e., later in fall, winter or spring term). This year, although NIC's Faculty of Trades & Technology (TTC), Continuing Education & Training Department (CET) and Office of Indigenous Education (OIE) currently have 21 confirmed intakes planned for the 2024/25 fiscal year, only two have started at the fall term stable enrolment date. The remaining intakes will start later in the fiscal year and most have no enrolment on the system at this time. Last year, 19 one-time funded intakes had already started, and this is what has contributed to the 37% decline in CET shown in Table 2.

It is also noteworthy that the timing of key one-time funding envelopes has shifted this year. This has not only impacted the start dates of NIC's one-time program offerings in TTC, CET and OIE but also the quantity (or capacity). Consequently, while enrolment in these offerings is expected to grow from this point to the end of the fiscal year, overall headcount will likely be lower than last year. Nonetheless, TTC, CET and OIE continue to continue to work with First Nations, local communities and partner BC public post-secondary institutions (PSIs) on education and training opportunities for launch later this year if funding becomes available. A more robust fiscal-year forecast for these areas will be available at the 2025 winter term stable enrolment date.

Waning international student demand, changing federal policy, and federal government study permit approval delays are a common concern for virtually all BC public PSIs. As shown in Table 1, NIC's international student enrolment is strong at the 2024 fall term stable enrolment date (up 11%) but this is due to carryover momentum from last year's relatively large winter intake of new students who are continuing in their programs this fall. Given that this year's winter intake of new students is expected to be smaller than last year's, by the end of the fiscal year we could see comparatively lower international student numbers. With this in mind, it is important to note that last year was a record-high comparator with the highest number of international students enrolled in NIC's history: 778 students or 605 FTEs with FTEs up 48% from the previous year.

**Table 1 – 2024/25 FY Headcount by Student Type at 2024 Fall Term Stable Enrolment Date**

Student Type	2024/25 Fiscal Year Headcount (at September 12th)	% Change from Last Year (2023/24)
Domestic Students	2,689	-5%
International Students	733	+11%
Total	3,422	-2%

**Table 2 – 2024/25 FY Headcount by Instructional Area at 2024 Fall Term Stable Enrolment Date**

Instructional Area *	2024/25 Fiscal Year Headcount (at September 12th)	% Change from Last Year (2023/24)
Indigenous Education	393	+19%
University Studies & Applied Programs	1,663	+2%
Health & Community Care	698	+8%
Trades & Technology	255	+5%
Apprenticeship Training	434	-6%
Adult Upgrading	352	0%
Continuing Education & Training	209	-37%
Total (Unduplicated Headcount)	3,422	-2%

\* Note that Total (Unduplicated Headcount) will not equal the sum of Instructional Area headcounts as students may be enrolled in more than one instructional area in a given fiscal year.

## Report to Board of Governors from Education Council Chair

October 3, 2024, Comox Valley

**Report Prepared by:** Education Council Chair, Aisling Brady

### EDUCATION COUNCIL BUSINESS

There have been no Education Council meetings (therefore no new curriculum items or educational policies) since the last Board of Governors meeting, held on June 24, 2024.

The following new members have been elected to Education Council:

- FACULTY, CURRICULUM COMMITTEE CHAIR – Jennifer Fallis Starhunter (renewed term for chair and faculty roles)
- FACULTY, PLANNING AND STANDARDS COMMITTEE CHAIR – Judith Marriott (renewed term for faculty role, continuing term as chair)
- FACULTY – Sheenagh Snell
- FACULTY (still one vacant position)
- SUPPORT STAFF – Paris Gaudet
- STUDENT – Arsh Chaudhary
- STUDENT – Katrina Corporal
- STUDENT – Precious Mvumira
- STUDENT – Takia Islam

Our current schedule for Education Council meetings is:

- October 18, 2024
- November 15, 2024
- December 13, 2024
- February 7, 2025
- March 7, 2025
- April 4, 2025
- May 9, 2025
- June 6, 2025

### CHAIR DUTIES & MEETINGS:

I am developing an onboarding and information Brightspace site for Education Council members.

# NIC Board of Governor's 2024/2025 Workplan

**MISSION** Working together, NIC builds healthy and thriving communities, one student at a time.

**VISION** By 2026, NIC will deliver BC's best individualized education and training experience.



**COMOX VALLEY**

**CAMPBELL RIVER**

**CAMPBELL RIVER**

**PORT ALBERNI**

**PARKSVILLE (TBD)**

**MIXALAKWILA**

**COMOX VALLEY**

**BOARD DEVELOPMENT & EDUCATION**

- Joint meeting with NIC Foundation (TBC)

**BOARD BUSINESS**

- *Officer Elections*
- Standing Committee Reports
- New Appointed Member Oaths

**ORGANIZATIONAL PERFORMANCE**

- Fiscal Year 24/25 Enrolment Report

**FIDUCIARY**

- *Statement of Financial Information (SOFI)*
- Q1 Financial Statements
- Q2 Financial Forecast

**CAMPUS/CENTRE DEVELOPMENT**

- *5-Year Capital Plan Priorities*

**BOARD DEVELOPMENT & EDUCATION**

- Board Strategic Session

**BOARD BUSINESS**

- *Committee Appointments*
- New Elected Member Oaths

**BOARD DEVELOPMENT & EDUCATION**

- Topic TBD

**BOARD BUSINESS**

- Standing Committee Reports
- *Campbell River Student Housing Business Case*
- *Bylaws 4 & 6: Tuition and Fees*

**FIDUCIARY**

- Q2 Financial Statements
- Q3 Financial Forecast

**BOARD DEVELOPMENT & EDUCATION**

- Topic TBD

**BOARD BUSINESS**

- Standing Committee Reports
- Risk Register Review
- Triennial Bylaw & Policy Review

**ORGANIZATIONAL PERFORMANCE**

- *BUILD 2026* Dashboard Review
- Fiscal Year Enrolment Report

**FIDUCIARY**

- Q3 Financial Statements
- Q4 Financial Forecast

**BOARD DEVELOPMENT & EDUCATION**

- Fiscal Year Draft Budget Presentation

**BOARD BUSINESS**

- Joint meeting with Indigenous Education Council

**BOARD DEVELOPMENT & EDUCATION**

- Topic TBD

**BOARD BUSINESS**

- Standing Committee Reports
- *Board Workplan 2025/26*
- *Mandate Letter, if received*

**FIDUCIARY**

- *Budget 2025/26*

**STUDENT ASSOC. FEES**

- *Direct institution to collect fees*

**BOARD DEVELOPMENT & EDUCATION**

- Topic TBD

**BOARD BUSINESS**

- Standing Committee Reports
- *2024/25 Institutional Accountability Plan & Report*
- *Annual Report on President's objectives/goals 2024/25*
- *President's objectives/goals 2025/26*

**ORGANIZATIONAL PERFORMANCE**

- *BUILD 2026 Updates and Dashboard Review*
- *2024/25 Full-time Equivalent Enrolment Report*

**FIDUCIARY**

- *2024/25 Audited Financial Statements*

Items in this font and italicized require Board approval

**ONGOING AS REQUIRED**

<p><b>ORGANIZATIONAL PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>• <i>Strategic Plan Approval/Updates</i></li> </ul> <p><b>PROGRAMMING</b></p> <ul style="list-style-type: none"> <li>• <i>Credential Approval</i></li> <li>• <i>Program Cancellation</i></li> </ul>	<p><b>FIDUCIARY</b></p> <ul style="list-style-type: none"> <li>• <i>New Programming Tuition and Fees</i></li> </ul> <p><b>CAMPUS/CENTRE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• <i>Lease Approval</i></li> <li>• <i>Land Sale</i></li> </ul>	<p><b>EMPLOYEES</b></p> <ul style="list-style-type: none"> <li>• <i>Collective Agreement Ratification</i></li> </ul>
---	---	--

	September 2024	October 2024	November 2024	Dec 2024/Jan 2025Feb	February 2025	Mar/Apr 2025	May/June 2025
<b>Board Committee Meetings to be held virtually and/or in the Komoux Hall Boardroom (venue and dates are subject to change)</b>							
<b>Executive</b>	<b>Sep 12</b> 10:30am	<b>Oct 10</b> 10:30am	<b>* Nov 25 (TBC)</b> 10:30am	<b>Jan 23</b> 10:30am	<b>Feb 27</b> 10:30am	<b>Apr 10</b> 10:30am	<b>Jun 5</b> 10:30am
<b>Governance &amp; Board Development</b>	<b>Sep 12</b> 9am	<b>Oct 10</b> 9am	<b>* Nov 25 (TBC)</b> 9am	<b>Jan 23</b> 9am	<b>Feb 27</b> 9am	<b>Apr 10</b> 9am	<b>Jun 5</b> 9am
<b>Finance &amp; Audit</b>	<b>Sep 13</b> 3pm		<b>Nov 22</b> 3pm	<b>Jan 24</b> 3pm		<b>Apr 11</b> 3pm	<b>Jun 6</b> 3pm
<b>Community Engagement Events (optional)</b>							
			<b>Nov 1</b> <b>Location (TBD)</b> West Coast Community Engagement Lunch	<b>Dec 5</b> <b>Campbell River</b> Campbell River Holiday Lunch	<b>Feb 6</b> <b>Port Alberni</b> Port Alberni Community Engagement Lunch		<b>May 1</b> <b>Port Hardy</b> North Island Community Engagement Lunch
<b>NIC College Engagement Events (optional)</b>							
	<b>Sep 3</b> <b>Campbell River</b> Student Orientation	<b>Oct 8</b> <b>Port Alberni</b> NISU/LT Student Celebration Lunch					<b>May 30</b> <b>Location TBA</b> Employee Recognition Event
	<b>Sep 5</b> <b>Comox Valley</b> Student Orientation	<b>Oct 9</b> <b>Campbell River</b> NISU/LT Student Celebration Lunch					<b>Jun (dates TBA)</b> <b>Multiple locations</b> Convocation
	<b>Sep 17</b> <b>Port Alberni</b> Student Orientation	<b>Oct 10</b> <b>Comox Valley</b> NISU/LT Student Celebration Lunch					

# BUILD



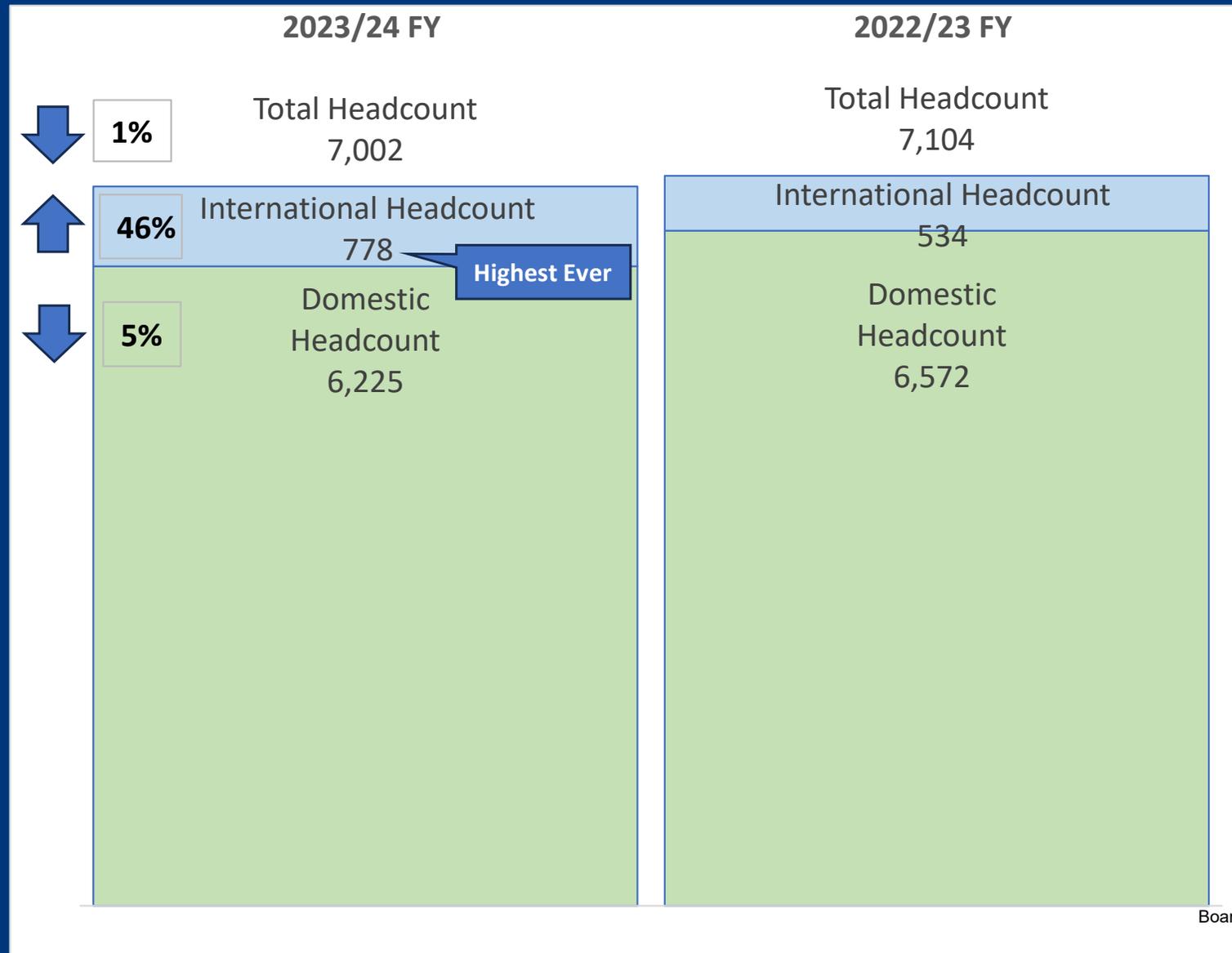
STRATEGIC PLAN AND YEAR 3 DASHBOARD

NORTH ISLAND COLLEGE

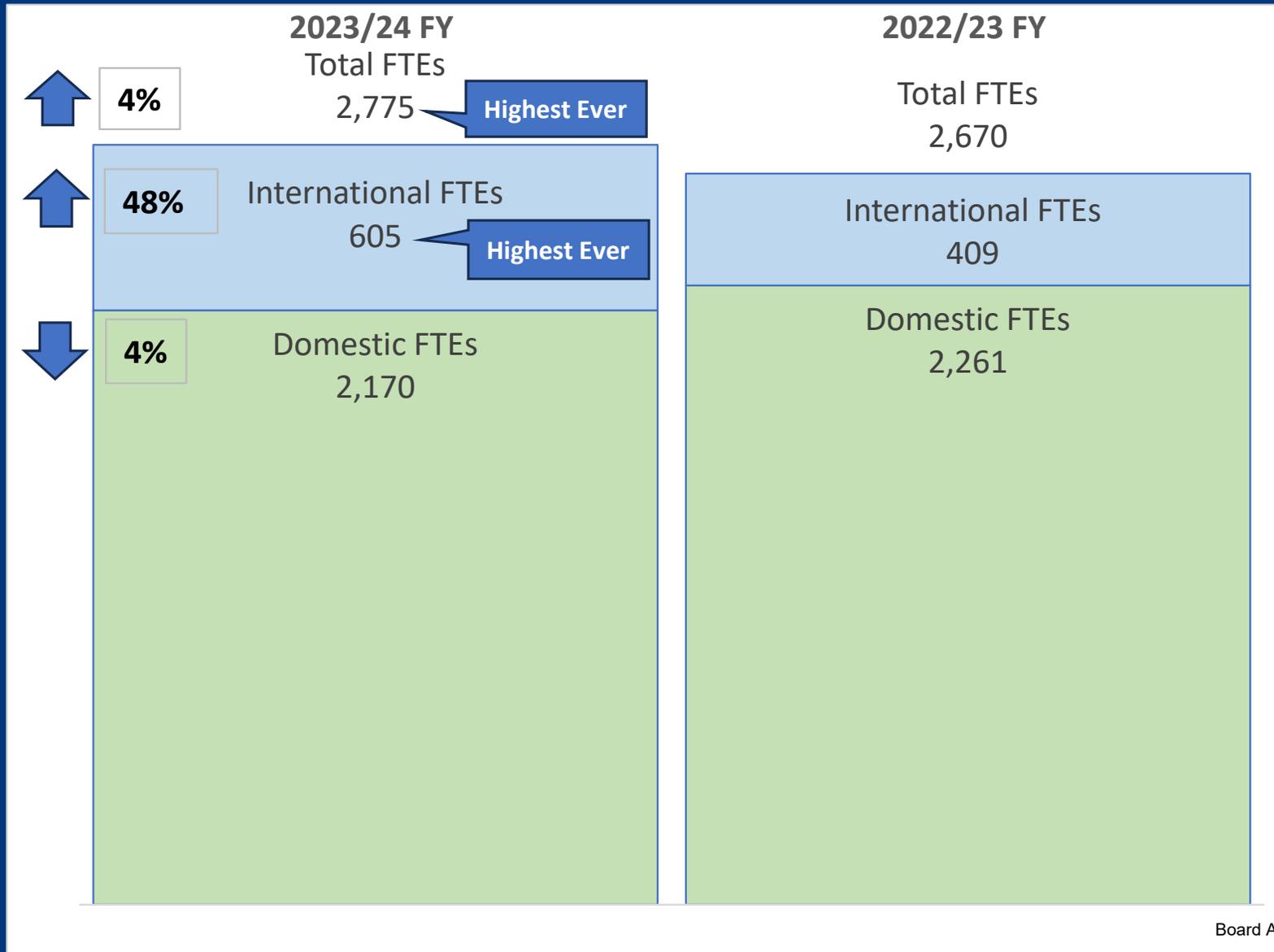
# Enrolment Update

Wes Skulmoski, Director, Institutional Research & Planning

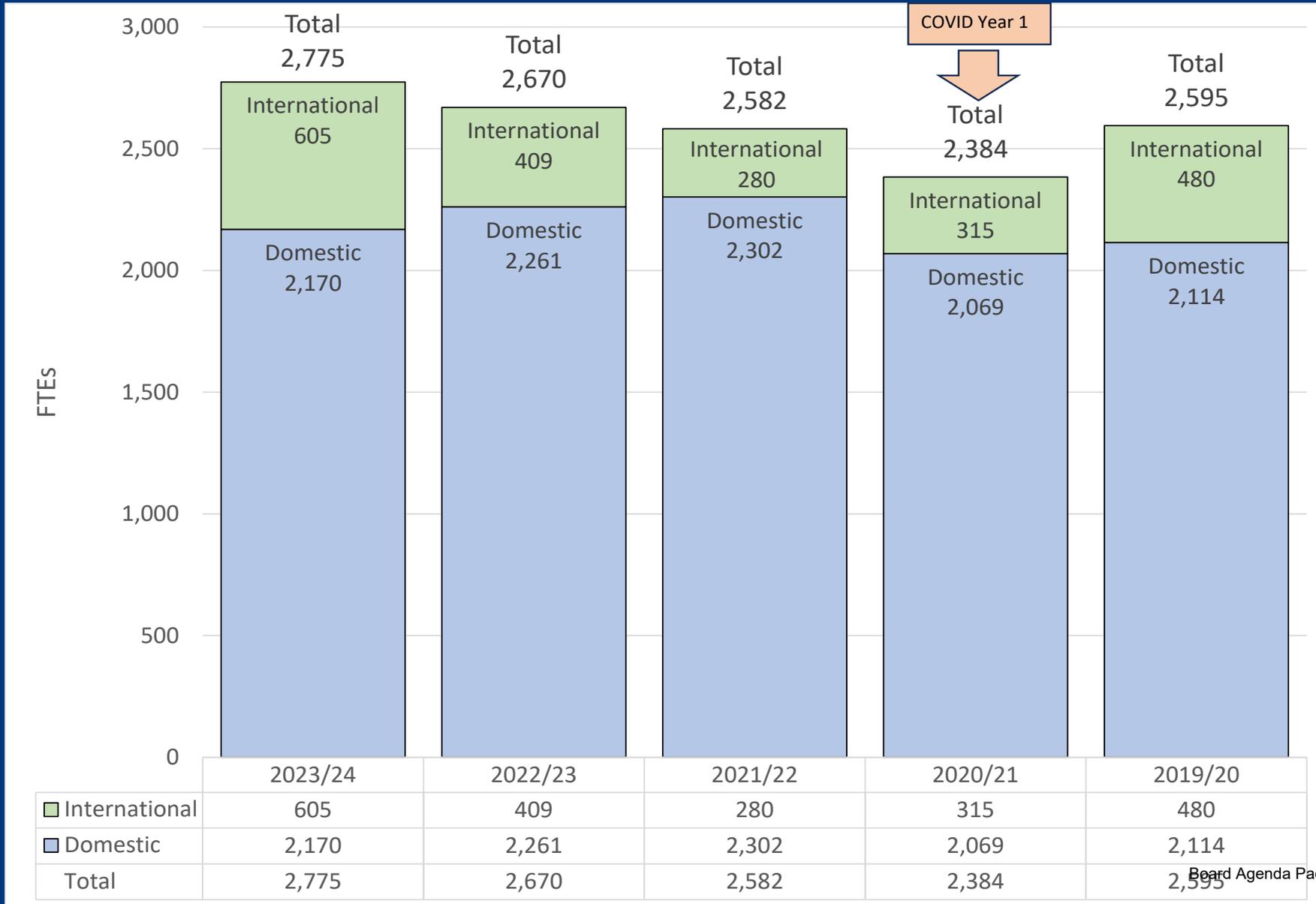
# 2023/24 Fiscal Year Enrolment: Headcount



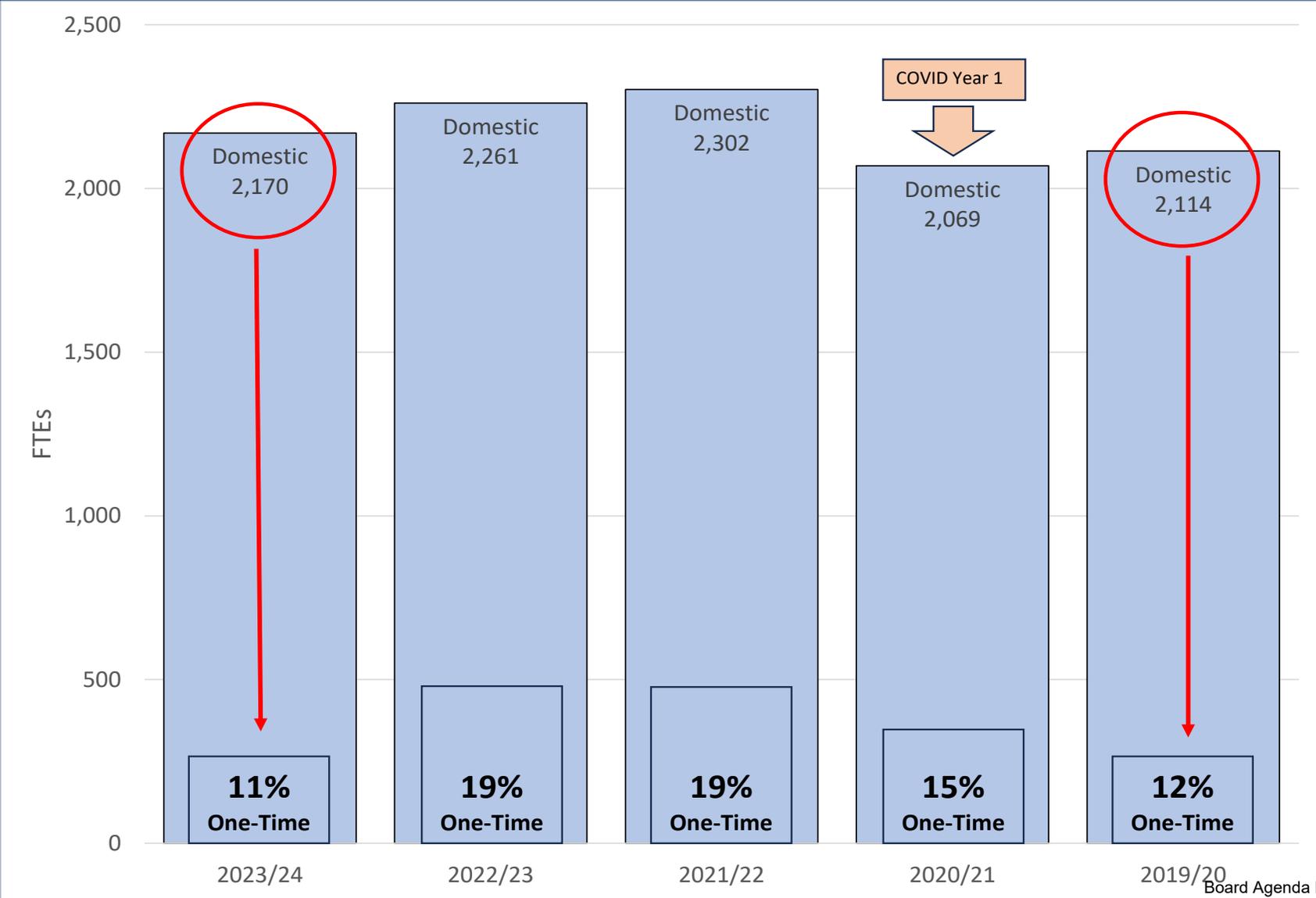
# 2023/24 Fiscal Year Enrolment: FTE's



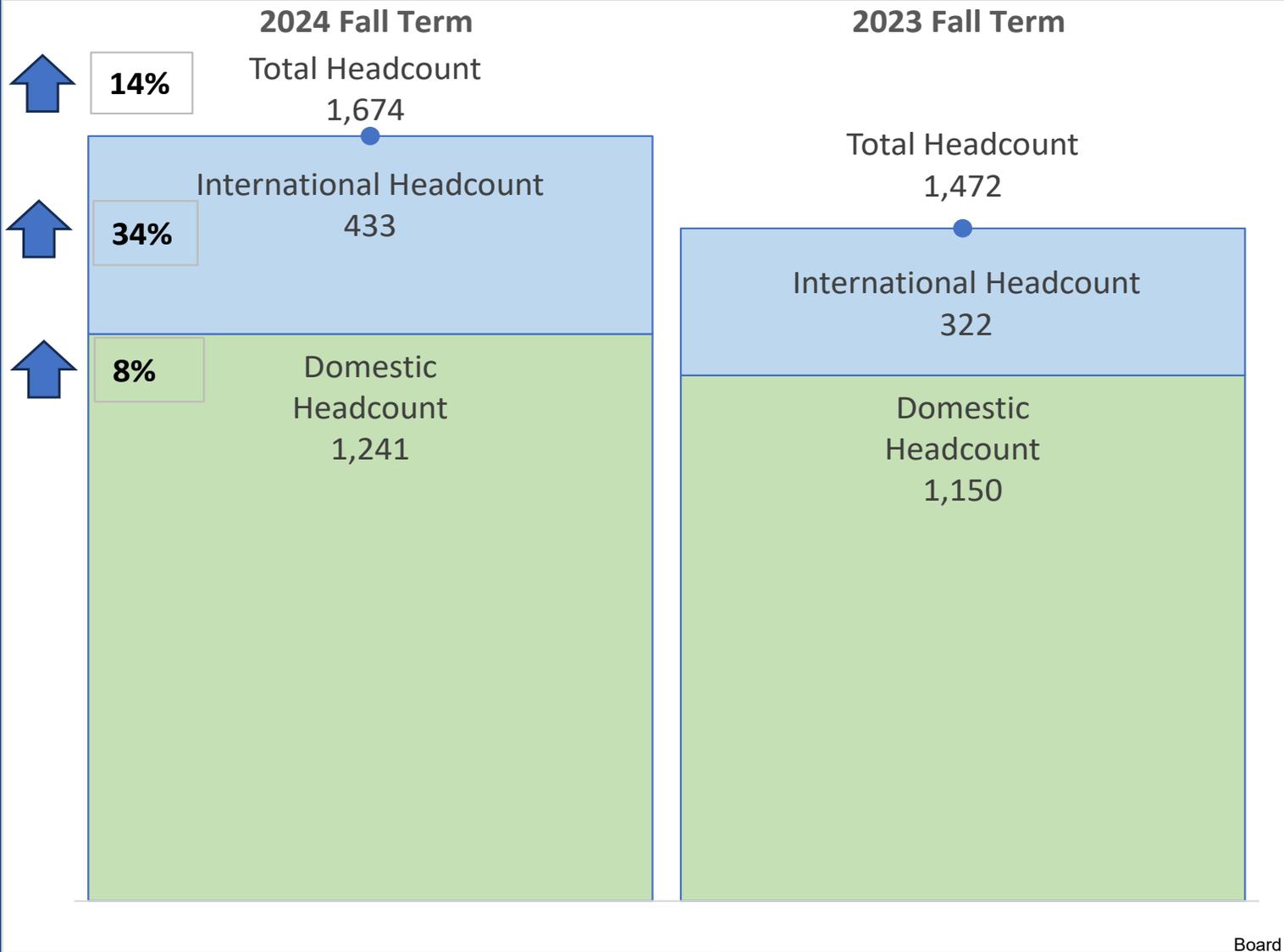
# Historical FTE's



# Historical Domestic FTEs with Percent One-Time



# Fall Term Credit Course Headcount at 24/06/21



# Strategic Enrolment Management (SEM)

Tony Bellavia, Vice President, Academic

Kathleen Haggith, Associate Vice President, College Experience

# Strategic Enrolment Management

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
<b>FOUNDATION</b>														
<b>2.4 INTEGRATED ENROLMENT</b>														
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	No data yet												The Strategic Enrolment-Management Planning process will launch in Fall 2024.

Begin draft planning process

Implement process

# Associate Vice President, College Experience (AVPCE)

## AVPCE:

Reporting to the Vice President, Academic and working closely with the Vice President, Student and Community Engagement, the Associate Vice President, College Experience (AVPCE) is a senior academic position that promotes a learning culture that is forward thinking, innovative and fosters success for all students. The AVPCE will take the lead in establishing the foundation for the college's new academic plan/direction by working with the college community to develop and implement the college's first strategic enrolment integrated planning process.

# Associate Vice President, College Experience (AVPCE)

## Term:

- 3 - year term position

## Responsibilities:

- Lead the development and implementation of the college's first strategic enrolment integrated planning process.
- Build a learning culture that is forward thinking, innovative and fosters success for all students.
- Support the VP's in ensuring students receive an enhanced learning environment throughout the full college experience
- Develop process to identify criteria to evaluate viability of programming

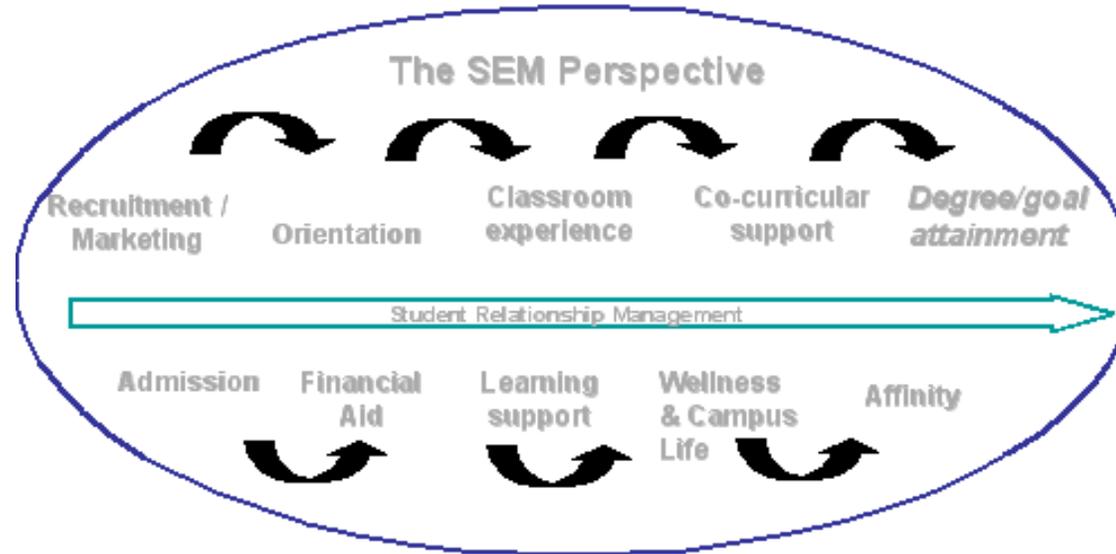
# Strategic Enrolment Management (SEM)

Strategic enrollment management (SEM) is a concept and process that [through strategic planning of enrollments] enables the fulfillment of institutional mission and students' educational goals.

Bontrager (2004)

# The Concept

**The Student Success Continuum**  
An Integrated Approach:  
Recruitment, Engagement, Persistence, Performance, Completion



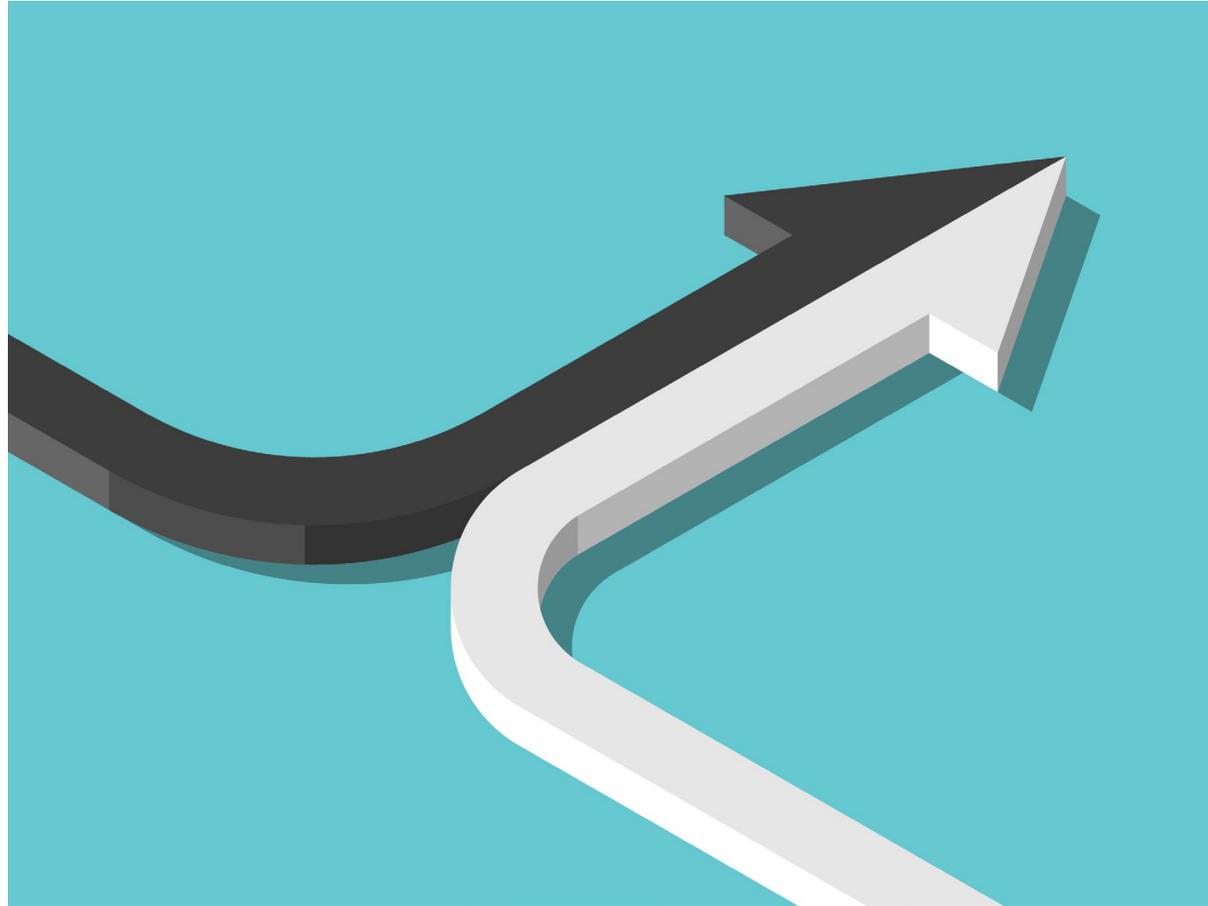
Bontrager, 2004

# Where are we at now....

☐ *LinkEx-Link, Integrate and Extend*

☐ *Data- Environmental Scan/SWOC*

# Strategic Enrolment Management, Planning, and Relationships



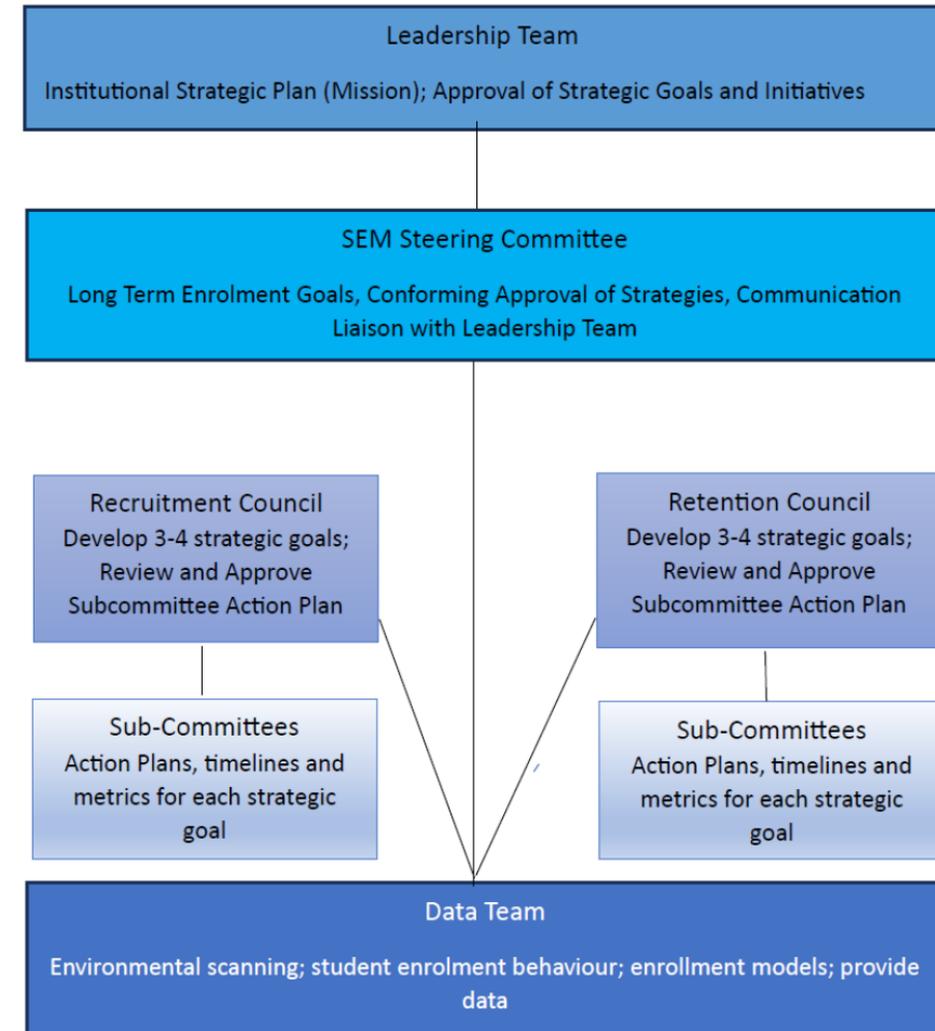
# Defining Our SEM



# DRAFT SEM Organizational Framework

## SEM Organizational Framework

(Adopted from Bontrager & Green, 2015; Kerlin, 2021)





Thank you!

Questions?

NORTH ISLAND COLLEGE

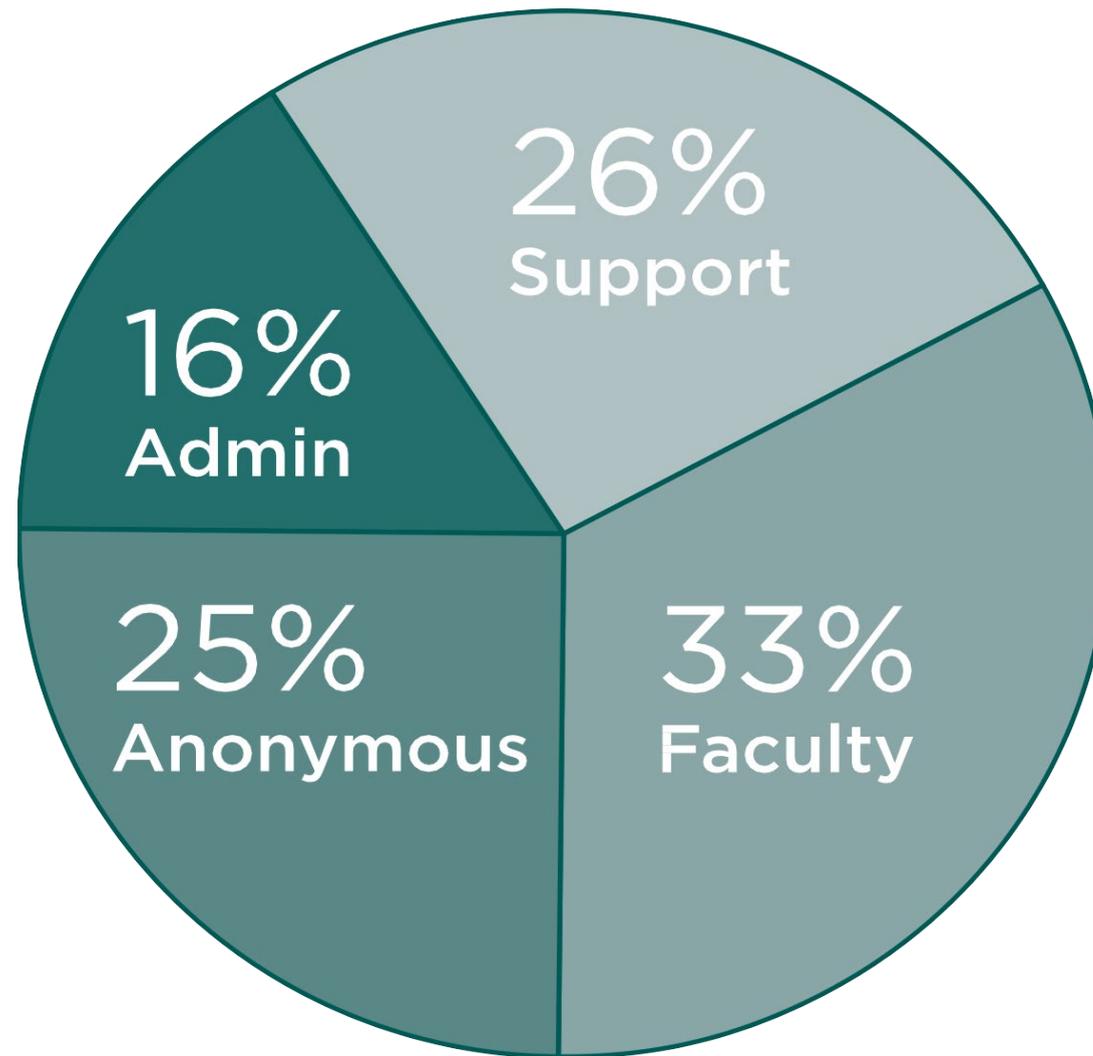


# Thriving Together People Plan

2023–2026

# PARTICIPATION BY EMPLOYEE GROUP

203 employees participated



# CORE VALUES AND THEMES

## CORE VALUES

- Respect
- Interconnection
- Diversity and Inclusion
- Health and Well-being

## EMPLOYEE EXPERIENCE AND WELL-BEING

- Flexible work arrangements
- Reward and recognition
- Respectful communication and behaviours
- Connection and belonging
- Capacity, pace of change

## RECRUITMENT AND RETENTION

- On-boarding/orientation
- Performance planning and assessment
- Training and development

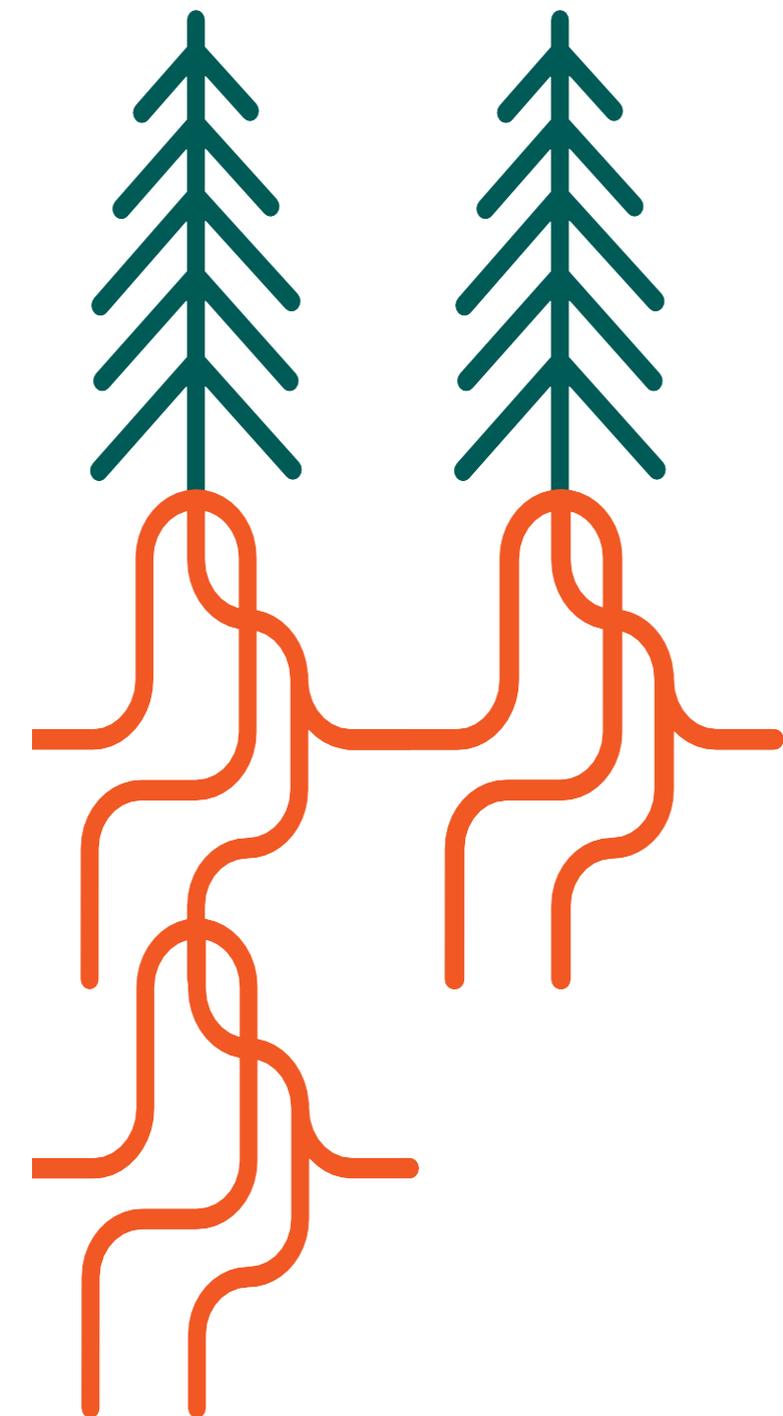
- Technology and tools
- Leadership development and support for career advancement

## OPERATIONAL AND SERVICE EXCELLENCE

- Transparency and clear and timely communication from leaders at all levels
- Supportive systems and processes that are efficient and effective

## COMMUNITY AND CITIZENSHIP

- Respect for and integration of Indigenous ways of knowing and being
- Community involvement and representation
- Recognition of distinct campus identity while retaining a unified NIC culture



# PRIORITIES FOR ACTION: YEAR 1

## EMPLOYEE EXPERIENCE AND WELL-BEING

- We will create processes and guidelines for a remote work program that ensure fairness and consistency. **COMPLETE**
- We will implement remote work options where operationally appropriate. **COMPLETE**
- We will continue to strengthen communication between administrators, staff and faculty and ensure communication dissemination is transparent and consistent across divisions.  
**ONGOING**
- We will review and update the respectful workplace policy and other employee conduct policies.  
**COMPLETE**
- We will implement the Canadian Mental Health Association (CMHA) “Not Myself Today” program.  
**COMPLETE**
- We will improve benefit plan coverage and access to mental health care practitioners **COMPLETE**

# PRIORITIES FOR ACTION: YEAR 1

## RECRUITMENT AND RETENTION

- We will review current recruitment processes and will consult with hiring managers to create efficiencies and reduce the length of time from vacancy to hire. **IN PROGRESS**
- We will ensure recruitment postings and hiring practices reference NIC Indigenization commitments and Truth and Reconciliation. **IN PROGRESS (in consultation with Office of Indigenous Education)**
- We will include information about accessibility in recruitment material to minimize barriers for employees with disabilities. **IN PROGRESS (in consultation with Accessibility Committee)**
- We will develop a comprehensive employee orientation and onboarding program. **IN PROGRESS**
- We will improve/develop performance assessment processes, with a focus on learning and development and career progression to help build NIC's workforce for the future. **IN PROGRESS**

# PRIORITIES FOR ACTION: YEAR 1

## RECRUITMENT AND RETENTION continued

- We will continue to enhance resources in the Centre for Teaching & Learning Innovation and support faculty to access services and professional development to support excellence in quality learning for students. **COMPLETE**
- We will implement the Career Development Advisor position to support the identification and coordination of training and development opportunities for support staff. **COMPLETE**
- We will re-introduce a college-wide Professional Development day for all employees. **COMPLETE**
- We will consider and explore “adjacent benefits” for our employees in order to help attract potential applicants, such as discounts at local businesses or access to local attractions and leisure activities. **ONGOING**

# PRIORITIES FOR ACTION: YEAR 1

## OPERATIONAL AND SERVICE EXCELLENCE

- We will provide clear communication channels for employees to give feedback on processes and procedures that may be improved. **ONGOING**
- We will continue to improve communication methods and systems allowing for authentic two-way communication that encourages respectful dialogue, feedback and collaboration. **ONGOING**

# PRIORITIES FOR ACTION: YEAR 1

## COMMUNITY AND CITIZENSHIP

- We will ensure clear communication between campuses (particularly when changes occur in processes and procedures). **ONGOING**
- We will include information about Working Together: Indigenization at NIC and related opportunities in orientations for new employees. **IN PROGRESS (in consultation with Office of Indigenous Education)**
- We will develop an institutional DEI strategy and action plan. **IN PROGRESS**

## ANTICIPATED PRIORITIES FOR YEAR 2

- Continue multi-year initiatives launched in Year 1, such as DEI Strategic Framework development, Internal Communications Strategy implementation, Not Myself Today Program roll-out, and improvements to Performance Development Planning processes.
- Review and improve our hiring and onboarding/orientation processes, including recruitment/employment initiatives and related commitments that flow from *Working Together*
- Increase support for professional development across the organization (with a focus on leaders and emerging leaders) to support retention, employee development and to position the College for long-term sustainability and success.
- Examine and improve how we recognize and celebrate the contributions of our employees, both formally and informally.

# Not Myself Today<sup>®</sup>



Canadian Mental Health Association  
*Mental health for all*



Canadian Mental  
Health Association

notmyselftoday.ca

**Not Myself Today** is a workplace mental health program brought to you by the Canadian Mental Health Association.

It is based on the insight that there are days when we just don't feel like ourselves.



## Not Myself Today helps organizations:



Build greater awareness and understanding of mental health



Reduce stigma



Foster safe and supportive work cultures



Canadian Mental  
Health Association  
*Mental health for all*

We need the words  
and the tools to talk about it.

**NOT  
myself  
TODAY®**

**Launch Plan  
Target Dates**

May 6 - 10, 2024	Target Launch Mental Health Week	Kick Off Events
May - June 2024		Module 1: Learning the Basics
October - November 2024	Mental Illness Awareness Week	Module 2: Working with Emotions
February - March 2025	Thrive	Module 3: Addressing Stress
May - June 2025	Mental Health Week	Module 4: Building Culture
October - November, 2025	Thrive	Module 5: Talking Openly



Canadian Mental  
Health Association  
*Mental health for all*



We're building this together.  
Because mental health is everybody's business.

# REMOTE WORK PROGRAM IMPLEMENTATION

When we collected feedback for the development of NIC's People Plan, an outcome was our people told us that they wanted to work where work/life harmony is supported.

In response, the People Plan outlined the following Year 1 commitments:

- We will create processes and guidelines for a remote work program that ensures fairness and consistency.
- We will implement remote work options where operationally possible.

# WHY ARE WE DOING THIS?

NIC strongly believes in the benefit of a vibrant on-campus community

Strengthening employee engagement and the overall workplace experience

Positively impacting student experiences and outcomes

Attracting and retaining employees by creating a more flexible workplace environment

Fostering a more enabling, diverse working environment; increased flexibility for individuals from diverse backgrounds

Furthering institutional sustainability goals

# KEY FEATURES OF NIC'S REMOTE WORK PROGRAM

- Remote work is voluntary
- Applies to non-instructional full-time and part-time employees
- No change to terms and conditions of employment
- Maximum remote work is two (2) days per week for full-time employees and 40% remote for part-time employees
- Must have a safe and confidential workspace with adequate internet connection
- Must work in BC and be able to return to campus if emergent need arises
- Not every job will be suitable for remote work
- Arrangements are transitional and subject to change
- Does not replace the need for employee childcare or elder care commitments
- Employees working remotely may be required to share their workspace on campus

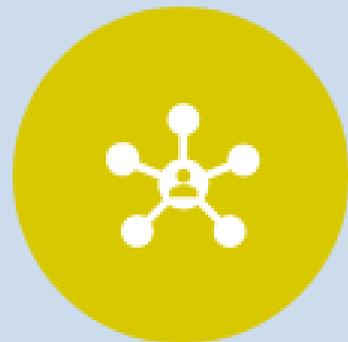
# LEADERS' ASSESSMENT



What are the operational needs of the department, including team collaboration and cohesion?



What is the impact on students, faculty and other departments?



What is the degree of face-to-face interaction that the work entails?



Can the work be done effectively remotely?

The image features an aerial photograph of a lush forest with a stream. A dark teal rectangular overlay is positioned in the center, containing several light teal icons: a sun, a star, a house, and a tree. The text "Thriving Together People Plan QUESTIONS?" is written in white on the teal background.

Thriving Together  
People Plan  
QUESTIONS?



September 19, 2024  
Our Ref. 135667

Dear British Columbia Public Post-Secondary Institution Board Chairs:

With the academic year underway and as you welcome new and returning students, staff and faculty to your institutions, I want to highlight the importance I place as Minister of Post-Secondary Education and Future Skills on your work to ensure that post-secondary institutions are safe communities for everyone. I am looking to you, the leaders of the public post-secondary education system, to ensure safety in the areas of racism and antisemitism, sexualized violence and overdose prevention.

As Board Chairs of public post-secondary institutions, you take your responsibility for the management and administration of your institution seriously, and Government respects your accountability for these areas. We recognize the autonomy of academic governance at post-secondary institutions and value academic freedom and the protection of speech. I know that ensuring all post-secondary students, staff and faculty have access to safe, inclusive and high-quality learning environments that support them in achieving their best is a commitment shared across the post-secondary education sector.

Government has been very clear that violence, hate and discrimination, including antisemitism, have no place on post-secondary campuses or anywhere else in BC. While peaceful demonstrations are part of post-secondary institutions' free speech and exchange of ideas, none of us can tolerate expressions of hatred and acts of violence of any kind, and we recognize the need to ensure safety is maintained on campuses.

I expect that each public post-secondary institution has developed, implemented and enforced rules around racism and hate, including incidences of hate language used to bully, harass or harm others. Institutional policies should detail any applicable reporting processes, enforcement measures or potential disciplinary consequences that are in place. Additionally, as leaders of our public post-secondary institutions, it is up to you to ensure these policies are effectively communicated to your community, including students, faculty, staff and contractors. Post-secondary institutions are encouraged to work with their community to ensure their policies and procedures align with best practices to keep students, staff and faculty safe from violence in all forms.

.../2

I am also grateful for the input and advice your institutions, students and community members and partners have provided over the past year which has helped to inform the development of a draft *Post-Secondary Sexualized Violence Action Plan*. As the Ministry continues to develop and augment the *Action Plan*, I urge you to review your institution's policies and procedures to ensure alignment with trauma-informed and survivor-centered approaches. I also encourage you and your teams to make use of the existing synchronous and asynchronous training resources and supports available on the [Safe Campuses BC](#) website. This website also hosts a [Toolkit](#) on reporting of sexualized violence to support you when drafting your institution's annual report.

The safety of post-secondary communities is also at risk from the ongoing toxic drug crisis, which has resulted in significant increases in drug-related overdoses and deaths. In May 2024, I [convened a Post-Secondary Overdose Prevention and Response Steering Committee](#) (the Steering Committee) who, along with my Ministry, has [prepared guidelines](#) to inform your institutions as you develop focused strategies that reflect the individual nature of your post-secondary communities. In addition, a province-wide [toxic drug and naloxone awareness campaign](#) was launched in September to coincide with the return of students to campus. The Steering Committee will continue to keep you and your colleagues informed as you pursue your role in responding to this public health emergency over the short-, medium- and long-term.

My Ministry remains committed to inclusion, justice and equity for all and is dedicated to ensuring staff, students and faculty feel safe and supported. We are committed to working with all public post-secondary institutions to promote policies and procedures that recognize these elements while following best practices in responding to and preventing racism, hate and violence at public post-secondary institutions. My Ministry will continue to work with all post-secondary institutions to provide world-class post-secondary education to all students in a safe and supportive environment.

Sincerely,



Honourable Lisa Beare  
Minister of Post-Secondary Education and Future Skills

pc: All Public Post-Secondary Institution Presidents



September 9, 2024  
Our Ref. 133900

Jane Marie Atherton  
242 Seabank Road  
Courtenay BC V9J 1Y1

Dear Jane Atherton:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service, dedication and commitment in carrying out your duties as a member and former Chair of the Board of Governors of North Island College.

I appreciate the time you have invested with the Board over the last six and a half years. You have been a positive influence on the Board by championing mental health initiatives and demonstrating a high level of commitment to the role and to student success. Under your leadership, significant progress was made on several Board priorities including the Mandate, Vision and 5 Year Strategic Plan. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Thank you, and my personal best wishes for your future endeavours.

Sincerely,

A handwritten signature in cursive script that reads 'Lisa Beare'.

Honourable Lisa Beare  
Minister

pc: Bobbi Plecas, Deputy Minister  
Ministry of Post-Secondary Education and Future Skills

[psfs.deputyminister@gov.bc.ca](mailto:psfs.deputyminister@gov.bc.ca)

Patricia Trasolini, Chair of the Board  
North Island College

[trasolinipatricia@gmail.com](mailto:trasolinipatricia@gmail.com)

.../2

Dr. Lisa Domae, President  
North Island College

[lisa.domae@nic.bc.ca](mailto:lisa.domae@nic.bc.ca)

Rachel Reid, Executive Assistant to the Board  
North Island College

[Rachel.Reid@nic.bc.ca](mailto:Rachel.Reid@nic.bc.ca)



September 9, 2024  
Our Ref. 133900

Barry Arthur Minaker  
6381 Dunboyne Rd  
Courtenay BC V9J 1N1

Dear Barry Minaker:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service, dedication and commitment in carrying out your duties as a member of the Board of Governors of North Island College.

I appreciate your commitment over the last six years, serving as Board Liaison to the Education Council and as a member of the Governance and HR committees. Your diligence to detail and inquisitive nature contributed to Board deliberations and all the committees you served on during your time on the Board. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Thank you, and my personal best wishes for your future endeavours.

Sincerely,

Honourable Lisa Beare  
Minister

pc: Bobbi Plecas, Deputy Minister  
Ministry of Post-Secondary Education and Future Skills

[psfs.deputyminister@gov.bc.ca](mailto:psfs.deputyminister@gov.bc.ca)

Patricia Trasolini, Chair of the Board  
North Island College

[trasolinipatricia@gmail.com](mailto:trasolinipatricia@gmail.com)

Dr. Lisa Domae, President  
North Island College

[lisa.domae@nic.bc.ca](mailto:lisa.domae@nic.bc.ca)

Rachel Reid, Executive Assistant to the Board  
North Island College

[Rachel.Reid@nic.bc.ca](mailto:Rachel.Reid@nic.bc.ca)

## Commonly Used Acronyms

---

This is a partial list of acronyms commonly used at North Island College.

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
	Ministry of Post-Secondary Education and Future Skills (new name 2023)
AGC	Academic Governance Council. This is the group of EdCo chairs from all BC colleges and institutes (BCIT and the Justice Institute), which meets twice a year to discuss areas of common concern.
ASD	Access for Students with Disabilities. Now renamed to DALs.
AVP	Associate Vice President
AST	Arts, Science and Technology (Faculty of)
BCNet	Not-for-profit, shared services organization providing computer support and services to post-secondary institutions
BOG	Board of Governors
CABRO	Crown Agencies and Board Resourcing Office
CARTI	Centre for Applied Research, Technology and Innovation
CEO	Chief Executive Officer
CET	Continuing Education and Training
CICan	Colleges and Institutes Canada
COO	Chief Operating Officer
CR	Campbell River
CUPE	Canadian Union of Public Employees
CV	Comox Valley
DAC	Deans Advisory Council
DACSO	Diploma, Associate degree, and Certificate Student Outcomes; conducts annual surveys of former students from British Columbia's post-secondary institutions
DALS	Department of Accessible Learning Services
DCC	Deferred Capital Contribution
DCWG	Department Chairs Working Group
EdCo	Education Council
ET	Education Team
VPA	Vice President, Academic
FASM	Faculty of Arts, Science & Management
FPSE	Federation of Post-Secondary Educators of BC
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (formerly Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (now Skilled Trades BC))
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JEDC	(Ministry of) Jobs, Economic Development and Innovation
LT	Leadership Team
MYPP	Multi-Year Program Plan
NIC	North Island College
NICFA	North Island College Faculty Association (Union)
NISU	North Island Students' Union
OGE	Office of Global Engagement (formerly International Education)
OIC	Order-in-Council
PA	Port Alberni
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers' Council Secretariat
PSI	Post-Secondary Institution
QAPA	Quality Assurance Process Audit
SIF	Strategic Investment Fund
STBC	Skilled Trades BC (formerly Industry Trades Authority)
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
UCIPP	University, College and Institute Protection Program
UT	University Transfer