

## Clifford, Kate AVED:EX

---

**From:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Sent:** Monday, June 27, 2016 10:51 AM  
**To:** Wilkinson.MLA, Andrew LASS:EX; Minister, AVED AVED:EX; Carroll, Sandra AVED:EX; AVED Deputy Minister AVED:EX; Morris.MLA, Mike LASS:EX; Bond.MLA, Shirley LASS:EX; Rustad.MLA, John LASS:EX; Oakes.MLA, Coralee LASS:EX  
**Cc:** Henry Reiser (reiserh)  
**Subject:** Message from Henry Reiser, President College of New Caledonia

Andrew Wilkinson, Minister of Advanced Education  
Sandra Carroll, Deputy Minister of Advanced Education  
Shirley Bond, Minister of Jobs, Tourism and Skills Training, and Minister Responsible for Labour  
John Rustad, Minister Aboriginal Relations and Reconciliation  
Coralee Oakes, Minister of Small Business and Red Tape Reduction, Minister responsible for the Liquor Distribution Branch  
Mike Morris, Minister of Public Safety and Solicitor General

### Ministers

I am sending you this email as part of our communications plan to inform all of our stake holders about the upcoming changes here at CNC. This email is being sent to all staff at CNC, the Community Leaders and the Chiefs in our region.

The College Board approved our five year Strategic Plan on June 3, and we are excited to begin its implementation, especially as we are concurrently working on our Education Plan, which will be completed by December 2016.

Three immediate changes will be rolled out over the summer in support of the strategic goals and actions we've established. Full changes will be effective as of September 1, 2016.

All community education and regional operations will move from the Vice-President, Community & Student Services portfolio to the Vice-President, Academic portfolio. Aligning community and continuing education with the Academic portfolio is the most common college model, and, with the 2015 change of the deans taking responsibility for regional academic programs, it makes sense to move all educational programming into the same area. This change aligns directly with our new strategic plan and continues to build on our commitments to better serve our students and communities across the region.


Lakes and Nechako will again become two distinct regions. We have heard and listened to our community leaders and regional stakeholders, where they have indicated there is an interest and a community commitment to help the College grow in these regions across a variety of academic, community and continuing education programs. We are pleased to be able to respond to these regional intentions. The Lakes Region will be centred at the Burns Lake campus, while the Nechako Region administration will be balanced between the Vanderhoof and Fort St. James campuses. Each region will have a Regional Principal and an Operations Manager.

All regional operations, and the Community and Continuing Education activities in Prince George, will report through the Dean of Community & Continuing Education (CCE). The Dean, CCE will report to the VP Academic. This includes all community outreach, regional community and continuing education activity, coordination with academic deans on programming, and coordination of campus operations.

We're pleased to get these strategies underway, and we believe that the changes will serve our students and communities well.

Thank you,

Henry Reiser  
President  
College of New Caledonia  
3330 – 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

College of  
New Caledonia   
[www.cnc.bc.ca](http://www.cnc.bc.ca)

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**Clifford, Kate AVED:EX**

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**From:** Nathan Giede <s.22>  
**Sent:** Monday, February 22, 2016 2:35 PM  
**To:** AVED Deputy Minister AVED:EX  
**Subject:** Follow Up

Dear fellow CNC Board Member and Deputy Minister Carroll,

This email is simply a follow up for our brief discussion at the end of the Board of Governors meeting on Friday, February, 19th.

As mentioned then, I hope you will have time to speak with me in your capacity as Deputy Minister of Advanced Education about student issues.

I would like to add here that I believe such discussions to be fully at your discretion and only as time allows as CNC Board business must take precedence.

Please let me know how you would like to proceed. And thank you so much for this opportunity.

Sincerely,

Nathan Giede, Chairman of CNCSU, Local 13 of the Canadian Federation of Students - BC

--  
Nathan J. Giede

C: s.22  
E: s.22

Prince George, BC

**Clifford, Kate AVED:EX**

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**From:** AVED Deputy Minister AVED:EX  
**Sent:** Thursday, March 3, 2016 10:59 AM  
**To:** 'kathy\_kinloch@bcit.ca'; 'sbell@camosun.bc.ca'; 'kbulcroft@capilanou.ca';  
'reiserh@cnc.bc.ca'; 'dwalls@cotr.bc.ca'; 'dentonk@douglascollege.ca';  
'rburnett@ecuad.ca'; 'mtarko@jibc.ca'; 'alan.davis@kpu.ca'; 'ltrotter@langara.ca';  
XT:Tourand, Ken FIN:IN; 'John.Bowman@nic.bc.ca'; 'bkulmatycki@nic.bc.ca';  
'kburt@nwcc.bc.ca'; 'jhamilton@okanagan.bc.ca'; 'allan.cahoon@royalroads.ca';  
'agraeme@selkirk.ca'; 'petter@sfu.ca'; 'president@tru.ca'; XT:Piper, Martha CSCD:IN;  
'Daniel.weeks@unbc.ca'; 'mark.evered@ufv.ca'; 'pres@uvic.ca'; 'pnunoda@vcc.ca';  
'ralph.nilson@viu.ca'  
**Subject:** Our Ref. 101711 - Letter to all Post-Secondary Institution Presidents - Re: Tuition Limit Policy  
**Attachments:** 101711 - Letter to all PSI Presidents - Tuition Limit Policy.pdf

Attached is a signed letter from Deputy Minister Sandra Carroll to all Post-Secondary Institution Presidents.

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Office of the Deputy Minister  
Sandra Carroll, Deputy Minister  
Ministry of Advanced Education  
Ph: (250) 356-5170



Our Ref. 101711

March 3, 2016

To All Post-Secondary Institution Presidents

Dear Presidents:

I am writing to provide clarification on the application of the tuition limit policy as it relates to both new and existing programs, fees and services.

As you know, Government introduced the tuition limit policy in 2005. Since that time, tuition fee increases have been limited to two percent annually. In 2007, the policy was extended to include institutional and program mandatory fees. I have attached, for your reference, a copy of the policy (see Appendix A).

Public post-secondary institutions are expected to ensure programs and courses are affordable and accessible for students. In accordance with applicable legislation, post-secondary boards (Boards) are responsible for setting, determining and collecting tuition and mandatory fees within the tuition limit policy.

The policy applies to existing programs and services. Tuition and fees for existing programs and services must not increase more than two percent per year. For new programs, Boards establish the tuition amount for the first year, and the two percent limit applies thereafter.

Post-secondary institutions are expected to keep programs current. Updates to existing programs are considered part of this ongoing process and are expected to be achieved within the tuition limit policy, but it is recognized that, at times, substantial changes may be necessary.

An existing program that is substantially revised may be submitted to the Ministry for determination as to whether the program is new for the purposes of the tuition limit policy. Prior to introducing a new level of tuition, institutions must submit a written request to the Ministry for review, outlining the revisions that led to new or changed objectives, goals, learning competencies and outcomes for the program and students. Appendix B outlines the information the Ministry requires to support a timely review.

... /2

New mandatory fees may be introduced for new services if there is a clear benefit to students. Proactive consultation and engagement with students should be undertaken prior to Board review and approval. Institutions should also consult with the Ministry early in the process when new fees are being considered. Additionally, institutions will need to track the benefits to students of the new fees, and the Ministry will collect this information as part of the annual tuition and fees reporting process.

Boards are responsible for ensuring that these requirements have been met before approving new tuition or mandatory fee amounts.

If you or your staff have any questions, please contact Ms. Claire Avison, Assistant Deputy Minister, Governance, Legislation and Strategic Policy Division at (250) 217-9059, or email: [Claire.Avison@gov.bc.ca](mailto:Claire.Avison@gov.bc.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Sandra', with a stylized flourish at the end.

Sandra Carroll  
Deputy Minister

Attachment



## Appendix A

### Tuition Limit Policy<sup>1</sup>

Government has taken action to limit tuition and mandatory fee increases to the rate of inflation.

#### Limit

For 2014/15 and 2015/16, the limit for tuition and mandatory fees is 2%.

#### Timing

The tuition limit policy took effect September 2005.

#### Scope

##### The tuition limit applies to:

- Professional programs.
- Cost recovery/continuing education credentialed programs.
- All other credentialed and open enrolment programs.
- Mandatory fees, including capital construction support (e.g., building fees), consumable fees (e.g., fees charged for field trips and consumable supplies) and other mandatory fees (e.g., application fees and technology fees).

##### The tuition limit does not apply to:

- International student tuition and mandatory fees.
- Third-party contracts.
- New programming (first year). Institutions may set the initial tuition and mandatory fee rate for new instructional programs (not amendments to existing programs). After the first year, tuition and mandatory fees will be subject to the tuition limit policy.
- Community/continuing education non-credentialed courses. Most of these are short-term courses offered in the evening or on the weekend (e.g., first aid, photography).
- Mandatory fees for student association or society fees (collected on behalf of student associations).

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<sup>1</sup> Source: Ministry of Advanced Education <http://www.aved.gov.bc.ca/tuition/welcome.htm>

**Revised Program: Information Considered for Purposes of the Tuition Limit Policy**

For purposes of the tuition limit policy, institutions are asked to provide the following information on the understanding that additional information may be required.<sup>2</sup>

1. Rationale for the program change (include any changes that result from new requirements of regulatory or licensing bodies).
2. Outline of the main program changes (e.g. new or changed objectives, goals and learning competencies for the program and students).
3. Outline the tuition and mandatory fees (please list mandatory fees individually) for the revised program and how they compare to the current program. Outline how the tuition and mandatory fees for the revised program compare to similar programs in British Columbia (or outside of British Columbia, if there are no similar programs in British Columbia).
4. Whether tuition and mandatory fees for courses that form part of other existing programs are being kept consistent to ensure students attending the same course in a different program are not paying a differential tuition and mandatory fee.
5. The number of credits, hours and program length of the revised program and how it compares to the current program.
6. Whether the revised program will be offered if it is not considered new under the tuition limit policy. Include the start date of the revised program.
7. Impact the revised program has on existing students (i.e. do the revisions cause any existing students to face a tuition fee increase part way through the program).
8. Comparison of current and revised program changes (e.g. admission requirements, delivery method and other program requirements).
9. If the revised program requires the hiring of new staff and faculty.
10. Whether the revised program has been approved by the Education Council and Board of Governors
11. Outline the labour market demands for graduates of the revised program, how the program aligns with industry and student demand. Are there new employment opportunities created from the revised program. Will graduates have knowledge / technical skills that employers require in order to hire.
12. When the former program was last revised.
13. Other applicable information.

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<sup>2</sup> Institutions are to ensure that revised programs go through the PSIPS and Degree Quality Assessment Board (DQAB) process as appropriate.

## Clifford, Kate AVED:EX

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**From:** AVED Deputy Minister AVED:EX  
**Sent:** Thursday, March 24, 2016 10:12 AM  
**To:** 'kathy\_kinloch@bcit.ca'; 'sbell@camosun.bc.ca'; 'kbulcroft@capilanou.ca';  
'reiserh@cnc.bc.ca'; 'dwalls@cotr.bc.ca'; 'dentonk@douglascollege.ca';  
'rburnett@ecuad.ca'; 'mtarko@jibc.ca'; 'alan.davis@kpu.ca'; 'ltrotter@langara.ca';  
XT:Tourand, Ken FIN:IN; 'John.Bowman@nic.bc.ca'; 'bkulmatycki@nlc.bc.ca';  
'kburt@nwcc.bc.ca'; 'jhamilton@okanagan.bc.ca'; 'allan.cahoon@royalroads.ca';  
'agraeme@selkirk.ca'; 'petter@sfu.ca'; 'president@tru.ca'; XT:Piper, Martha CSCD:IN;  
'Daniel.weeks@unbc.ca'; 'mark.evered@ufv.ca'; 'pres@uvic.ca'; 'pnunoda@vcc.ca';  
'ralph.nilson@viu.ca'  
**Subject:** Sexual Violence Prevention and Response Policy Legislation

Dear Presidents:

As you know, on March 16, 2016, Premier Christy Clark announced that government would support legislation requiring all public post-secondary institutions in British Columbia to establish and implement a sexual violence prevention and response policy. The Premier committed to working with MLA Andrew Weaver to enact Private Member's Bill M205 (Bill M205) or pass a similar bill as soon as possible. It is likely that Government will introduce the proposed legislation in the current legislative session (spring 2016).

The proposed legislation will closely track the policy set out in Bill M205 and the Ontario legislation on which it is based (*Sexual Violence and Harassment Action Plan Act*, 2016). The link to Bill M205 is: <https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/40th-parliament/5th-session/bills/progress-of-bills>. I invite you to review Bill M205 (or the Ontario legislation) and let us know by March 30 if you have any major issues or concerns. Please provide your feedback directly to Claire Avison, Assistant Deputy Minister ([Claire.Avison@gov.bc.ca](mailto:Claire.Avison@gov.bc.ca)).

Thank you.

Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

## Clifford, Kate AVED:EX

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**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Wednesday, March 30, 2016 1:47 PM  
**To:** AVED Deputy Minister AVED:EX  
**Subject:** RE: Our Ref 102000 - Letter to Mr. Henry Reiser - Re: BC Aboriginal Post-secondary Education Coordinators Funding Letter

Sandra

Thanks for this.

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**From:** AVED Deputy Minister AVED:EX [<mailto:AVED.DeputyMinister@gov.bc.ca>]  
**Sent:** Wednesday, March 30, 2016 1:13 PM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Sue McAllister (mcallistersue) <[mcallistersue@cnc.bc.ca](mailto:mcallistersue@cnc.bc.ca)>; Marlene Erickson (erickson) <[Ericksen@cnc.bc.ca](mailto:Ericksen@cnc.bc.ca)>; AVED ADM Financial and Mgmt Services AVED:EX <[AVED.ADMFinancialandMgmtService@gov.bc.ca](mailto:AVED.ADMFinancialandMgmtService@gov.bc.ca)>; Porter, Rodney GCPE:EX <[Rodney.Porter@gov.bc.ca](mailto:Rodney.Porter@gov.bc.ca)>; Dale, Raman FIN:EX <IMCEAEX-  
\_o=BCGOVT\_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29\_cn=Recipients\_cn=RADALE@Victoria1.gov.bc.ca>; AVED Financial Reporting AVED:EX <[AVED.FinancialReporting@gov.bc.ca](mailto:AVED.FinancialReporting@gov.bc.ca)>  
**Subject:** Our Ref 102000 - Letter to Mr. Henry Reiser - Re: BC Aboriginal Post-secondary Education Coordinators Funding Letter

Attached is a signed letter from Deputy Minister Sandra Carroll to Mr. Henry Reiser.

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Office of the Deputy Minister  
Sandra Carroll, Deputy Minister



Our Ref. 102000

March 30, 2016

Mr. Henry Reiser, President  
College of New Caledonia  
3330 - 22nd Ave  
Prince George BC V2N 1P8

Dear Mr. Reiser:

I am pleased to advise you that the Ministry of Advanced Education (the Ministry) has approved a contribution of \$25,000 towards the work of the British Columbia Aboriginal Post-Secondary Education Coordinators (BCAPSC) until the end of the 2016/17 fiscal year.

The Ministry recognizes and commends the important role of BCAPSC in improving the access, retention and success rates of Aboriginal learners within the British Columbia public post-secondary system.

This funding supports the ongoing training and coordination functions of BCAPSC and includes:

- Two meetings for BCAPSC training and development;
- BCAPSC Executive Council meeting to plan and coordinate BCAPSC meetings;
- BCAPSC Executive Council to meet with Ministry representatives to identify priorities and goals for the meetings; and,
- Representation by BCAPSC at Ministry and community meetings and committees related to Aboriginal post-secondary education.

In addition to the above activities, the Ministry is looking to BCAPSC in 2016/17 for additional support to gather and share leading practices in Aboriginal post-secondary education, as outlined in several actions and results in the *Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan*.

This funding will be forwarded in the next available electronic transfer of funds from the Ministry to the College of New Caledonia. If you anticipate BCAPSC will not be able to utilize the funding as planned, please contact the Ministry to discuss reallocation to alternate priorities.

The Ministry looks forward to receiving the report on BCAPSC activities in 2015/16, by March 31, 2016, and ask that you send Fiona Cubitt, Strategic Lead, Aboriginal Post-Secondary Education ([Fiona.Cubitt@gov.bc.ca](mailto:Fiona.Cubitt@gov.bc.ca)), the 2016/17 report, including details on the expenditure of the \$25,000, by March 31, 2017.

... /2

The Ministry requests that public announcements related to this funding be jointly formalized. Please have your staff contact Mr. Rodney Porter, Communications Director, Government Communications and Public Engagement, by phone at (250) 952-6508 to arrange for an opportunity to publicly announce funding for these initiatives.

I would like to take this opportunity to thank the BCAPSC for supporting the Ministry's commitment to creating relevant and responsive learning environments for Aboriginal learners.

Sincerely,



Sandra Carroll  
Deputy Minister

pc: Ms. Sue McAllister, Vice-President  
Administration and Finance  
College of New Caledonia

Ms. Marlene Erickson, Director  
Aboriginal Education  
College of New Caledonia

Mr. Kevin Brewster, Assistant Deputy Minister and EFO  
Financial & Management Services Division  
Ministry of Advanced Education

Mr. Rodney Porter, Communications Director  
Government Communications and Public Engagement

Mr. Raman Dale, Director  
Post-Secondary Finance  
Ministry of Advanced Education

[AVED.FinancialReporting@gov.bc.ca](mailto:AVED.FinancialReporting@gov.bc.ca)

**Clifford, Kate AVED:EX**

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**From:** Carroll, Sandra AVED:EX  
**Sent:** Tuesday, July 19, 2016 9:15 AM  
**To:** Clifford, Kate AVED:EX  
**Subject:** Fwd: Draft agenda for the 21st

Sent from my iPhone

Begin forwarded message:

**From:** "Bradley Bowness (bowness)" <[bowness@cnc.bc.ca](mailto:bowness@cnc.bc.ca)>  
**Date:** July 19, 2016 at 8:29:25 AM PDT  
**To:** "Steven Dickson (dicksons)" <[dicksons@cnc.bc.ca](mailto:dicksons@cnc.bc.ca)>  
**Cc:** "Carroll, Sandra AVED:EX" <[Sandra.Carroll@gov.bc.ca](mailto:Sandra.Carroll@gov.bc.ca)>  
**Subject:** RE: Draft agenda for the 21st

Hi Sandra,

I would like to e-introduce myself and Steven.

Steven is our Technical Lead on coordinating video type meetings.

Please feel free to contact him with options or seek options on conducting a Telepresence meeting.

We typically use BlueJeans or Skype4Business for outside calls. Steven can assist to see if we can meet the needs of the meeting.

Cheers

**Bradley Bowness**  
**Chief Information Officer**  
Information Technology Services  
**College of New Caledonia**  
3330 - 22nd Avenue  
Prince George, B.C., Canada V2N 1P8  
Phone: 250 562 2131, ext 5264  
Cells: 22  
Fax: 250 561 5824  
[bowness@cnc.bc.ca](mailto:bowness@cnc.bc.ca)

---

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 19, 2016 8:12 AM  
**To:** Bradley Bowness (bowness)  
**Cc:** Carroll, Sandra AVED:EX  
**Subject:** RE: Draft agenda for the 21st

Bradley

I will ask Sandra who the contact is in Victoria so you can connect.

Thanks

Henry

Henry Reiser

President

College of New Caledonia

3330-22<sup>nd</sup> Ave.

Prince George, BC

V2N 1P8

Tel: 250-561-5825

Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



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**From:** Bradley Bowness (bowness)  
**Sent:** Tuesday, July 19, 2016 8:05 AM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Subject:** RE: Draft agenda for the 21st

Hi Henry,

There is a good chance I just need to check if the team is in Quesnel working on DDI renovations.

Once I clear that, we can setup a meeting room somewhere.

Do you have a contact at AVED who is coordinating the telepresence meeting?

cheers

**Bradley Bowness**

**Chief Information Officer**

Information Technology Services  
College of New Caledonia  
3330 - 22nd Avenue  
Prince George, B.C., Canada V2N 1P8  
Phone: 250 562 2131, ext 5264

Cell: s.22  
Fax: 250 561 5824  
[bowness@cnc.bc.ca](mailto:bowness@cnc.bc.ca)

---

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 19, 2016 7:47 AM  
**To:** Bradley Bowness (bowness)  
**Subject:** FW: Draft agenda for the 21st

Bradley

Can you arrange a telepresence with Adv. Ed. in Victoria for July 21<sup>st</sup> between 10:00 and 1:00?

Thanks

Henry

Henry Reiser

President

College of New Caledonia

3330-22<sup>nd</sup> Ave.

Prince George, BC

V2N 1P8

Tel: 250-561-5825

Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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New Caledonia  
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**From:** Fisher, Jason FLNR:EX [mailto:Jason.Fisher@gov.bc.ca]  
**Sent:** Monday, July 18, 2016 5:48 PM  
**To:** Lee Doney <sup>s.22</sup>; Mary Sjostrom <<sup>s.22</sup>  
**Cc:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>; Henry Reiser (reiserh) <reiserh@cnc.bc.ca>; Carroll, Sandra AVED:EX <Sandra.Carroll@gov.bc.ca>  
**Subject:** RE: Draft agenda for the 21st

Please see the revised agenda below. Sandy is going to see if she and I can attend by Telepresence. Marlene, can you put this into a more formal agenda form and take minutes from this meeting as well?

Jason

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 3:22 PM  
**To:** Lee Doney; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieum); 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** Draft agenda for the 21st

Draft Agenda for July 21, for review and comment. I will no longer be able to attend in person as I am required to be in Victoria for meetings.

jf

**From:** Keith Playfair [mailto:kplayfair@kdlgroup.net]

**Sent:** Sunday, July 17, 2016 2:04 PM

**To:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>

**Subject:** RE: Board Member

Hi Henry,

Not sure what skill set you need on the board but I have included 3 who could be good board members.  
s.22

If there is a specific skill set you are looking for let me know and I can look some more. I have not talked to anyone so if you contact any of them it will be a surprise.

Keith

---

**From:** Henry Reiser (reiserh) [mailto:reiserh@cnc.bc.ca]

**Sent:** Tuesday, July 12, 2016 2:19 PM

**To:** Keith Playfair

**Subject:** Board Member

Keith

s.22

. We are currently looking for a Board  
Member from the West and I was wondering if you could suggest anyone?<sup>s.22</sup>

s.22

I look forward to your response.

Thanks

Henry

Henry Reiser

President

College of New Caledonia

3330-22<sup>nd</sup> Ave.

Prince George, BC

V2N 1P8

**Clifford, Kate AVED:EX**

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Monday, July 18, 2016 9:19 AM  
**To:** Clifford, Kate AVED:EX  
**Subject:** Fwd: Board Member

Sent from my iPhone

Begin forwarded message:

**From:** Mary Sjoström<sup>s.22</sup>  
**Date:** July 18, 2016 at 9:14:09 AM PDT  
**To:** Board Chair <[chair@cnc.bc.ca](mailto:chair@cnc.bc.ca)>, Lee Doney<sup>s.22</sup>  
**Cc:** "Sandra AVED:EX Carroll" <[Sandra.Carroll@gov.bc.ca](mailto:Sandra.Carroll@gov.bc.ca)>  
**Subject:** Fw: Board Member

FYI Not sure if this is Board suggestions or hiring team . Talk at 500 pm. I do not have the call in number for today can we get it re sent please?? Thanks Mary

**From:** Henry Reiser (reiserh)  
**Sent:** Monday, July 18, 2016 8:24 AM  
**To:** Mary Sjoström  
**Subject:** FW: Board Member

Mary

FYI

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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Tel: 250-561-5825

Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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## **Clifford, Kate AVED:EX**

---

**From:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Sent:** Monday, June 20, 2016 3:57 PM  
**To:** Carroll, Sandra AVED:EX; Henry Reiser (reiserh)  
**Cc:** Clifford, Kate AVED:EX  
**Subject:** RE: Visit to PG

Hi Sandra,

I will arrange Henry's schedule to accommodate the July 21 date and send a meeting invite to the Board Executive as well.

Thank you,

Marlene

---

**From:** Carroll, Sandra AVED:EX [mailto:Sandra.Carroll@gov.bc.ca]  
**Sent:** Monday, June 20, 2016 3:52 PM  
**To:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>; Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Cc:** Clifford, Kate AVED:EX <Kate.Clifford@gov.bc.ca>  
**Subject:** RE: Visit to PG

Looks like the 21<sup>st</sup> is the only day Lee Doney is available so if you can make it work that would be great. Can you send a meeting not our to the board executive.

Thx

---

**From:** Marlene Beaulieu (beaulieum) [mailto:beaulieum@cnc.bc.ca]  
**Sent:** Monday, June 20, 2016 3:34 PM  
**To:** Carroll, Sandra AVED:EX; Henry Reiser (reiserh)  
**Subject:** RE: Visit to PG

Hi Sandra,

Henry is available to meet with you any time the week of July 18, with the exception of July 21 in the afternoon.

If however, July 21 is your best date, I can make that work as well. Please let me know what you decide.

Many Thanks,

Marlene

---

**From:** Carroll, Sandra AVED:EX [mailto:Sandra.Carroll@gov.bc.ca]  
**Sent:** Monday, June 20, 2016 10:56 AM  
**To:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Cc:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Subject:** RE: Visit to PG

I am looking at one day the week of July 18<sup>th</sup>. Does that work for you?

**From:** Henry Reiser (reiserh) [mailto:reiserh@cnc.bc.ca]  
**Sent:** Tuesday, June 7, 2016 11:55 AM  
**To:** Carroll, Sandra AVED:EX; XT:HLTH Doney, Lee  
**Cc:** Marlene Beaulieu (beaulieum)  
**Subject:** Visit to PG

Sandra and Lee

I hope you are well and recovered from our last Board meeting. Sandra you mentioned you and Lee were planning a trip here to CNC and can you let me know approximately when that will be so I can put that date in my calendar?

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



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## Clifford, Kate AVED:EX

---

**From:** Clifford, Kate AVED:EX  
**Sent:** Friday, May 20, 2016 12:33 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** QUESTION: CNC Finance and audit committee meeting

Is this something you wanted to attend on Thursday? It would mean needing to fly up to PG Wednesday night and staying over.

-----Original Appointment-----

**From:** Steve Nycholat<sup>s.22</sup>

**Sent:** Friday, May 20, 2016 9:12 AM

**To:** Steve Nycholat; [chair@cnc.bc.ca](mailto:chair@cnc.bc.ca); June Clark ([June.Clark@jbclarkco.com](mailto:June.Clark@jbclarkco.com)); Jacob Madjitey ([madjitey](mailto:madjitey)); 'Sue McAllister (mcallistersue)' ([mcallistersue@cnc.bc.ca](mailto:mcallistersue@cnc.bc.ca)); 'beaulieum@cnc.bc.ca'

**Cc:** Carroll, Sandra AVED:EX

**Subject:** CNC Finance and audit committee meeting

**When:** Thursday, May 26, 2016 9:00 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).

**Where:** CNC board room

CNC Finance and audit committee meeting

I have invited Sandra Carroll to attend as a guest at this meeting, I have not yet discussed this with her to determine if she is even available ?

### Agenda

- Discuss Variance report 15/16 budget to actual, 16/17 budget
- Review supporting documentation as required
- Discuss BDO / KPMG report
- Prepare go forward recommendations / motions from finance and audit to the BoD in response to the above information.

s.13



## Clifford, Kate AVED:EX

---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Thursday, May 12, 2016 10:10 AM  
**To:** Carroll, Sandra AVED:EX  
**Cc:** Clifford, Kate AVED:EX  
**Subject:** RE: Quick call on stat plan

Sandra

Ok I am available now for 15 minutes then at lunch, then after 3:30.

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



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**From:** Carroll, Sandra AVED:EX [<mailto:Sandra.Carroll@gov.bc.ca>]  
**Sent:** Thursday, May 12, 2016 10:06 AM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Clifford, Kate AVED:EX <[Kate.Clifford@gov.bc.ca](mailto:Kate.Clifford@gov.bc.ca)>  
**Subject:** Quick call on stat plan

I have asked Kate to coordinate a time for us.

thx

Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

Phone: 250-356-5173

**Clifford, Kate AVED:EX**

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Tuesday, May 10, 2016 1:16 PM  
**To:** Clifford, Kate AVED:EX  
**Subject:** Fwd: Invitation: Meeting. Issues CN C Mackenzie. @ Tue May 17, 2016 1:15pm - 4pm s.22  
**Attachments:** mime-attachment.ics; ATT00001.htm; invite.ics; ATT00002.htm

Sent from my iPhone

Begin forwarded message:

**From:** Mary Sjostrom s.22  
**Date:** May 5, 2016 at 4:02:19 PM PDT  
**To:** "Carroll, Sandra Aved:Ex" <sandra.carroll@gov.bc.ca>  
**Cc:** Jason Fisher <chair@cnc.bc.ca>  
**Subject:** Fwd: Invitation: Meeting. Issues CN C Mackenzie. @ Tue May 17, 2016 1:15pm - 4pm s.22

FYI Hope we can connect as a Team before our May 26 th meeting ?

Sent from my iPhone

Begin forwarded message:

**From:** Steph Killam <s.22>  
**Date:** May 5, 2016 at 3:38:00 PM MST  
**To:** Mary Sjostrom s.22 >, Shannon Bezo  
<bezos@cnc.bc.ca>  
**Subject:** Invitation: Meeting. Issues CN C Mackenzie. @ Tue May 17, 2016 1:15pm - 4pm (s.22  
**Reply-To:** Steph Killam s.22

[more details »](#)

**Meeting. Issues CN C Mackenzie.**

Mary please notify Sandra as I don't have her contact information. Thanks.

**When** Tue May 17, 2016 1:15pm – 4pm Pacific Time - Vancouver

**Where** Regional District Fraser Ft George. Room 3. 144 George Street , Prince George ([map](#))

**Calendar** s.22

**Who**

- Steph Killam - organizer
- Shannon Bezo
- Mary Sjostrom

**Going?** [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from Google Calendar

You are receiving this courtesy email at the account s.22 because you are an attendee of this event.

To stop receiving future updates for this event, decline this event. Alternatively you can sign up for a Google account at <https://www.google.com/calendar/> and control your notification settings for your entire calendar

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More.](#)

## Clifford, Kate AVED:EX

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Tuesday, May 3, 2016 11:32 AM  
**To:** Clifford, Kate AVED:EX  
**Subject:** FW: Meeting date for the May Board meeting

Another day in PG – afternoon of the 26<sup>th</sup>. Fly out on the early but not crazy flight.

---

**From:** Cole, Wendy FLNR:EX  
**Sent:** Tuesday, May 3, 2016 11:09 AM  
**To:** Carroll, Sandra AVED:EX; Fisher, Jason FLNR:EX  
**Subject:** RE: Meeting date for the May Board meeting

Sandra

Afternoon of the 26<sup>th</sup> is very good for Jason, 24<sup>th</sup> not so much. I will block out that afternoon for this session.

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Tuesday, May 3, 2016 10:31 AM  
**To:** Fisher, Jason FLNR:EX  
**Cc:** Cole, Wendy FLNR:EX  
**Subject:** RE: Meeting date for the May Board meeting

I think we will need an extra week to get the material together. I am going to work with Sue on the budget either next week or the 19<sup>th</sup>. I would suggest May 24 or 26. Henry needs to adjust his schedule. And I agree 3 hours....

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Tuesday, May 3, 2016 10:22 AM  
**To:** Carroll, Sandra AVED:EX  
**Cc:** Cole, Wendy FLNR:EX  
**Subject:** Fwd: Meeting date for the May Board meeting

Do any of the dates proposed below work? Assuming we will need 3-4 hours to deal with the budget and strat plan.

Sent from my iPhone

Begin forwarded message:

**From:** "Marlene Beaulieu (beaulieum)" <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>  
**Date:** May 3, 2016 at 10:10:13 AM PDT  
**To:** Board Chair <[chair@cnc.bc.ca](mailto:chair@cnc.bc.ca)>, "jason.fisher@gov.bc.ca" <[jason.fisher@gov.bc.ca](mailto:jason.fisher@gov.bc.ca)>  
**Subject:** Meeting date for the May Board meeting

Hello Jason,

At the April 29 Board meeting it was decided that the Board would meet again in May. In terms of Henry's calendar; May 17, 19 and 20 are good dates.


Please let me know if any of these dates work for you. I would like to get this message out to the Board as soon as possible.

Many Thanks,

Marlene

*Marlene Beaulieu*

Executive Office Administrator  
College of New Caledonia  
3330 - 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

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New Caledonia   
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## Clifford, Kate AVED:EX

---

**From:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Sent:** Tuesday, February 23, 2016 3:15 PM  
**To:** Clifford, Kate AVED:EX  
**Subject:** RE: 2016/2017 Budget Consultation Meeting

Hi Kate,

The 16/17 Budget Consultation meeting will not go ahead as planned on March 1. I plan to send a Doodle Poll to the Board members to determine a future meeting date/time mid-March. I will copy you on the information as well.

Many Thanks,

Marlene

---

**From:** Clifford, Kate AVED:EX [mailto:Kate.Clifford@gov.bc.ca]  
**Sent:** Monday, February 22, 2016 8:46 AM  
**To:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Subject:** RE: 2016/2017 Budget Consultation Meeting

Hi Marlene,

Sandy sent me a note on Friday indicating that this meeting might be moved. Are you able to let me know if that happens? Sandy is out of the office this week and I've already booked her flights so will need to know if they need to be cancelled.

Thanks!

Kate Clifford | Senior Executive Assistant  
Office of the Deputy Minister  
Ministry of Advanced Education  
P: 250 356-5173 | F: 250-356-5468

---

**From:** Marlene Beaulieu (beaulieum) [mailto:beaulieum@cnc.bc.ca]  
**Sent:** Monday, February 15, 2016 10:49 AM  
**To:** Bob Fowler; Christopher Brown (brownc34); [executivedirector@abdc.bc.ca](mailto:executivedirector@abdc.bc.ca); Jacob Madjitey (madjitey); Fisher, Jason FLNR:EX; June Clark; Lee Ongman; Marlene Beaulieu (beaulieum); Marv Siostrom; Nathan Giede; Carroll, Sandra AVED:EX; Sandy Ramsay; Sheldon Clare (clare); Steve Nycholat<sup>s.22</sup>; Steven Perison (perisons)  
**Subject:** 2016/2017 Budget Consultation Meeting

Good morning Board Members,

For your information, based on the results of the Doodle Poll for the 2016/17 Budget Consultation Meeting, the Board Chair confirms that this meeting will be held on Tuesday, March 1 from 1:00pm – 4:00pm. An Outlook invitation will be sent for your calendars.

Many Thanks,

Marlene

March 2016			
Tue 1	Fri 4		
1:00 PM – 4:00 PM	6:00 PM – 9:00 PM	1:00 PM – 4:00 PM	6:00 PM – 9:00 PM
Steve Nycholat			
Lee			
Nathan Giede			
June			
bob fowler			
Steven Perison			
Sheldon Clare			
Jacob Madjitey			
Frank Rossi			
Vince Prince			
Jason Fisher			
Sandy Ramsay			
Mary Sjostrom			
Mary Sjostrom			
Chris Brown			
Your name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


March 2016			
Tue 1	Fri 4		
1:00 PM – 4:00 PM	6:00 PM – 9:00 PM	1:00 PM – 4:00 PM	6:00 PM – 9:00 PM
12	9	11	7

Thank you,

Marlene

*Marlene Beaudieu*

Executive Office Administrator  
College of New Caledonia  
3330 – 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

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## Meadows, Jennifer L AVED:EX

---

**From:** lee ongman<sup>s.22</sup>  
**Sent:** Tuesday, April 5, 2016 7:25 PM  
**To:** Marlene Beaulieu (beaulieum)  
**Cc:** Bob Fowler; Christopher Brown (brownc34); executivedirector@abdc.bc.ca; Jacob Madjitey (madjitey); Fisher, Jason FLNR:EX; June Clark; Lee Doney; Mary Sjoström; Nathan Giede; Paul Campo (campo); Carroll, Sandra AVED:EX; Sandy Ramsay; Sheldon Clare (clare); Steve Nycholat<sup>s.22</sup>; Henry Reiser (reiserh)  
**Subject:** Re: Student Awards Ceremony 2016

I would like to attend but i am in Vancouver this week . Thanks . Lee

Sent from my iPad

> On Apr 5, 2016, at 3:27 PM, Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)> wrote:  
>  
> Board Members,  
>  
> If you are in the Prince George area on Thursday, April 7 and would like to attend the 2016 Student Awards Ceremony, please let me know. The ceremony will be held in the CNC Gym with refreshments and appetizers to follow.  
>  
> Please confirm with me at your earliest.  
>  
> Thank you,  
>  
> Marlene  
>  
> Marlene Beaulieu  
> Executive Office Administrator  
> College of New Caledonia  
> 3330 - 22nd Avenue  
> Prince George, BC  
> V2N 1P8  
> T: 250-561-5825  
>  
> [Option 1 logo colour (3)]  
>  
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>  
>  
> <winmail.dat>

## Meadows, Jennifer L AVED:EX

---

**From:** Sandra Rossi (rossis) <rossis@cnc.bc.ca>  
**Sent:** Monday, April 11, 2016 2:57 PM  
**To:** Henry Reiser (reiserh)  
**Cc:** Marlene Erickson (erickson); Kevin Brown; Annette Stevens (stevensan); DG-Executive; Jay Notay (notayj); Carroll, Sandra AVED:EX  
**Subject:** Re: Letter to CNC from Lakes District Area Chiefs

Hi Everyone

This really is an unfortunate situation. I am just reading the emails and Barb and I can be available for a call starting now for the next 4 hours.

Take care  
Sandra

Sent from my iPhone

On Apr 12, 2016, at 4:52 AM, Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)> wrote:

Marlene

s.13,s.16

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**From:** Marlene Erickson (erickson)  
**Sent:** Monday, April 11, 2016 12:45 PM

**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Kevin Brown <[kevin@kbcommunications.ca](mailto:kevin@kbcommunications.ca)>; Annette Stevens (stevensan) <[stevensan@cnc.bc.ca](mailto:stevensan@cnc.bc.ca)>;  
DG-Executive <[DG-Executive@cnc.bc.ca](mailto:DG-Executive@cnc.bc.ca)>; Jay Notay (notayj) <[notayj@cnc.bc.ca](mailto:notayj@cnc.bc.ca)>  
**Subject:** Re: Letter to CNC from Lakes District Area Chiefs

s.13,s.16

On Apr 11, 2016, at 12:15 PM, Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)> wrote:

Kevin

s.13,s.16

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

<image002.jpg>

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**From:** Kevin Brown [<mailto:kevin@kbcommunications.ca>]  
**Sent:** Monday, April 11, 2016 10:46 AM  
**To:** Marlene Erickson (erickson) <[Erickson@cnc.bc.ca](mailto:Erickson@cnc.bc.ca)>; Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Annette Stevens (stevensan) <[stevensan@cnc.bc.ca](mailto:stevensan@cnc.bc.ca)>; DG-Executive <[DG-Executive@cnc.bc.ca](mailto:DG-Executive@cnc.bc.ca)>; Jay Notay (notayj) <[notayj@cnc.bc.ca](mailto:notayj@cnc.bc.ca)>  
**Subject:** RE: Letter to CNC from Lakes District Area Chiefs

s.13,s.16

---

**From:** Marlene Erickson (erickson) [<mailto:Erickson@cnc.bc.ca>]  
**Sent:** Monday, April 11, 2016 9:05 AM  
**To:** Henry Reiser (reiserh)  
**Cc:** Kevin Brown; Annette Stevens (stevensan); DG-Executive  
**Subject:** Re: Letter to CNC from Lakes District Area Chiefs

Hi Kevin  
s.13,s.16

On Apr 11, 2016, at 8:28 AM, Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)> wrote:

Kevin  
s.13,s.16

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

<image002.jpg>

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**From:** Kevin Brown [<mailto:kevin@kbcommunications.ca>]  
**Sent:** Saturday, April 09, 2016 8:29 AM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Annette Stevens (stevensan) <[stevensan@cnc.bc.ca](mailto:stevensan@cnc.bc.ca)>  
**Subject:** RE: Letter to CNC from Lakes District Area Chiefs

Good Saturday. Looks like a bee-you-tee out there. Rather than begin what would become a very long email chain involving multiple people... I thought I would respond with my initial thoughts to you two and you can take it from there.

s.13,s.16

Have a good weekend and I will continue to contribute via email and phone (if needed) over the next two weeks.

Cheers.

---

**From:** Henry Reiser (reiserh) [<mailto:reiserh@cnc.bc.ca>]  
**Sent:** Friday, April 08, 2016 2:05 PM  
**To:** Kevin Brown ([kevin@kbcommunications.ca](mailto:kevin@kbcommunications.ca)); Annette Stevens (stevensan)  
**Cc:** Carroll, Sandra AVED:EX; Porter, Rodney GCPE:EX; Vince Prince  
**Subject:** FW: Letter to CNC from Lakes District Area Chiefs

Kevin and Annette

s.13,s.16

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825

Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**From:** Monty Palmantier (<mailto:monty.palmantier@lakebabine.com>)

**Sent:** Thursday, April 07, 2016 5:51 PM

**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>; Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>

**Cc:** [AVED.Minister@gov.bc.ca](mailto:AVED.Minister@gov.bc.ca); [ABR.minister@gov.bc.ca](mailto:ABR.minister@gov.bc.ca);

[JTST.Minister@gov.bc.ca](mailto:JTST.Minister@gov.bc.ca); [PSSG.Minister@gov.bc.ca](mailto:PSSG.Minister@gov.bc.ca);

[SBRT.Minister@gov.bc.ca](mailto:SBRT.Minister@gov.bc.ca); [mayor@burnslake.ca](mailto:mayor@burnslake.ca);

[mayor@district.vanderhoof.ca](mailto:mayor@district.vanderhoof.ca); Bernice Magee

s.22

s.22

s.22

Wilf Adam

<[wilf.adam@lakebabine.com](mailto:wilf.adam@lakebabine.com)>; Darren Patrick

<[darren.patrick@lakebabine.com](mailto:darren.patrick@lakebabine.com)>; Corrina Leween

s.22

s.22

s.22

; Chief Karen Ogen ([wfnchief@lakescom.net](mailto:wfnchief@lakescom.net))

<[wfnchief@lakescom.net](mailto:wfnchief@lakescom.net)>; dan george s.22

s.22

; Adele Gooding (Goodinga)

<[goodinga@cnc.bc.ca](mailto:goodinga@cnc.bc.ca)>; Rene Skin. Skin Tyee Nation

s.22

; Chief Ray Morris s.22

Danielle Wall <[wfnedu@lakescom.net](mailto:wfnedu@lakescom.net)>; s.22 Cindy Ashe

s.22

<s.22

; s.22

Janice Nooski s.22

**Subject:** Letter to CNC from Lakes District Area Chiefs

Good Day Henry;

Attached is a letter addressed to the CNC Board of Governors, which I am requesting that you and Marlene please forward as I do not have individual contact information for each board member.

This letter is endorsed by the Chiefs of the six First Nations in the Lakes District area in response to the unilateral decisions and directions that CNC governance and administration has imposed upon the CNC Lakes campus over the past year and more – which is rapidly contributing to the detriment of programs and services of students, and their families, who attend our local campus. As I'm sure you are more than aware, a large percentage of students at CNC Lakes are (and for many years have been) First Nations from each of our communities.

*Regards,*

*Monty Palmantier  
Education Director  
Lake Babine Nation  
PO Box 879  
Burns Lake, BC V0J 1E0  
Tel.: (250) 692-4700  
Fax.: (250) 692-4790*

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**Meadows, Jennifer L AVED:EX**

---

**From:** Lee Ongman s.22  
**Sent:** Monday, April 18, 2016 2:43 PM  
**To:** Vince Prince; Carroll, Sandra AVED:EX; 'Steve Nycholat'; Sandy Ramsay; 'Bob Fowler'; Fisher, Jason FLNR:EX; June Clark; Lee Doney; Mary Sjostrom; 'Nathan Giede'; Sheldon Clare (clare); Paul Campo (campo); Jacob Madjitey (madjitey)  
**Cc:** Marlene Beaulieu (beaulieum); Henry Reiser (reiserh)  
**Subject:** Re: Draft response to letter from the Chiefs in the Burns Lake area

s.13,s.16

LEE ONGMAN

---

**From:** Vince Prince <executivedirector@abdc.bc.ca>  
**To:** "Carroll, Sandra AVED:EX" <Sandra.Carroll@gov.bc.ca>; 'Steve Nycholat' s.22 ; Sandy Ramsay <s.22>; 'Bob Fowler' <s.22>; "Fisher, Jason FLNR:EX" <Jason.Fisher@gov.bc.ca>; June Clark <June.Clark@ibclarkco.com>; Lee Ongman <s.22>; Lee Doney <s.22>; Mary Sjostrom <s.22>; 'Nathan Giede' s.22 ; Sheldon Clare (clare) <Clare@cnc.bc.ca>; Paul Campo (campo) <campo@cnc.bc.ca>; Jacob Madjitey (madjitey) <Madjitey@cnc.bc.ca>  
**Cc:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>; Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Monday, April 18, 2016 9:43 AM  
**Subject:** Draft response to letter from the Chiefs in the Burns Lake area

s.13,s.16

Vince Prince

Executive Director

Aboriginal Business and Community Development Centre

(250) 562-6325 OFFICE

s.22

CELL

## **Meadows, Jennifer L AVED:EX**

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**From:** Sandy Ramsay <s.22  
**Sent:** Tuesday, April 19, 2016 12:36 PM  
**To:** Vince Prince; Carroll, Sandra AVED:EX; 'Steve Nycholat'; 'Bob Fowler'; Fisher, Jason  
FLNR:EX; June Clark; Lee Ongman; Lee Doney; Mary Sjostrom; 'Nathan Giede'; Sheldon  
Clare (clare); Paul Campo (campo); Jacob Madjitey (madjitey)  
**Cc:** Marlene Beaulieu (beaulieum); Henry Reiser (reiserh)  
**Subject:** Re: Draft response to letter from the Chiefs in the Burns Lake area

Hi Vince,  
s.13,s.16

Looking forward to seeing you at our next Board Meeting.

Sandy

-----Original Message-----

**From:** Vince Prince  
**Sent:** Monday, April 18, 2016 9:43 AM  
**To:** Carroll, Sandra AVED:EX ; 'Steve Nycholat' ; Sandy Ramsay ; 'Bob Fowler'  
; Fisher, Jason FLNR:EX ; June Clark ; Lee Ongman ; Lee Doney ; Mary Sjostrom ; 'Nathan Giede' ; Sheldon Clare (clare) ;  
Paul Campo (campo) ; Jacob Madjitey (madjitey)  
**Cc:** Marlene Beaulieu (beaulieum) ; Henry Reiser (reiserh)  
**Subject:** Draft response to letter from the Chiefs in the Burns Lake area  
s.13,s.16

Vince Prince

Executive Director

Aboriginal Business and Community Development Centre

(250) 562-6325 OFFICE



## Meadows, Jennifer L AVED:EX

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**From:** Brewster, Kevin AVED:EX  
**Sent:** Monday, April 25, 2016 9:10 AM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** RE: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan  
**Attachments:** RE: Naming policy question

CNC followed the right process and approval for the naming was granted.

KB

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Monday, April 25, 2016 6:55 AM  
**To:** Brewster, Kevin AVED:EX  
**Subject:** Fwd: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

Can you look to see if this had mitic approval. Announcement at bottom of email.

Sent from my iPhone

Begin forwarded message:

**From:** June Clark <June.Clark@jbclarkco.com>  
**Date:** April 20, 2016 at 9:44:38 AM PDT  
**To:** Vince Prince <executivedirector@abdc.bc.ca>, "Marlene Beaulieu (beaulieum)" <beaulieum@cnc.bc.ca>  
**Cc:** Bob Fowle<sup>s.22</sup>, Jacob Madjitey <Madjitey@cnc.bc.ca>, Jason Fisher <Jason.Fisher@gov.bc.ca>, June Clark <June.Clark@jbclarkco.com>, Lee Doney<sup>s.22</sup>, Lee Ongman<sup>s.22</sup>, "Mary Sjostrom"<sup>s.22</sup>, Nathan Giede <s.22>, "Paul Campo (campo)" <campo@cnc.bc.ca>, "Sandra Ramsay"<sup>s.22</sup>, "Sandra.Carroll (Sandra.Carroll@gov.bc.ca)" <Sandra.Carroll@gov.bc.ca>, Sheldon Clare <Clare@cnc.bc.ca>, Steve Nycholat<sup>s.22</sup>, "Henry Reiser (reiserh) (reiserh@cnc.bc.ca)" <reiserh@cnc.bc.ca>  
**Subject:** RE: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

The By-law indicates that philanthropic and honorary naming is subject to Board approval. I highlight the items relevant to board approval below to make it easier to find.

Please add this to the Board agenda for April 29th. It would be helpful to have a bit more background (the bylaw info provides an outline of information that is to be part of an agreement – that would be helpful for the Board to have in order to make/pass a motion to approve this).

Thanks,

June



Bylaw Information
Bylaw No:
Approved by:
Approval Date:
Amendment Date:
Bylaw Holder:
Procedural Authority:

## **BYLAW #14 NAMING OF COLLEGE FACILITIES AND OTHER INFRASTRUCTURE**

### ***Bylaw Statement***

In naming physical assets, priority will be given to the development of connections with individuals, businesses, organizations and others prepared to offer financial and in-kind contributions that are in alignment with the College of New Caledonia's mission, vision, values and key directions.

In keeping with the Provincial Government's *Naming Privileges Policy* (see Appendix A.) the College may name buildings, segments of buildings or other physical assets for a) functional purposes; b) to recognize philanthropic gifts; or c) honour eminent persons or personal contributions to the College.

This bylaw is intended to ensure uniformity and consistency of physical asset naming throughout the College and provide guidelines to recognize philanthropic contributions and distinguished members or friends of the CNC college community. The Director of Facilities (and where appropriate Regional Campus Directors) will maintain a listing of all facilities and infrastructure names.

### **Functional Naming**

The President may approve the naming of buildings, segments of buildings and other physical infrastructure where the name is purely function-related or location-related, such as the "Student Services" wing.

Requests for the functional naming of buildings or facilities shall be forwarded to the Director of Facilities. The Director of Facilities will, in turn, forward the recommendation to the Office of the President. For buildings, segments of buildings and other facilities names by function or location, criteria for naming will generally include consistency with ongoing use/majority occupancy or salient geographic features i.e. Courtyard.

## **Philanthropic Naming**

With the approval of the College Board, the President will submit the request for the naming opportunity to the appropriate provincial government ministry for approval, prior to confirming the naming recognition. The naming request must meet the Provincial Government's approval criteria and restrictions in its *Naming Privileges Policy*.

Requests for philanthropic naming of buildings or other physical assets shall be forwarded to the Director, Communications and Development who upon receipt of all such requests shall advise and consult with the President. All requests for philanthropic naming require the approval of the President and of the Board of Governors. If the request is approved by the Board, it will be referred to the Provincial Naming Committee.

An offer of financial or in-kind contribution does not guarantee that naming recognition will be granted. Each opportunity for naming recognition must be considered on its merits. Where the opportunity for naming recognition involves a business benefactor, the Provincial Naming Committee may require the opportunity to be pursued through a procurement process.

The Director Communications and Development will maintain a listing of specific naming opportunities suitable for recognizing philanthropic contributions. That list will be prepared in collaboration with the Director of Facilities and the appropriate Regional Director.

When a name is proposed as a consequence of a gift, bequest or financial partnership, established guidelines will be followed taking into account the capital cost of a new or restored facility or the contribution to the College's overall fundraising priorities, to decide if the gift or bequest is appropriate. All agreements with donors or financial partners for naming recognition must be in writing and must specify the term of the agreement.

All agreements must include a provision for termination of the agreement in the event that the donor or financial partner does not fulfill their commitments under the agreement. Copies of all agreements will be forwarded to the appropriate provincial government ministry.

The College Board and Government may, upon giving written notice to the donor or financial partner, terminate an agreement for naming recognition where, in the opinion of the Provincial Naming Committee or Cabinet or College Board, any action or association by the named donor or financial partner calls into serious question the integrity and reputation of the College or Government.

When the use of an asset is changed due to the asset being sold, demolished, substantially renovated, rebuilt or designated for another use, the College may continue to use the name, transfer the name to another comparable asset or discontinue the use of the name. Any discontinuation or transfer will require the approval of the College Board and the Provincial Naming Committee.

### **Honorific Naming**

The College Board may also identify a naming opportunity with the intention of honouring a former member of the CNC college community or the wider community. That person will have made an outstanding contribution to the College life, its mission, vision and to the spirit of the community within the College of New Caledonia, or to the wider community.

Nominations for the honorific naming of buildings or facilities shall be submitted to the Office of the President. After review and approval by the President, the President will forward the naming recommendation to the College Board. If the request is approved by the Board, it will be referred to the Provincial Naming Committee.

When the intention is to honour a person, and no gift or bequest is involved, and in the case of staff members or members of the immediate community, meritorious or outstanding service to the College of New Caledonia will be considered by the Board. Generally, the commemoration of staff members shall not be considered earlier than four years after retirement or death.

### ***Scope and Limitation of President***

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### ***Information and Monitoring Requirements:***

## **Appendix A**

### **B.C. Provincial Government Naming Privileges Policy**

#### **Naming Privileges Policy**

##### **1. Purpose**

1.1 This policy governs the naming of physical assets in recognition of financial or in-kind contributions from individuals, businesses, organizations and others. Naming recognition may be granted for the naming of buildings and other physical assets including, but not limited to, wings, rooms, laboratories, roads and other transportation infrastructure, recreational areas and other public spaces, collections of books or art, and equipment of significant value.

1.2 All naming recognition shall be consistent with the government's values and objectives, and must uphold the integrity and reputation of the government.

##### **2. Scope**

2.1 This policy applies to all government ministries and government bodies as defined in the *Financial Administration Act*.

2.2 Where a government body has a pre-existing policy for naming recognition, that policy must be brought into alignment with this policy.

##### **3. General**

3.1 An asset may be named in its entirety or portions of an asset may be named to reflect contributions made by different naming benefactors.

3.2 In the case of a building or other physical facility, the entire structure or discrete and functional portions of the structure may be considered for naming recognition.

3.3 An offer of financial or in-kind contribution does not guarantee that naming recognition will be granted. Each opportunity for naming recognition must be considered on its merits.

3.4 An opportunity for naming recognition must not result in an employee of the government or an employee of a government body, or an elected official, receiving any benefit or personal gain.

#### **4. Approval**

4.1 The Intellectual Property Program within the Ministry of Citizens' Services is the point of contact for all naming recognition opportunities that fall within the scope of this policy. Government ministries and government bodies that become aware of an opportunity for naming recognition must contact the Intellectual Property Program.

4.2 A Naming Committee identified by the Minister of Citizens' Services will review all opportunities for naming recognition.

4.3 The Minister of Citizens' Services may approve the appointment of up to two ad hoc, non-voting members from the ministry or public body submitting the opportunity to the Naming Committee. Ad hoc members are not regular members and will sit on the Naming Committee only for the particular opportunity with which they are involved.

4.4 The Naming Committee will exercise decision-making authority for opportunities for naming recognition unless, in the opinion of the Naming Committee, one or more of the criteria identified in section 4.5 applies.

4.5 Cabinet will exercise decision-making authority for opportunities for naming recognition if, in the opinion of the Naming Committee, one or more of the following criteria apply:

- (a) the size or visibility of the asset is of particular significance;
- (b) the value of the contribution is greater than five million dollars;
- (c) the asset is or will likely be the object of media attention, or is otherwise in the public eye;
- (d) the proposed name is inconsistent with the government's values and objectives; or
- (e) the proposed name is likely to harm the integrity and reputation of the government.

4.6 The Naming Committee will provide cabinet with a regular report on all opportunities for naming recognition.

#### **5. Approval Criteria**

5.1 Where the opportunity for naming recognition involves a business benefactor, the Naming Committee may require the opportunity to be pursued through a procurement process.

5.2 A proposed opportunity for naming recognition must be appropriate to the purpose or use of the asset and to the target audience. Additional consideration is warranted where the target audience is children, seniors, minority groups, persons with disabilities or First Nations.

5.3 The proposed benefactor's history and, if applicable, business activities should be appropriate to the specific opportunity for naming recognition.

5.4 If the opportunity for naming recognition is to replace an existing name, consideration should be given to the history or legacy of the current name and whether the existing name might be incorporated into the proposed new name.

## **6. Restrictions**

6.1 The government will not approve an opportunity for naming recognition:

- (a) that may be inconsistent with government's legal obligations;
- (b) that implies the government's endorsement of a partisan political or ideological position or of a commercial product;
- (c) that involves naming an asset after an elected official who is currently in office;
- (d) that conveys a message that might be deemed prejudicial to race, religion, gender or sexual orientation;
- (e) that presents demeaning or derogatory portrayals of communities or groups or, in light of generally prevailing community standards, could reasonably be expected to cause offence to a community or group;
- (f) that promotes alcohol or other addictive substances at venues geared primarily to children;
- (g) that involves an individual, business or organization whose main business is derived from the sale of alcohol, other than a provincial or national industry association that focuses on harm reduction regarding the responsible use of alcohol; or
- (h) that involves an individual, business or organization whose main business is derived from:
  - (i) the sale of tobacco;
  - (ii) pornography;
  - (iii) the support of, or involvement in, the production, distribution, and sale of weapons or other life-threatening products; or,
  - (iv) se or development of illegal products or substances.

## **7. Signs and Naming Devices**

7.1 Signage or other naming devices associated with naming recognition must not impact the quality and integrity of the associated properties, buildings or land and must not provide any added risks to safety.

7.2 A name may only be given to one asset in recognition of a contribution, but a benefactor name may be displayed on more than one sign or naming device associated with the designated asset.

7.3 The government is under no obligation to create new or alter existing maps, signage or other similar naming devices when an opportunity for naming recognition is approved or terminated.

## **8. Naming Recognition Agreements**

8.1 All agreements with benefactors for naming recognition must be in writing.

8.2 A copy of all agreements for naming recognition must be maintained in a central repository located within the Intellectual Property Program.

8.3 All agreements for naming recognition must specify the term of the agreement.

8.4 The government may, upon giving written notice to the benefactor, terminate an agreement for naming recognition where, in the opinion of the Naming Committee or cabinet, any action or association by the naming benefactor calls into serious question the integrity and reputation of the government.

## **9. Continuation, Change or Transfer of Naming Recognition**

9.1 When the use of an asset is changed due to the asset being sold, demolished, substantially renovated, rebuilt or designated for another use, the government may continue to use the name, transfer the name to another comparable asset, or discontinue the use of the name.

9.2 A copy of all agreements for naming recognition must be maintained in a central repository located within the Intellectual Property Program.

9.3 Any discontinuation or transfer of a name will require the approval of the Naming Committee.

9.4 If a corporation or business name changes, signage and other naming devices may be changed at the cost of the benefactor, with the approval of the Naming Committee.

Intellectual Property  
Program Ministry of  
Citizens' Services  
Province of British  
Columbia Tel: 250 356-  
0827  
Fax: 250 387-1940

[http://www.cio.gov.bc.ca/cio/intellectualproperty/naming\\_privileges\\_policy.page](http://www.cio.gov.bc.ca/cio/intellectualproperty/naming_privileges_policy.page)

Warm regards,

June

Direct: s.22

**From:** Vince Prince [mailto:executivedirector@abdc.bc.ca]

**Sent:** April 20, 2016 9:36 AM

**To:** June Clark <June.Clark@ibclarkco.com>

**Subject:** RE: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

Good morning. I believe that this is not a Board issue.

*Vince Prince*

*Executive Director*

Aboriginal Business and Community Development Centre

(250) 562-6325 OFFICE

<sup>s.22</sup>

CELL

**From:** June Clark [mailto:June.Clark@ibclarkco.com]

**Sent:** April 20, 2016 7:36 AM

**To:** Vince Prince <executivedirector@abdc.bc.ca>

**Subject:** RE: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

Hi Vince,

...just following up on this as there has not been a response yet to the question below.

Please advise.

Warm regards,

June

Direct<sup>s.22</sup>

**From:** June Clark

**Sent:** April 4, 2016 6:38 AM

**To:** Vince Prince <executivedirector@abdc.bc.ca>

**Subject:** Fw: CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

Hi Vince,

Has this come to the Board for approval?

Sent from my BlackBerry 10 smartphone on the TELUS network.

**From:** Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>

**Sent:** Thursday, March 31, 2016 9:04 AM

**To:** Bob Fowler; Christopher Brown (brownc34); executivedirector@abdc.bc.ca; Jacob Madjitey (madjitey); Jason Fish; June Clark; Lee Doney; Lee Ongman; Marlene Beaulieu (beaulieum); Mary Sjostrom; Nathan Giede; Paul Campo (campo); Sandra Carroll; Sandy Ramsay; Sheldon Clare (clare); Steve Nycholat<sup>s.22</sup>

**Subject:** CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan

Board Members,

For your information, please see the latest news release.

Thank you,

Marlene

## **NEWS RELEASE**

*For release on March 31, 2016*

### **CNC hosts naming announcement with Finning and Thompson Creek – Mount Milligan**

The College of New Caledonia will be hosting an official naming announcement for the Finning/Thompson Creek–Mount Milligan Computer Lab at 2:30 p.m. on Monday, April 4 in Room 11-123 at the CNC Nicholson Building (2211 S. Nicholson Avenue).

Finning and Mount Milligan have each donated \$25,000 for the naming rights to a computer lab in the Nicholson Building at the Prince George campus. The naming rights will last the next five years and will expire March 2020.

The funding has been used to renovate the lab and to equip it with seventeen brand new work stations (including computers, desks and chairs), a television, whiteboards, a Board Room table and chairs, and the branding of the two companies.

“Our Heavy Duty Mechanic program is currently well-subscribed,” said CNC Dean of Trades, Frank Rossi. “So, this lab is essential in making sure that our Heavy Duty Mechanic students have access to the technology that is becoming a key aspect of their skilled trade.”

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#### ***For more information:***

Matt Partyka  
Reporter/Photographer  
Communication Services  
office: (250) 561-5889  
cell: (250) 617-2611

Annette Stevens  
Manager  
Communication Services  
office: (250) 561-5878  
cell: (250) 640-1521

**Meadows, Jennifer L AVED:EX**

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**From:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Sent:** Tuesday, May 3, 2016 2:07 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** FW: Budget  
**Attachments:** 2015-16 Fiscal Year End Analysis FINAL.docx

Here is the document that Kevin, Ramon and I prepared.

Sue

**From:** Carroll, Sandra AVED:EX [<mailto:Sandra.Carroll@gov.bc.ca>]  
**Sent:** Tuesday, May 03, 2016 10:39 AM  
**To:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Cc:** Clifford, Kate AVED:EX <[Kate.Clifford@gov.bc.ca](mailto:Kate.Clifford@gov.bc.ca)>  
**Subject:** Budget

Sue,

I would like to come up and spend the day with you preparing the material for the budget sub committee meeting. Are you free May 10 or May 17. – Let me know.

*Sandra Carroll*  
Deputy Minister  
Ministry of Advanced Education

Phone: 250-356-5173

## **2015/16 Fiscal Year End**

### **Executive Summary**

The College prepares quarterly financial forecasts for management and Board review and for submission to the Ministry of Advanced Education (the Ministry) in accordance with the College's reporting requirements. Forecasts are prepared with the best information about the College's current and expected operations at the time of preparation.

s.13,s.17

Page 056

Withheld pursuant to/removed as

s.13;s.17

## 2015/16 Fiscal Year End

### Context

The College prepares quarterly financial forecasts for management and Board review and for submission to the Ministry of Advanced Education (the Ministry) in accordance with the College's reporting requirements. Forecasts are prepared with the best information about the College's current and expected operations at the time of preparation.

s.13,s.17

Page 058 to/à Page 060

Withheld pursuant to/removed as

s.13;s.17

## **Meadows, Jennifer L AVED:EX**

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**From:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Sent:** Wednesday, May 18, 2016 6:53 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** CNC budget info - documents A-G  
**Attachments:** A. Cover - Guiding Principles Recommendation Jan 6.pdf; B. 2016-17 Budget Development Guiding Principles and Considerations FINAL 2015-11-16.pdf; C. Cover - Skills Gap Plan Guiding Principles Recommendation.pdf; D. Principles and Considerations - Skills Gap Plan Nov 2015 FINAL.pdf; E. Cover Page - Motion - Final Budget Assumptions 2016-17.pdf; F. 2016-17 Budget Assumptions\_FINAL REVISED 2016-01-14.pdf; s.13,s.17  
s.13,s.17

Hello Sandra,

Henry has asked me to send you all the budget related documents that have gone or will be going to Board. I tried to put them in the order they went to board. I have tried several times to send these as a zipped file but it keeps bouncing back.

Documents A-G went to Board in January for approval. The Board had previously approved them in September as preliminary documents to allow us to start the budget development process. If you would like the preliminary assumptions please let me know. There was very little change between the preliminary and final.

s.13,s.17

Documents S-X have been prepared as a result of direction from Henry and yourself. Jay had asked for Document Y to be prepared however I am not sure what he planned to use it for.

Please let me know if you have any questions or require additional information.

Sue McAllister  
VP Administration and Finance  
College of New Caledonia  
3330 22<sup>nd</sup> Avenue  
Prince George, BC V2N 1P8  
250-562-2131, x5237 FAX 250-561-5829

**College of New Caledonia**  
(Public – For Approval)

**TO:** College Board

**DATE:** January 6, 2016

**RE:** 2016/2017 Budget Development Guiding Principles and Decision Making Considerations

---

**Recommendation**

That the College Board approves the 2016/17 Budget Development Guiding Principles and Decision-Making Considerations.

**Background**

Attached for your approval are the 2016/17 Budget Development Guiding Principles and Decision-Making Considerations. Based on the current status of our Strategic Plan we have made no changes to the principles used in 2015/16. We anticipate the completion of the Strategic Plan will inform changes to this for the 2017/18 budget process.

During the month of November these principles have been circulated and reviewed with College managers, Education Council, CUPE Executive, the Faculty Association and Student Union.

This document and the Skills Gap Plan Development Guiding Principles and Decision Making Considerations will form the basis for assessing options for finalizing the 2016/17 operating budget in the event there is a shortfall between projected revenues and expenditures.

**Available to Speak to this Item:**

Sue McAllister  
Henry Reiser

Respectfully submitted,

Sue McAllister  
VP, Administration and Finance

Henry Reiser  
President

Attachment: Budget Development Guiding Principles and Decision-Making Considerations



**2016-17 Budget Development  
Guiding Principles and Decision-Making Considerations**

**A. Guiding Principles**

- i. In making decisions to reduce our expenditures, we will apply to the extent possible the "Budget Decision-making Considerations" outlined in this document.
- ii. Validated data provided by Institutional Research, Financial Services, and Human Resources will be used as the foundation for evidence-based decision making.
- iii. In general, College decisions to undertake new and additional programs and services will be based on expectations that funding/revenues will balance the full (direct and indirect) costs associated with providing the new program or service.
- iv. In making decisions for 2016/17, we must also look ahead to future years. We will not postpone taking steps to mitigate and reduce a projected budget deficit this year, and therefore compound the size of next year's potential financial problem.
- v. We will achieve a balanced operating budget. If expenditure reductions are required we will attempt to limit the impact on students and on College employees.
- vi. In order to maintain the quality of programs and services, any required budget reductions will be targeted rather than proportionally balanced across the entire College.
- vii. Operational support requirements will be assessed and realigned to meet changing needs and demands.
- viii. The College will maintain a comprehensive range of programming which includes course offerings in each of the following major categories: academic; career/technical; vocational; and developmental education. While maintaining a comprehensive range, we will recognize that not all programs will be offered on an ongoing basis. Some programs will be offered on a rotating basis or will have a planned life expectancy to meet demands.
- ix. Strategic reallocations of resources in response to community needs and changes in student demand may provide opportunities to introduce new programs and services. Alternative methods of delivering services and sharing costs with other Colleges will be considered as cost-saving measures.

## **B. Decision-making Considerations**

*The following factors will be considered collectively in assessing potential budget decisions:*

### **Need for Programs and Services**

- a. For instructional programs, what is the utilization rate?
- b. Is the recent and/or projected enrolment trend positive (up), stable, or negative (down)?
- c. For services, what is the recent year(s) level(s) of actual student utilization of the service?

### **Cost-effectiveness and Cost Benefit**

- a. What is the total cost per student enrolled or student utilizing the service?
- b. What is the total cost of the program or service?
- c. How does the total cost of the program compare relative to the projected budget shortfall?
- d. What is the impact of international students on the total cost of the program or service?

### **Students Impacted**

What is the impact on students?

### **Employees Impacted**

What is the impact on employees?

### **Alternate Availability**

Is the program available to students through avenues other than at CNC (e.g. at other institutions, via on-line/distance education, or through other community service providers)?

### **Program and Service Outcomes**

To what extent is the program or service achieving important student outcomes (employment, credential completion, transfer, other)?

### **BC Jobs Plan and Post-Secondary Institution Re-Engineering**

To what extent is the program meeting an identified educational need leading to employment or further education in North Central BC?

### **Impact on Community**

To what extent is the program meeting the needs of community employers?

**Interdependencies**

- a. Are other CNC programs and services heavily dependent on the program/service in question?
- b. Are other external institutions and agencies heavily dependent on the post-secondary educational program in question?

**College Mandate Focus for Programs and Services**

We will focus on our educational mandate when the executive assesses the development and delivery of programs and services, whether base funded or cost recovery. We will work with community partners to develop appropriate capacity within communities to transition current and future social services and health related contracts for services to others, as part of our commitment to community development.

**Future Delivery Potential**

If a program or service is suspended or reduced, what would be the key factors that either facilitate or inhibit it being restarted in the future?

**Relationship Consequences**

What extent would a decision to suspend the program or service have on political or community relations?

**Total Net Impact on Budget**

What is the total net impact on budget over the next three years?

**College of New Caledonia**  
(Public – For Approval)

**TO:** College Board

**DATE:** November 20, 2015

**RE:** 2016/2017 Skills Gap Plan Development Guiding Principles and Decision Making Considerations

---

**Recommendation**

That the College Board approves the 2016/17 Skills Gap Plan Development Guiding Principles and Decision-Making Considerations.

**Background**

Attached for your approval are the 2016/17 Skills Gap Plan Development Guiding Principles and Decision-Making Considerations. Based on the current status of our Strategic Plan we have made minor changes to the principles used in 2015/16. We anticipate the completion of the Strategic Plan will inform changes to this for the 2017/18 budget process.

During the month of November these principles have been circulated and reviewed with College managers, Education Council, CUPE Executive, the Faculty Association and Student Union.

This document in conjunction with the Budget Development Guiding Principles and Considerations will form the basis for assessing options for finalizing the 2016/17 operating budget in the event there is a shortfall between projected revenues and expenditures.

**Available to Speak to this Item:**

Sue McAllister  
Henry Reiser

Respectfully submitted,

Sue McAllister  
VP, Administration and Finance

Henry Reiser  
President

Attachment: Skills Gap Plan Development Guiding Principles and Decision-Making Considerations



## **2016-2017 to 2017-2018 Skills Gap Plan Development Guiding Principles and Decision-Making Consideration (November 2015)**

Based on the Guiding Principles provided by the Ministry of Advanced Education for institutional development of the Skills Gap Plans over the next several years, CNC will use the following guiding principles and considerations to determine re-engineering of base funding and targeted FTEs. All re-engineering work will be done within the overall Guiding Principles and Decision-Making Considerations of the 2016-2017 CNC Budget Development process, as outlined on November 20, 2015. The College's strategic plan, and provincial and regional commitments to Aboriginal education and services, will also guide our decisions.

### **A. Guiding Principles**

- i. **Data-driven:**  
The Skills Gap Plan development process will rely on labour market information to inform program shifts, supplemented by documented and data-supported knowledge of local and regional workforce needs. The process will be flexible over time, allowing institutions to adjust to changing labour market and student demand.
- ii. **Sector-wide shifts:**  
All public post-secondary institutions will shift their program mix by the AVED-identified funding and FTE requirements to support occupations on the 100 + 10 occupational priorities list, as determined by the provincial government.
- iii. **Accountability:**  
Institutions not able to achieve their targeted shifts will have their funding re-directed by the Ministry. Total enrolment targets may change within an institution and across the system, subject to discussions with the Ministry.
- iv. **College Planning:**  
CNC will approach all aspects of this required exercise by reviewing the diverse programming offered throughout our region. This means some programs are rotated around the College on a scheduled basis and recognizes we are challenged by a very small overall population base.
- v. **Consultation and transparency:**  
Development of the CNC Skills Gap Plans will be consultative and, as far as possible given considerations of privacy and confidentiality, transparent regarding both process and outcomes.

## **B. Decision-Making Considerations**

- i. **New CNC Initiatives:**  
CNC will consider the Distributed Delivery Initiative (DDI) and other options for student access via distance education in developing the Skills Gap Plan. The objective is to increase regional access for students, particularly in university credit and business courses, while delivering on viable FTE targets related to identified occupations. The DDI and other distance delivery options recognize the very small overall population base in the CNC region, as it relates to functional sustainability of the entire institution.
- ii. **International Education Mandate:**  
Along with the Skills Gap Plan and re-engineering of base funding and FTE requirements, CNC is also required by the provincial government to continue increasing our international student population. The two requirements are not necessarily complementary, and decisions will be made which best balance both mandates.
- iii. **Risk Management:**  
Across the province of BC, the Ministry of Advanced Education is approaching this planning process iteratively over the next several years. The Skills Gap Plan requires an incredibly complex and inter-related matrix of data and decision-making, including labour market information, base- and cost-recovery funding linkages to FTEs and utilization rates, and long-term accountability coupled with the potential loss of base funding. Due to the Ministry's authority over correlating base-funding to FTEs, we will minimize the risk of losing funding based on Ministry-determined program targets.

**College of New Caledonia**  
(Public Session - For Information)

**TO:** College Board

**DATE:** January 6, 2016

**RE:** 2016-17 Final Budget Assumptions

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***Recommendation:***

That the final 2016-2017 College Operating Budget be prepared based on these assumptions approved by the Board.

**Background**

In the period since the College Board last met the proposed assumptions have been taken to Education Council and distributed within in the College community. The assumptions before you today reflect points of clarification. In February we will provide a verbal update of any "re-assessments" that have occurred as additional information has become available. Future versions of the budget will reflect these assumptions.

**Available to Speak to this Item:**

Sue McAllister  
Tara Szerencsi

Respectfully submitted,

Sue McAllister  
VP, Administration and Finance

Henry Reiser  
President

Page 070 to/à Page 072

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s.13;s.17

College of New Caledonia



### 2016/17 Budget Development Timeline and Process

<u>DATE</u>	<u>EVENT / MILESTONE</u>
September 25, 2015	College Board reviews 2016/17 Preliminary Budget assumptions and timelines Notice of Motion re 2016/17 Tuition Fee increase is issued
October 6	April through September financial information for 2015/16 Budget Review/Forecast available for Budget Officers / Managers to begin review
October 13	Education Council to review 2016/17 Preliminary Budget Assumptions
October 16	Version 1 (Preliminary) Status Quo 2016/17 Budget circulated for review by college Budget Officers / Managers
October 20	Budget Officers / Managers provide information to Finance for current year 2015/16 Budget Review/ Forecast
October 30	Budget Officers / Managers provide feedback regarding Version 1 (Preliminary) Status Quo 2016/17 Budget, including additional funding and capital requirements.
November 13	2015/16 Budget Review/Forecast completed by Finance Dept.
November 20	Version 2 Draft 2016/17 Budget completed
November 27	College Board Meeting Review / approve 2016/17 Budget Development Items: a. Status Report (15/16 Forecast and 16/17 Budget) b. Timeline and Process c. Preliminary Assumptions, Guiding Principles / Decision-making Considerations d. Skills Gap Plan Principles / Decision-making Considerations

December 7	College Management / Leadership Circle Meeting
December 15-16, 2015	College Executive, Budget Officers, Managers, CUPE 4951, FACNC, CNCSU meetings re Version 2 Draft 2016/17 Budget
December 18	Publication of revised 2016/17 Budget Development Framework document
December 24 - January 3	Holiday Period
January 11, 2016	Update Draft of 2016/17 Budget (Version 3)
January 15	College Board Meeting <ul style="list-style-type: none"> <li>- review progress on the 2016/17 Budget</li> <li>- approve Final Budget assumptions</li> <li>- approve Final Guiding Principles</li> <li>- Vote on Motion re 2016/17 Tuition Fee increase</li> <li>- Status report on 15/16 year end</li> </ul>
January (3 <sup>rd</sup> week)	E-mail Update to "All at CNC" re Budget 2016/17
Late January - March	Internal and public/media communications/consultations re preliminary 2016/17 budget decisions and program/service impacts (if any), including lay off meeting/notices being issued if required
February	Provincial 2016/17 Budget tabled in B.C. Legislature
TBA	Board Executive Meeting with Government MLAs
February 15	Penultimate Draft of 2016/17 College Budget completed
March 8	Education Council Meeting
Early April	Final 2016/17 Budget Completed
April 29	College Board Meeting <ul style="list-style-type: none"> <li>- 2016/17 Budget Approval</li> </ul>

**Meadows, Jennifer L AVED:EX**

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**From:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Sent:** Wednesday, May 18, 2016 6:55 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** s.13,s.17  
**Attachments:**

2nd set of files

Sue McAllister  
VP Administration and Finance  
College of New Caledonia  
3330 22<sup>nd</sup> Avenue  
Prince George, BC V2N 1P8  
250-562-2131, x5237 FAX 250-561-5829

Page 076

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s.17

Revenue  
s.17

2016/17	2015/16	Change in Budget	
Budget	Budget	Amount	Percentage

Total Revenue  
Expenses  
s.17

49,076,311	48,029,595	-	s.17
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CONFIDENTIAL

2

s.17

Wage settlements and Economic Stability Dividend.

includes Aboriginal Service Plan and other grants that support programs that began in 15/16 and complete in 16/17.

Adjusted to reflect 15/16 actuals and 2% increase.

Reduced fees; as of September there will reduced usage.  
Reduced to reflect lower investment rates.  
Adjusted to more accurately reflect 15/16 actuals.

Increased Enhanced Service Fee to reflect 15/16 actuals.  
Reduced Papercut to reflect actuals, adjusted conditions to those known.

Increased to reflect 3 year average revenues.  
Increased to reflect 3 year average revenues.  
Reduced to reflect adjusted 3 year average revenues.  
Increased to reflect 3 year average revenues.  
Increased to reflect 3 year average revenues.  
Increased to reflect 3 year average revenues.

TOTAL REVENUE

\$ 49,076,311 \$ 49,028,596 s.17

CONFIDENTIAL

3

Page 079 to/à Page 092

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s.17

## **2015/16 Fiscal Year End**

### **Executive Summary**

The College prepares quarterly financial forecasts for management and Board review and for submission to the Ministry of Advanced Education (the Ministry) in accordance with the College's reporting requirements. Forecasts are prepared with the best information about the College's current and expected operations at the time of preparation.

s.13,s.17

Page 094

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## **2015/16 Fiscal Year End**

### **Context**

The College prepares quarterly financial forecasts for management and Board review and for submission to the Ministry of Advanced Education (the Ministry) in accordance with the College's reporting requirements. Forecasts are prepared with the best information about the College's current and expected operations at the time of preparation.

s.13,s.17

Page 096 to/à Page 098

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s.13;s.17

**Meadows, Jennifer L AVED:EX**

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**From:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Sent:** Wednesday, May 18, 2016 6:57 PM  
**To:** Carroll Sandra AVED:EX  
**Subject:** s.17  
**Attachments:**

3rd and final set of files

Sue McAllister  
VP Administration and Finance  
College of New Caledonia  
3330 22<sup>nd</sup> Avenue  
Prince George, BC V2N 1P8  
250-562-2131, x5237 FAX 250-561-5829

Page 100 to/à Page 106

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s.17



## Decision Note for Board

s.13,s.17





## Decision Note for Board

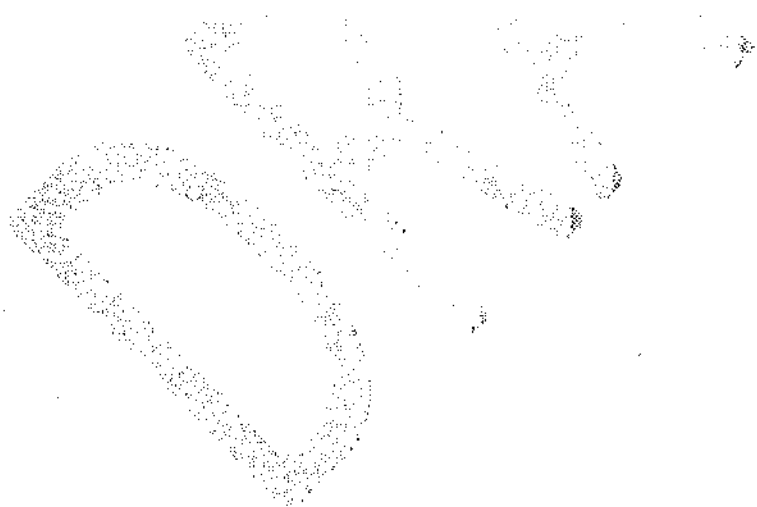
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## Decision Note for Board

s.13,s.17



Page 113 to/à Page 120

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Page 121

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Page 122 to/à Page 167

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s.17

**Meadows, Jennifer L AVED:EX**

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s.22

**From:** Sheldon Clare  
**Sent:** Tuesday, May 24, 2016 9:46 PM  
**To:** Robert Lee Doney; Carroll, Sandra AVED:EX  
**Subject:** CNC Board

Hello Sandra and Lee,

I wanted to thank you for supporting my position regarding the budget at the last meeting. The situation with CNC has been of great concern during my time on the board, and I hope that the recent changes will make matters improve.

The change of the executive is a very good step, and the addition of Don Gowan, Kevin Pettersen, and my replacement Mark Wendling should move matters along nicely. I have great confidence in Jason as the new board chair.

s.22

Anyway, if I may be of further service, please feel welcome to call upon me.

Regards,

Sheldon Clare  
s.22

Sent from my BlackBerry 10 smartphone on the Bell network.

**Meadows, Jennifer L AVED:EX**

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**From:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Sent:** Wednesday, June 1, 2016 3:28 PM  
**To:** Carroll, Sandra AVED:EX  
**Cc:** Henry Reiser (reiserh)  
**Subject:** CNC-Impark Parking contracts  
**Attachments:** Scanned from Kelowna Office printer<sup>s.13,s.17</sup>

Hi Sandra,

Henry requested that I send you these contracts. The Quesnel parking contract is an amendment to the January 2013 contract for services at the Prince George campus.

Sue McAllister  
VP Administration and Finance  
College of New Caledonia  
3330 22<sup>nd</sup> Avenue  
Prince George, BC V2N 1P8  
250-562-2131, x5237 FAX 250-561-5829

dot 500

**COPY**

## MANAGEMENT AGREEMENT

THIS AGREEMENT is dated as of JANUARY 01, 2013

**BETWEEN:** College of New Caledonia  
3330 22nd Avenue, Prince George, BC V2N 1P8, Canada  
  
(the "Owner")

**AND:** Imperial Parking Canada Corporation  
202 - 1626 Richter Street, Kelowna, BC, V1Y 2M3  
  
(the "Contractor")

### BACKGROUND:

- A. The Owner is the owner of the parking lots located in and around the College of New Caledonia's campus located at 3330 22nd Avenue, Prince George, BC, as identified on the map attached hereto as Schedule "C" (individually a "Parking Lot" and collectively, the "Parking Lots");
- B. The parties desire that the Contractor manage and operate the Parking Lots;

THEREFORE, in consideration of the mutual promises contained in this Agreement, the parties agree as follows:

### **I Definitions**

1.1 For the purposes of this Agreement:

- (a) "Business" means the parking of vehicles at the Parking Lots;
- (b) "Claims" means claims, actions, causes of action, liabilities, damages, losses, costs and expenses (including reasonable legal expenses), but not including indirect, incidental or consequential damages, or costs and expenses;
- (c) "Fixed Payment" means:
  - (i) From January 1, 2013 to December 31, 2016: \$116,028.00 per annum in equal monthly installments of \$9,669.00; and
  - (ii) From January 1, 2017 to December 31, 2020: \$121,824.00 per annum in equal monthly installments of \$10,152.00

plus Taxes thereon;

- (d) "Hazardous Substances" includes any substance considered hazardous or toxic under any law or regulation now or hereafter brought into force by any governmental authority having jurisdiction over the Owner, the Contractor or the Parking Lots;
- (e) "Operating Expenses" means all expenses, including Taxes thereon, attributable to the operation of the Parking Lots, but excludes the costs set out in Schedule "A" which will be borne directly by the Owner;
- (f) "Taxes" means all goods and services, transaction value, ad valorem, sales and any other taxes, rates, charges or assessments levied, rated, charged or assessed or required to be collected or paid (or both collected and paid) in the operation of the Parking Lots, but excludes taxes on income, real property and capital.

## **2 Term and Termination**

- 2.1 The Owner hereby engages the Contractor to operate the Business at the Parking Lots for a term of 96 months (the "Term"), from January 1, 2013 to and including December 31, 2020, unless earlier terminated or extended in accordance with this Agreement.
- 2.2 The Contractor may terminate this Agreement without penalty on 60 days' prior written notice to the Owner where the Contractor experiences a net loss from the Business for a period of at least six (6) consecutive months.

## **3 Fixed Payment**

- 3.1 In consideration of the Owner granting the Contractor the exclusive right to manage and operate the Parking Lots, the Contractor shall pay to the Owner the Fixed Payment in each and every month of the Term.
- 3.2 The Contractor shall pay the Fixed Payment at the address of the Owner set out on the first (1<sup>st</sup>) page of this Agreement (or at other such place as the Owner may direct in writing) in advance on the first (1<sup>st</sup>) day of each month commencing January 1, 2013.

## **4 Violation Revenue**

- 4.1 The Contractor and the Owner agree that any Net Violation Revenue collected by the Contractor from parking violation notices issued by the Contractor at the Parking Lots shall be shared 80% to the Contractor and 20% to the Owner and shall be paid concurrently with the Fixed Payment in each and every month of the Term. In this Agreement, "Net Violation Revenue" means revenue collected at the Contractor's branch office in the city at which the Parking Lots are located from paid violation notices issued at the Parking Lots, less collection costs, commissions and Taxes.

**5 Contractor's Obligations**

**5.1 During the Term, the Contractor will:**

- (a) manage the Business diligently and in an economical and efficient manner;
- (b) pay all Operating Expenses incurred in the management and operation of the Parking Lots;
- (c) provide public pay parking services on a 24 hour, seven day per week basis for students, faculty, and staff and demonstrate, beyond the financial opportunity of this venture, respect and consideration for the Owner's philosophy that the Owner operates a caring, courteous, considerate and service oriented institution;
- (d) employ, as employees of the Contractor, all personnel necessary to operate the Business. Employees of the Contractor shall be skilled, qualified and competent to properly perform the tasks assign to them. Employees of the Contractor shall not bear firearms, clubs, chemical deterrents, knives or any other weapon while at the Parking Lots. If recommended by the Owner's security administration, the Contractor's employees may carry a wireless panic device or two-way radio communication device supplied by the Owner. Employees of the Contractor shall not receive any incentives or compensation for voiding of violation notices or towing.
- (e) provide to the Owner on request, operational reports regarding supply and demand trends as would benefit the Owner in planning for changes to the rate structure and planning for future utilization of parking areas or conversion of non-parking areas. Such reports shall be submitted to the Director, Facilities & Capital Planning.
- (f) ensure that any towing company used by the Contractor at the Parking Lots is fully licensed to provide towing services and shall carry the appropriate insurance policies;
- (g) keep accurate books of account and records of any and all monies received and disbursed in the operation of the Business in accordance with this Agreement. These books of account and records will be available for inspection and audit by the Owner or its authorized representatives at any time during normal business hours;
- (h) charge and collect fees from the public for the privilege of parking in the Parking Lots;
- (i) promptly pay over all monies received in conducting the Business to the Owner at the time and in the manner provided in this Agreement;
- (j) undertake the repair and maintenance activities set out in Schedule "B" hereto. Any amendment to Schedule "B" shall not be valid unless made in writing, it being understood and agreed by the Owner that periodic minor repairs made by the Contractor as a customer service gesture shall not be construed as an amendment to Schedule "B";

(k) provide dispute resolution services following the Contractor's procedure below:

Customer services issues regarding parking are to be addressed to the Contractor's site manager, who will respond to any inquiries/complaints within 24 hours and have a target of 48 hours in which to answer/deal with any inquiries/complaints. Enquiries arising from receipt of violation notices would be directed to a dedicated dispute resolution line staffed by the Contractor's Customer Service Representatives, during normal business hours, who have on-line access to the complete history of violation notices issued to a particular license plate, along with the particulars that apply to each issuance (such as rates in effect, site maps, etc.) Any Owner complaints related to operational or personnel issues will be directed to the site manager, and if necessary, to the Regional Manager of BC Interior;

(l) obtain all licenses and permits required to operate the Business at the Parking Lots;

(m) to pay to the Owner a maximum of \$10,000.00 per annum, plus Taxes thereon, for snow clearance and sweeping of the Parking Lots, in equal monthly payments of \$833.33, payable concurrently with the Fixed Payment;

(n) to implement, at its sole expense, its 'Parker Pete' vehicle assistance program, making available the following complimentary services to staff and customers at the Parking Lots and advertised through signage supplied by the Contractor:

- tire inflation services
- assistance if keys are locked in vehicle
- battery jump start services
- assistance if vehicle is out of gas;

(o) commencing the second (2nd) year of the Term, to provide, at its sole expense, one (1) marked patrol vehicle equipped with new mobile "License Plate Recognition" technology linked to a centralized vehicle violations database, which vehicle shall remain the property of the Contractor at all times;

(p) to provide and install, at its sole expense, twenty-nine (29) new aluminum signs at the Parking Lots, which signage shall remain the property of the Contractor and be removed upon termination of this Agreement;

(q) to provide preventative maintenance services and respond to any out-of-order calls related to the Equipment, as defined below, at the Parking Lots;

(r) to upgrade the current monthly parking systems to the Contractor's virtual 'E-Permit' system;

(s) to administer the student, faculty and staff monthly parking accounts;

- (t) to provide semester parking passes to students, faculty and staff at a ten percent (10%) discount over regular rates; and
- (u) to meet with the Owner once each year to review the current parking rates and determine if any adjustments are necessary. Any changes to the parking rates shall be approved by the Owner in advance.

**5.2 Throughout the Term, the Contractor will obtain and keep in force:**

- (a) commercial general liability insurance against claims for bodily injury, death or property damage occurring in or on the Parking Lots arising as a direct result of the negligence of the Contractor in the operation of the Business in an amount per occurrence of not less than \$5,000,000, and naming the Owner as an additional insured with respect to liability arising from the operations of the Contractor; and
- (b) employee dishonesty insurance in an amount of not less than \$5,000,000.

The Contractor will provide the Owner with a certificate of insurance upon request.

**5.3 The Contractor shall indemnify and hold the Owner harmless from and against any Claims arising in connection with the existence of Hazardous Substances in or about the Parking Lots (whether or not such materials or substances were Hazardous Substances at the time they were brought upon the Parking Lots), provided and to the extent that such Hazardous Substances were brought into or on the Parking Lots by the Contractor. Notwithstanding the foregoing, the Contractor shall have no liability for the presence in or about the Parking Lots of Hazardous Substances of kinds and in quantities normally associated with commercial parking facilities, including, by way of example and without limitation, petroleum products and antifreeze.**

**5.4 The right of the Owner to provide direction to the Contractor, or to approve or inspect goods procured or services performed by the Contractor shall in no case be construed as controlling or attempting to control the Contractor's performance of its work. In all cases, the Contractor's status shall remain that of an independent contractor, and nothing in this Agreement will be construed to create a fiduciary relationship, partnership, joint venture or other business relationship between the parties, nor to constitute the Contractor the agent of the Owner, nor to limit, in any manner, either party in the carrying out of its own business or activities.**

**6 Owner's Obligations**

**6.1 The Owner will:**

- (a) pay all charges for electricity, water and any other utility services furnished to the Parking Lots and maintain all such utilities in good order and working condition;
- (b) make any and all capital or structural repairs, alterations or improvements to the Parking Lots as deemed necessary by the Owner's Facilities Services Department,

including, but not limited to, line painting repair of sinkholes and potholes in pavement on the Parking Lots, electrical including light bulbs, and all repairs to sidewalks and curbs adjoining the Parking Lots. If in order to fulfill its obligations under this section it becomes necessary for the Owner to interfere with the Contractor's operations at the Parking Lots, the Contractor will be entitled to an equitable abatement of Fixed Payment during the time of interference provided there is no other alternatives such as but not limited to low parking lot usage;

- (c) to pay for all alterations to the Parking Lots, whether structural or non-structural, required during the Term of this Agreement to comply with any law, whether presently in effect or not, that affects buildings or parking lots including, by way of example, fire safety installations
  - (d) insure the Parking Lots and all of the Owner's equipment therein with "all risks" property insurance, and maintain commercial general liability insurance covering the Owner's operations and elevators, if any, in the Parking Lots, naming the Contractor as an additional insured and waiving any rights of subrogation against the Contractor;
  - (e) pay all real property taxes, rates, charges and assessments, and any other taxes, rates, charges or assessments levied, rated, charged or assessed against the Parking Lots or the operation thereof and the Business, including, without limitation, any tax directed, directly or indirectly, at the parking of motor vehicles;
  - (f) make and pay for any improvements or developments to the Parking Lots and any adjacent sidewalks and curb cuts as may be required by any governmental authority or body; and
  - (g) provide office space in a publicly accessible area for 2 of the Contractor's employees. The office space will include a desk, chair, telephone and telephone line, fax line and access to the Owner's internet for high speed data transfer. The Contractor is responsible for all long distance charges.
- 6.2 The Owner acknowledges that the Contractor shall have no responsibility for guarding or protecting the Parking Lots, its customers or their personal property against theft, vandalism or other intentional acts of third parties, and the Owner shall determine at its sole discretion whether, and to what extent, security measures or services may be required.
- 6.3 The Owner shall indemnify and hold the Contractor harmless from and against any costs (including reasonable legal costs) arising in connection with the existence of Hazardous Substances (defined below) in or about the Parking Lots, whether or not such materials or substances were Hazardous Substances at the time they were brought upon the Parking Lots, except to the extent that such Hazardous Substances are brought upon the Parking Lots by the Contractor. For the purposes of this Agreement "Hazardous Substances" include any substance considered hazardous or toxic under any law or regulation now or

hereafter brought into force by any governmental authority having jurisdiction over the Owner, the Contractor or the Parking Lots. This indemnity will survive the expiration or other termination of this Agreement.

- 6.4 The Owner represents and warrants that it is not a "non-resident" of Canada within the meaning of the *Income Tax Act* (Canada), and agrees to notify the Contractor promptly of any change to this taxable status during the Term.

## **7 Equipment**

- 7.1 The Contractor shall, at its own expense, replace all existing electronic meters at the Parking Lots with seven (7) Digital Payment Technologies' LUKE II Multi-Space 'Pay - by-License-Plate' pay stations (the "Equipment").
- 7.2 The Contractor shall amortize the cost of the Equipment over a ninety-six (96) month period commencing January, 2013 (or such other date as the parties may mutually agree), at an interest rate of 10% per annum. If the Owner terminates this Agreement for any reason prior to the expiry of the Term, the Owner will pay to the Contractor on or before the effective termination date the remaining unamortized cost of the Equipment.
- 7.3 The Equipment shall remain the property of the Contractor throughout the Term. Once the Equipment has been fully amortized the Owner shall have the right to purchase the Equipment for an amount that shall be negotiated and mutually agreed upon between the parties and the Contractor shall sell, assign, transfer and set over all of the Contractor's right title and interest in and to the Equipment free and clear of encumbrances of any kind. If the Owner elects not to purchase the Equipment the Manager shall remove the Equipment and repair any damage caused by the removal.
- 7.4 The Contractor does not give any warranty, express or implied, with respect to the Equipment, including but not limited to any implied warranty of merchantability or fitness for particular purpose. The cost of any repairs to the Equipment which are not covered by warranty shall be to the account of the Contractor.

## **8 Indemnities**

- 8.1 The Contractor will defend, indemnify and hold the Owner harmless from and against any and all claims, actions, causes of action, liabilities, losses, costs and expenses sustained by the Owner arising directly from the negligence of the Contractor or any of its agents or employees from any cause, including, without limitation, property damage and/or injury or death to any person or persons, except for and to the extent caused by the Owner and those for whom it is at law responsible. The Owner will defend, indemnify and hold the Contractor harmless from and against any and all claims, actions, causes of action, liabilities, losses, costs and expenses sustained by the Contractor attributable to the negligence of the Owner or any of its agents or employees from any cause, including, without limitation, property damage and/or injury or death to any person or persons, except for and to the extent caused by the negligence of the Contractor and those for whom it is at law responsible. Notwithstanding the foregoing, in no event shall the

Owner or Contractor be liable to the other for punitive, special, indirect, incidental or consequential damages or loss of profits. The indemnities set out in this section shall survive the expiry or earlier termination of this Agreement.

## **9     Arbitration**

- 9.1 Any controversy or claim arising out of or relating to this Agreement or the breach hereof may be settled by arbitration in the province in which the Parking Lots are located. The arbitration procedure is to be as agreed between the parties in writing within fifteen (15) days after the deadline set out in the relevant section or, failing such agreement, by a single arbitrator agreed upon by the parties. Failing agreement on a single arbitrator, arbitration is to be by three arbitrators, one appointed by each party and a third appointed by such arbitrators. The provisions of the applicable commercial arbitration legislation of the province in which the Parking Lots are located will govern the proceedings. The determination of the arbitrator or the majority of the arbitrators, as the case may be, will be binding and the cost of arbitration will be apportioned between parties as the arbitrator or arbitrators deem appropriate. Judgment upon the award rendered by the arbitrator or arbitrators, as the case may be, may be entered in any Court having jurisdiction. The prevailing party in such arbitration action shall be entitled to recover, in addition to any other remedy available to it, its reasonable legal fees on a solicitor-and-client basis and expenses and collection costs.


## **10    General Provisions**

- 10.1 The Contractor's successful proposal submission to the Owner's RFP 12-009 dated September 11, 2012 is hereby incorporated into and forms a part of this Agreement.
- 10.2 Unless otherwise stated, any notice given under this Agreement must be in writing and will be considered sufficiently given if delivered to the address of the recipient set out on the first page of this Agreement (or such other address as has been stipulated by notice). A copy of notices given to the Contractor shall be sent to 300-601 West Cordova St., Vancouver, BC, V6B 1G1, Attn: General Counsel.
- 10.3 This Agreement does not constitute a lease, a partnership nor an agency and nothing contained in this Agreement is to be construed as constituting any party a fiduciary or agent of the other or to limit, in any manner, either party in the carrying on of its own respective business or activities.
- 10.4 This Agreement may not be assigned by the Contractor without the prior written consent of the Owner, which consent will not be unreasonably withheld, except that the Contractor shall not be required to seek consent where the Contractor's parent entity owns (directly or indirectly) at least 50% interest in the assignee.
- 10.5 In the event that any one or more of the provisions contained herein shall, for any reason, be held to be ambiguous, any one or more such provisions shall not be construed against the Contractor.

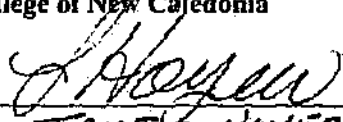
- 10.6 This Agreement is to be binding upon, and to the benefit of, the parties and any successors and permitted assigns of the parties.
- 10.7 This Agreement shall be governed by and construed in accordance with the laws of the jurisdiction in which the Parking Lots are located.
- 10.8 The parties acknowledge that they have required that this Agreement be drawn up in English. Les parties reconnaissent avoir exigé que le présent document soit rédigé en anglais.

IN WITNESS OF THE ABOVE, the parties have executed this Agreement as of the date set out on the first page of this Agreement.

**Imperial Parking Canada Corporation**

  
By: Robie Brandt  
Title: Senior-Vice-President

**College of New Caledonia**

  
By: JAMES HOYER  
Title: DIRECTOR, FACILITIES SERVICES

SCHEDULE "A"

OWNER'S EXPENSES

- (i) All repairs to Parking Lot surfaces, curbs, drainage, line painting etc.
- (ii) Utilities charges
- (iii) Cost of premiums for fire and extended coverage insurance
- (iv) Capital expenditures, improvements, alterations, additions and all costs associated with lot repairs and improvements made to the Parking Lots

SCHEDULE "B"

REPAIRS AND MAINTENANCE TO BE  
UNDERTAKEN BY THE CONTRACTOR

- a) Graffiti removal from the Equipment and signage
- b) Parking equipment maintenance
- c) Parking equipment repair
- d) Signage (rates) – update and wipe down

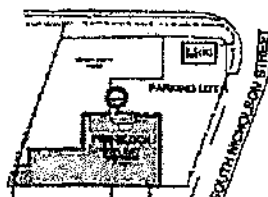
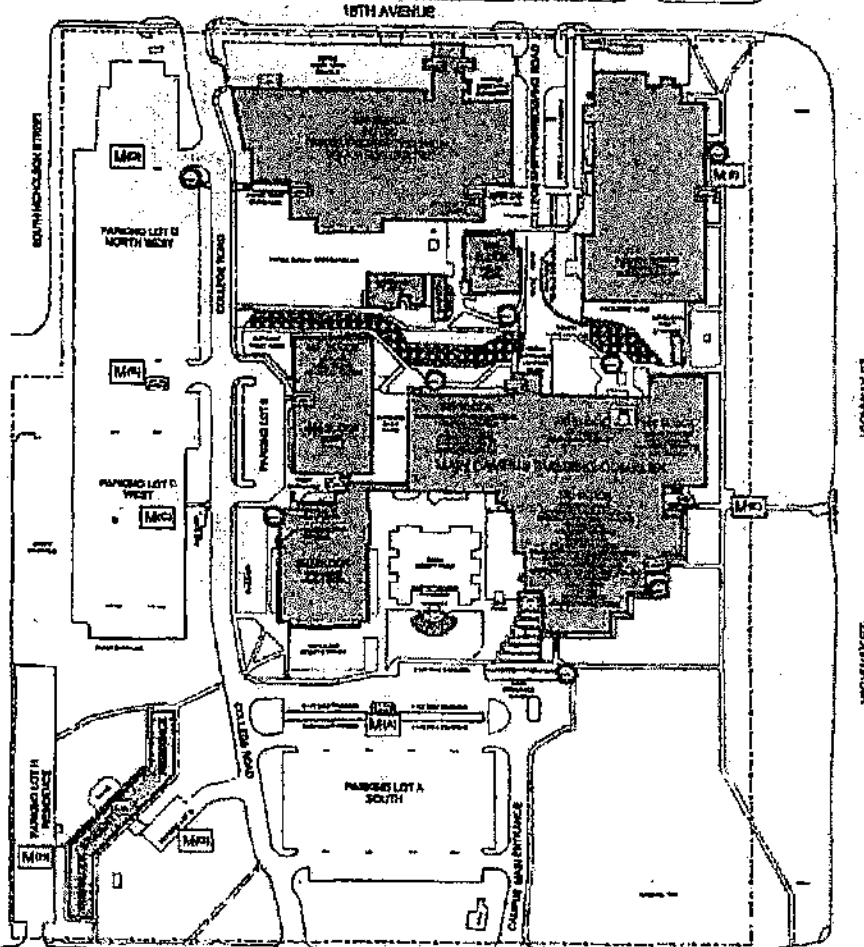
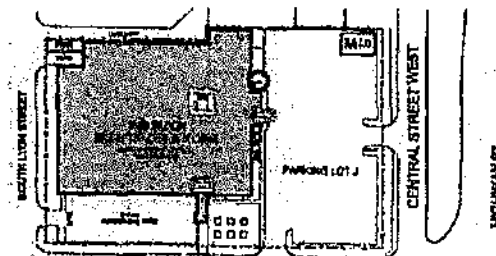
SCHEDULE C

PARKING LOTS

(See attached map)



3330 • 22nd Avenue, Prince George, BC V2N 1P8  
T 250-582-2131 Toll Free 1-800-371-8111 [www.cnc.bc.ca](http://www.cnc.bc.ca)



## PRINCE GEORGE CAMPUS MAP

### SYMBOL LEGEND

- (M)** WATER STATION - DESIGNATED EMERGENCY  
ASSEMBLY AREA
- (E)** EMERGENCY PHONE
- HANDICAP ACCESSIBLE PARKING SPACE
- (S)** DESIGNATED SMOKING SHELTER ON AREA - ALL  
OTHER CAMPUS PROPERTY IS NO SMOKING
- (F)** CAFETERIA OR FOOD SERVICE
- PLEASE NOTE THAT THE PRINCE GEORGE CAMPUS IS  
FLAT PARKING IN ALL LOTS. YARD, COMPOUND ETC.

PLEASE NOTE THAT THE PRINCE GEORGE CAMPUS IS  
PAY PARKING IN ALL LOTS, YARDS, COMPOUNDS ETC

WHSST		PRINCE GEORGE - MAIN CAMPUS	
BMC 143		BMC 143/2012	
WHSST-CHIEF	2012-01-01 to 1/31	WHSST	
03	MC	MC	1/31/12
WHSST-CHIEF	2012-01-01 to 1/31	WHSST	1/31/12

[illegible]

College of New Caledonia



Facility Services, Room 2-332, 3330 - 22nd Avenue, Prince George, British Columbia  
Tel (250) 561-5621, Fax (250) 561-5665, Web [www.trc.gc.ca](http://www.trc.gc.ca)

[illegible]

CONFIDENTIAL

## AMENDMENT TO MANAGEMENT AGREEMENT

THIS AMENDING AGREEMENT is dated as of June 1, 2015

BETWEEN: College of New Caledonia  
3330 22<sup>nd</sup> Avenue, Prince George, BC, V2N 1P8  
  
(the "Owner")

AND: Imperial Parking Canada Corporation  
202 - 1626 Richter Street, Kelowna, BC, V1Y 2M3  
  
(the "Contractor")

### WHEREAS:

A. The Owner and the Contractor entered into a management agreement (the "Management Agreement") effective January 1, 2013 regarding the land and premises located at:

3330 22nd Avenue, Prince George, BC;

B. The parties have agreed to amend the Management Agreement as set out herein with such amendments to be effective as of and from August 1, 2015;

NOW THEREFORE, THIS AGREEMENT WITNESSES THAT in consideration of the premises and mutual covenants and agreements herein contained, the parties agree as follows:

1. All capitalized words used but not defined herein shall have the meanings given to them in the Management Agreement.
2. The definition of "Parking Lot" and "Parking Lots" and the management and operation thereof is hereby amended to add the College of New Caledonia parking lot located at the at 100 Campus Way, Quesnel, BC.
3. The Contractor shall, at its own expense, install two (2) Digital Payment Technologies' LUKE II Multi-Space 'Pay-by-License-Plate' pay stations and 'Pay-by-License-Plate' signage at the Parking Lot located at 100 Campus Way, Quesnel, BC (the "Equipment").
4. The Contractor shall amortize the cost of the Equipment over a sixty five (65) month period commencing August 1, 2015 (or such other date as the parties may mutually agree), at an interest rate of 10% per annum. If the Owner terminates the Service Agreement for any reason prior to the expiry of the Term, the Owner will pay to the

*YLB*

Contractor on or before the effective termination date the remaining unamortized cost of the Equipment.

5. The Equipment shall remain the property of the Contractor throughout the Term. Once the Equipment has been fully amortized the Owner shall have the right to purchase the Equipment for an amount that shall be negotiated and mutually agreed upon between the parties and the Contractor shall sell, assign, transfer and set over all of the Contractor's right title and interest in and to the Equipment free and clear of encumbrances of any kind. If the Owner elects not to purchase the Equipment the Contractor shall remove the Equipment and repair any damage caused by the removal.
6. The Contractor does not give any warranty, express or implied, with respect to the Equipment, including but not limited to any implied warranty of merchantability or fitness for particular purpose. The cost of any repairs to the Equipment which are not covered by warranty shall be to the account of the Contractor.
7. Section 1.1 (c) is hereby deleted in its entirety and replaced with the following:
  - (c) "Fixed Payment" means:
    - Prince George Campus  
  
\$147,528.00 per annum, in equal monthly installments of \$12,294.00, plus Taxes thereon; and
    - Quesnel Campus  
  
\$13,500.00 per annum, in equal monthly installments of \$1,125.00, plus Taxes thereon.
8. Section 5.1 (m) is hereby amended by adding the following after the word "Lots" in the second sentence:

"located at 3330 22<sup>nd</sup> Avenue, Prince George, BC only,"
9. Section 5.1 (t) is hereby deleted in its entirety.
10. Section 6.1 (g) is hereby amended by adding the following to the beginning of the sentence, before the word "provide":


"with respect to the Parking Lots located at 3330 22<sup>nd</sup> Avenue, Prince George, BC only,"

CONFIDENTIAL

11. This Amending Agreement shall be read with and form a part of the Management Agreement. Apart from the foregoing, all other terms and conditions of the Management Agreement remain unchanged.

IN WITNESS OF THE ABOVE, the parties have executed this Amending Agreement by their duly authorized representatives.

College of New Caledonia

  
By: SUE McAllister  
Title: VP Administration + Finance

Imperial Parking Canada Corporation

  
By: BRENT LOBSON  
Title: REGIONAL MANAGER, B.C. INTERIOR



Page 186 to/à Page 188

Withheld pursuant to/removed as

s.13;s.17

**Meadows, Jennifer L AVED:EX**

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**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Monday, June 20, 2016 2:28 PM  
**To:** Carroll, Sandra AVED:EX  
**Cc:** Marlene Beaulieu (beaulieum)  
**Subject:** Re: Visit to PG

Sandra

That should work and Marlene can work out a day that works for all of us.

Thanks

Henry

Sent from Surface

**From:** Carroll, Sandra AVED:EX  
**Sent:** Monday, June 20, 2016 10:55 AM  
**To:** Henry Reiser  
**Cc:** Marlene Beaulieu (beaulieum)

I am looking at one day the week of July 18<sup>th</sup>. Does that work for you?

---

**From:** Henry Reiser (reiserh) [<mailto:reiserh@cnc.bc.ca>]  
**Sent:** Tuesday, June 7, 2016 11:55 AM  
**To:** Carroll, Sandra AVED:EX; XT:HLTH Doney, Lee  
**Cc:** Marlene Beaulieu (beaulieum)  
**Subject:** Visit to PG

Sandra and Lee

I hope you are well and recovered from our last Board meeting. Sandra you mentioned you and Lee were planning a trip here to CNC and can you let me know approximately when that will be so I can put that date in my calendar?

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**Meadows, Jennifer L AVED:EX**

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**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Friday, June 24, 2016 3:14 PM  
**To:** Marlene Beaulieu (beaulieu); Don Gowan; Vince Prince; Harpreet Gehlon; Jacob Madjitey (madjitey); Board Chair; June Clark; Kevin Pettersen; Lee Doney; Lee Ongman; Mark Wendling; s.22 Nathan Giede; Paul Campo (campo); Sabreena MacElheron (macelheron1); Carroll, Sandra AVED:EX; s.22 Steve Nycholat s.22  
**Subject:** Re: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Marlene

Thanks

Henry

Sent from Surface

**From:** Marlene Beaulieu (beaulieu)  
**Sent:** Friday, June 24, 2016 2:12 PM  
**To:** Don Gowan, Vince Prince, Harpreet Gehlon, Jacob Madjitey (madjitey), Board Chair, June Clark, Kevin Pettersen, Lee Doney, Lee Ongman, Mark Wendling, Marlene Beaulieu (beaulieu),  
s.22 Nathan Giede, Paul Campo (campo), Sabreena MacElheron (macelheron1),  
Carroll, Sandra AVED:EX, s.22 Steve Nycholat (s.22  
**Cc:** Henry Reiser

Message sent on behalf of Jason Fisher, Board Chair

Dear Members of the Board,

I am happy to announce on behalf of the Executive Committee that we have authorized the College to re-establish separate Regional Principals for the Lakes Region and the Nechako Region. This will result in each of the Lakes Region and the Nechako Region having a Regional Principal and an Operations Manager. There will be a small fiscal impact (\$12,100 this year), but we feel that the financial impact will be outweighed by the positive impact that this change will have on learning opportunities in the region and on continuing to rebuild trust and alignment between the College and the communities it serves.

This decision was taken by the executive committee to ensure that there would be sufficient time for the College to recruit the Regional Principals. That recruitment process will begin immediately. It is our understanding that the College will ensure that communities will have input in the hiring decision.

The College will be reaching out to communities to communicate this good news to them, I'd ask that you keep this information confidential until that communication has taken place.

If you have any questions, please feel free to contact me.

Best regards,

Jason

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## Meadows, Jennifer L AVED:EX

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**From:** Robert Lee Doney <<sup>s.22</sup>>  
**Sent:** Monday, June 27, 2016 11:32 AM  
**To:** Mary Sjostrom  
**Cc:** Jason Fisher; Carroll, Sandra AVED:EX  
**Subject:** Re: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

I am confused Did we know this was going out? Do we need to make ourselves available for any community meetings ? If so let me know any potential dates. Lee

Sent from my iPhone

On Jun 27, 2016, at 11:03 AM, Mary Sjostrom <<sup>s.22</sup>> wrote:

FYI just wondered as I was asked about communicating out

Sent from my iPhone

Begin forwarded message:

**From:** "Marlene Beaulieu (beaulieum)" <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>  
**Date:** June 27, 2016 at 10:12:38 AM PDT  
**To:** Mary Sjostrom <<sup>s.22</sup>>  
**Cc:** "Henry Reiser (reiserh)" <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Subject:** RE: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Hello Mary,

A communication plan has been initiated. The roll out started at 10:00am this morning, with a series of emails going out to various groups internal first, then external. All communication will be completed by 10:45am this morning.

I trust this is helpful.

Thank you,

Marlene

---

**From:** Mary Sjostrom [<mailto:> <<sup>s.22</sup>>]  
**Sent:** Monday, June 27, 2016 10:09 AM  
**To:** Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>  
**Subject:** Re: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Has the message or phone call been made to the Local Governments and others in the area?

**From:** [Marlene Beaulieu \(beaulieum\)](mailto:Marlene Beaulieu (beaulieum))  
**Sent:** Friday, June 24, 2016 2:12 PM

**To:** Don Gowan ; executivedirector@abdc.bc.ca ; Harpreet Gehlon ; Jacob Madjitey (madjitey) ; Board Chair ; June Clark ; Kevin Pettersen ; Lee Doney ; Lee Ongman ; Mark Wendling ; Marlene Beaulieu (beaulieu) ; Mary Sjostrom ; Nathan Giede ; Paul Campo (campo) ; Sabreena MacElheron (macelheron1) ; Sandra Carroll ; Sandy Ramsay ; mailto:s.22

**Cc:** Henry Reiser (reiserh)

**Subject:** CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Message sent on behalf of Jason Fisher, Board Chair

Dear Members of the Board,

I am happy to announce on behalf of the Executive Committee that we have authorized the College to re-establish separate Regional Principals for the Lakes Region and the Nechako Region. This will result in each of the Lakes Region and the Nechako Region having a Regional Principal and an Operations Manager. There will be a small fiscal impact (\$12,100 this year), but we feel that the financial impact will be outweighed by the positive impact that this change will have on learning opportunities in the region and on continuing to rebuild trust and alignment between the College and the communities it serves.

This decision was taken by the executive committee to ensure that there would be sufficient time for the College to recruit the Regional Principals. That recruitment process will begin immediately. It is our understanding that the College will ensure that communities will have input in the hiring decision.

The College will be reaching out to communities to communicate this good news to them, I'd ask that you keep this information confidential until that communication has taken place.

If you have any questions, please feel free to contact me.

Best regards,

Jason

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**Meadows, Jennifer L AVED:EX**

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**From:** Fisher, Jason FLNR:EX  
**Sent:** Thursday, June 30, 2016 12:50 PM  
**To:** Carroll, Sandra AVED:EX  
**Cc:** 'Lee Doney'; s.22  
**Subject:** CNC Call with exec

Hi Sandy,

Could you set up a conference call with us to pre plan for the July meeting?

Enjoy your long weekend!

Jason



Jason Fisher  
Associate Deputy Minister  
Forest Sector  
Ministry of Forests, Lands and Natural Resource Operations  
1011 4<sup>th</sup> Ave, Prince George, BC  
Office: 250.565.4120  
Cell: s.17

**Meadows, Jennifer L AVED:EX**

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**From:** Robert Lee Doney <s.22>  
**Sent:** Tuesday, July 5, 2016 3:04 PM  
**To:** Fisher, Jason FLNR:EX  
**Cc:** Henry Reiser (reiserh); Mary Sjostrom; Carroll, Sandra AVED:EX  
**Subject:** sub committees and related issues

I promised you a list of issues that I thought we should try to address at our July 21 meeting. I have been remiss in sending this to you earlier.

s.13

**Meadows, Jennifer L AVED:EX**

---

**From:** Mary Sjostrom s.22  
**Sent:** Tuesday, July 5, 2016 8:00 PM  
**To:** Robert Lee Doney  
**Cc:** Fisher, Jason FLNR:EX; Henry Reiser (reiserh); Carroll, Sandra AVED:EX  
**Subject:** Re: sub committees and related issues

s.13

Sent from my iPad

> On Jul 5, 2016, at 3:03 PM, Robert Lee Doney <s.22> wrote:  
>  
> I promised you a list of issues that I thought we should try to address at our July 21 meeting. I have been remiss in sending this to you earlier.

\  
s.13

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Withheld pursuant to/removed as

s.13

**Meadows, Jennifer L AVED:EX**

---

**From:** Mary Sjostrom .s.22  
**Sent:** Tuesday, July 5, 2016 9:44 PM  
**To:** Lee Doney; Board Chair  
**Cc:** Carroll, Sandra AVED:EX  
**Subject:** Re: sub committees and related issues

Lets get this letter done guys and the bylaw approved soon...

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 5, 2016 8:28 PM  
**To:** Lee Doney ; Jason Fisher  
**Cc:** s.22 ; Carroll, Sandra AVED:EX  
**Subject:** Re: sub committees and related issues

Lee

s.13

Thanks

Henry

Sent from Surface

**From:** Lee Doney  
**Sent:** Tuesday, July 05, 2016 3:03 PM  
**To:** Jason Fisher  
**Cc:** Henry Reiser, s.22 , Carroll, Sandra AVED:EX

I promised you a list of issues that I thought we should try to address at our July 21 meeting. I have been remiss in sending this to you earlier.

s.13

Page 200

Withheld pursuant to/removed as

s.13

**Meadows, Jennifer L AVED:EX**

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**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Wednesday, July 6, 2016 9:03 AM  
**To:** Mary Sjostrom  
**Cc:** Robert Lee Doney; Fisher, Jason FLNR:EX; Carroll, Sandra AVED:EX; Marlene Beaulieu (beaulieum)  
**Subject:** Re: sub committees and related issues

Mary

We sent out the same email informing the Chiefs and Mayors that was sent to the Board Members regarding the hiring of the Regional Principals. There was an invitation to contact my office if there were any questions and none have been received to date.

Also please cc Marlene on all emails please.

Thanks

Henry

Henry Reiser  
President  
CNC  
Prince George  
BC  
Sent from my iPhone

> On Jul 5, 2016, at 7:59 PM, Mary Sjostrom<sup>s.22</sup> > wrote:

>

> Thanks Lee A couple more thoughts around governance and overall Board structure. We should discuss committees for the up coming year and what is still relevant or needed and what might need change example Bylaw.. The Communication piece is huge especially to the regions and what ever is being sent out or communicated needs to be copied to the Executive and then to the entire Board..Board make up also needs to be discussed so as to have the strength where needed at the same time complimenting the Board members desires and strong attributes.I would like to see a Aug Board casual retreat off site of CNC to develop some team work for the next year...thanks Mary

>

> Sent from my iPad

>

>> On Jul 5, 2016, at 3:03 PM, Robert Lee Doney<sup>s.22</sup> > wrote:

>>

>> I promised you a list of issues that I thought we should try to address at our July 21 meeting. I have been remiss in sending this to you earlier.

s.13

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Withheld pursuant to/removed as

s.13

## Meadows, Jennifer L AVED:EX

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**From:** Mary Sjostrom s.22  
**Sent:** Monday, July 11, 2016 3:47 PM  
**To:** Robert Lee Doney  
**Cc:** Carroll, Sandra AVED:EX  
**Subject:** Fwd: Message from Henry Reiser, President College of New Caledonia

Just had a call from Mayor Gerry at Vanderhoof .. This is what was sent out to folks out West and the region...No phone call as promised to the Mayors by President Henry .Gerry Thiessen mayor was confused somewhat that he thought the appointments were already done and no community in put was being asked for . Once again to many words and confusion with no direct contact with folks. I would love to talk about this Monday and on the 21 st and want a strategy to move forward.. With no Board Rep from the West now this is going to make our job even harder . Talk soon Mary

Sent from my iPhone

Begin forwarded message:

**From:** Gerry Thiessen <[mayor@district.vanderhoof.ca](mailto:mayor@district.vanderhoof.ca)>  
**Date:** July 11, 2016 at 2:51:12 PM PDT  
**To:** s.22  
**Subject:** FW: Message from Henry Reiser, President College of New Caledonia

---

**From:** Marlene Beaulieu (beaulieu) [<mailto:beaulieu@cnc.bc.ca>]  
**Sent:** Monday, June 27, 2016 10:52 AM  
**To:** [mayor@princegeorge.ca](mailto:mayor@princegeorge.ca); [mayor@burnslake.ca](mailto:mayor@burnslake.ca); Gerry Thiessen; [mayor@fortstjames.ca](mailto:mayor@fortstjames.ca); [pat@district.mackenzie.bc.ca](mailto:pat@district.mackenzie.bc.ca); [bsimpson@quesnel.ca](mailto:bsimpson@quesnel.ca); [dwayne.lindstrom@fraserlake.ca](mailto:dwayne.lindstrom@fraserlake.ca); s.22; [wilf.adam@lakebabine.com](mailto:wilf.adam@lakebabine.com); s.22  
[Admin@lhooskuz.com](mailto:Admin@lhooskuz.com); s.22; [4dakilh@nadleh.ca](mailto:4dakilh@nadleh.ca); [chief@nakazdli.ca](mailto:chief@nakazdli.ca);  
[stuartalec@nazkoband.ca](mailto:stuartalec@nazkoband.ca); s.22; [saikuz.chief@saikuz.com](mailto:saikuz.chief@saikuz.com);  
[admin@skintyeenation.ca](mailto:admin@skintyeenation.ca); s.22; s.22; [dizony@tkdb.ca](mailto:dizony@tkdb.ca); Karen Ogen; s.22  
[teegee@cstc.bc.ca](mailto:teegee@cstc.bc.ca)  
**Cc:** Henry Reiser (reiserh)  
**Subject:** Message from Henry Reiser, President College of New Caledonia

Message sent on behalf of Henry Reiser:

Dear Mayors and Chiefs,

The College Board approved our five year Strategic Plan on June 3, and we are excited to begin its implementation, especially as we are concurrently working on our Education Plan, which will be completed by December 2016.

Three immediate changes will be rolled out over the summer in support of the strategic goals and actions we've established. Full changes will be effective as of September 1, 2016.

All community education and regional operations will move from the Vice-President, Community & Student Services portfolio to the Vice-President, Academic portfolio. Aligning community and

continuing education with the Academic portfolio is the most common college model, and, with the 2015 change of the deans taking responsibility for regional academic programs, it makes sense to move all educational programming into the same area. This change aligns directly with our new strategic plan and continues to build on our commitments to better serve our students and communities across the region.

Lakes and Nechako will again become two distinct regions. We have heard and listened to our community leaders and regional stakeholders, where they have indicated there is an interest and a community commitment to help the College grow in these regions across a variety of academic, community and continuing education programs. We are pleased to be able to respond to these regional intentions. The Lakes Region will be centred at the Burns Lake campus, while the Nechako Region administration will be balanced between the Vanderhoof and Fort St. James campuses. Each region will have a Regional Principal and an Operations Manager.


All regional operations, and the Community and Continuing Education activities in Prince George, will report through the Dean of Community & Continuing Education (CCE). The Dean, CCE will report to the VP Academic. This includes all community outreach, regional community and continuing education activity, coordination with academic deans on programming, and coordination of campus operations.

We're pleased to get these strategies underway, and we believe that the changes will serve our students and communities well.

If you have questions, please call 250-561-5825 to schedule a telephone call. I would be pleased to respond to your questions and/or comments.


Thank you,

Henry Reiser  
President  
College of New Caledonia  
3330 – 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

College of  
New Caledonia   
www.cnc.bc.ca

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*Marlene Beaulieu*  
Executive Office Administrator  
College of New Caledonia  
3330 – 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

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**Meadows, Jennifer L AVED:EX**

---

**From:** Mary Sjostrom<sup>s.22</sup>  
**Sent:** Monday, July 11, 2016 3:50 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** Fwd: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair  
**Attachments:** winmail.dat; ATT00001.htm

Just keeping you in the loop .

Sent from my iPhone

Begin forwarded message:

**From:** June Clark <[June.Clark@jbcclarkco.com](mailto:June.Clark@jbcclarkco.com)>  
**Date:** July 11, 2016 at 2:02:20 PM PDT  
**To:** Jason Fisher - Board Chair <[chair@cnc.bc.ca](mailto:chair@cnc.bc.ca)>  
**Cc:** Lee Doney <<sup>s.22</sup>>, "Mary Sjostrom"<sup>s.22</sup>  
<<sup>s.22</sup>>  
**Subject:** FW: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Hi Jason,

I just got off the phone with Gerry Thiessen. He has not heard about this at all yet but is really interested in hearing about the details.

Rather than getting into details, I mentioned I would pass this info along, with a request that he is provided with the information about this. I had understood that communications was already complete around this, but it looks as though there are crossed wires somewhere.

It would be helpful to receive a copy of what has been communicated, including how the communities can be represented in the selection process of these new staff roles and let me know when the Mayors are given the info. That way, I won't inadvertently contribute to confusion.

I don't see the positions posted on the CNC site - so am unclear whether the posting has already been completed or is yet to be posted.

Please advise whether this is still a 'go.'

Warm regards,

June

Direct:<sup>s.22</sup>

From: Marlene Beaulieu (beaulieum) [<mailto:beaulieum@cnc.bc.ca>]  
Sent: June 24, 2016 2:12 PM  
To: Don Gowan<sup>s.22</sup>; [executivedirector@abdc.bc.ca](mailto:executivedirector@abdc.bc.ca); Harpreet Gehlon

s.22 ; Jacob Madjitey (madjitey) <Madjitey@cnc.bc.ca>; Board Chair  
<chair@cnc.bc.ca>; June Clark <June.Clark@jbclarkco.com>; Kevin Pettersen  
<s.22 ; Lee Doney <s.22 ; Lee Ongman  
<s.22 ; Mark Wendling <s.22 ; Marlene Beaulieu  
(beaulieum) <beaulieum@cnc.bc.ca>; Mary Sjostrom <s.22 ; Nathan Giede  
<s.22 ; Paul Campo (campo) <campo@cnc.bc.ca>; Sabreena MacElheron  
(macelheron1) <macelheron1@cnc.bc.ca>; Sandra Carroll <Sandra.Carroll@gov.bc.ca>; Sandy  
Ramsay s.22 >; Steve Nycholat s.22  
s.22

Cc: Henry Reiser (reiserh) <reiserh@cnc.bc.ca>

Subject: CONFIDENTIAL MESSAGE from Jason Fisher, Board Chair

Importance: High

Message sent on behalf of Jason Fisher, Board Chair

Dear Members of the Board,

I am happy to announce on behalf of the Executive Committee that we have authorized the College to re-establish separate Regional Principals for the Lakes Region and the Nechako Region. This will result in each of the Lakes Region and the Nechako Region having a Regional Principal and an Operations Manager. There will be a small fiscal impact (\$12,100 this year), but we feel that the financial impact will be outweighed by the positive impact that this change will have on learning opportunities in the region and on continuing to rebuild trust and alignment between the College and the communities it serves.

This decision was taken by the executive committee to ensure that there would be sufficient time for the College to recruit the Regional Principals. That recruitment process will begin immediately. It is our understanding that the College will ensure that communities will have input in the hiring decision.

The College will be reaching out to communities to communicate this good news to them, I'd ask that you keep this information confidential until that communication has taken place.

If you have any questions, please feel free to contact me.

Best regards,

Jason

Please note: This message is intended for the sole use of the party to whom it is addressed and may contain information that is privileged, confidential and/or exempt from disclosure by law. Any unauthorized use, distribution, copying or disclosure is prohibited. If you received this message in error please let me know and delete it from your system. Thank you

## **Meadows, Jennifer L AVED:EX**

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**From:** board-bounces+sandra.carroll@gov.bc.ca@listserv.cnc.bc.ca on behalf of board-request@listserv.cnc.bc.ca  
**Sent:** Wednesday, July 13, 2016 10:35 AM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** Welcome to the "Board" mailing list

Welcome to the [Board@listserv.cnc.bc.ca](mailto:Board@listserv.cnc.bc.ca) mailing list!

To post to this list, send your message to:

[board@listserv.cnc.bc.ca](mailto:board@listserv.cnc.bc.ca)

General information about the mailing list is at:

<http://listserv.cnc.bc.ca/mailman/listinfo/board>

If you ever want to unsubscribe or change your options (eg, switch to or from digest mode, change your password, etc.), visit your subscription page at:

<http://listserv.cnc.bc.ca/mailman/options/board/sandra.carroll%40gov.bc.ca>

You can also make such adjustments via email by sending a message to:

[Board-request@listserv.cnc.bc.ca](mailto:Board-request@listserv.cnc.bc.ca)

with the word 'help' in the subject or body (don't include the quotes), and you will get back a message with instructions.

You must know your password to change your options (including changing the password, itself) or to unsubscribe without confirmation. It is:

tedliido

Normally, Mailman will remind you of your listserv.cnc.bc.ca mailing list passwords once every month, although you can disable this if you prefer. This reminder will also include instructions on how to unsubscribe or change your account options. There is also a button on your options page that will email your current password to you.

## Meadows, Jennifer L AVED:EX

---

**From:** board-bounces@listserv.cnc.bc.ca on behalf of s.22  
**Sent:** Thursday, July 14, 2016 2:47 PM  
**To:** Marlene Beaulieu (beaulieum); Board@listserv.cnc.bc.ca  
**Subject:** [Board] Re: NEW Board Member Email Listserv  
**Attachments:** ATT00001.txt

Cofirmed

Sent from my BlackBerry 10 smartphone on the TELUS network.

---

**From:** Marlene Beaulieu (beaulieum)  
**Sent:** Wednesday, July 13, 2016 11:33 AM  
**To:** Board@listserv.cnc.bc.ca  
**Reply To:** board@listserv.cnc.bc.ca  
**Subject:** [Board] NEW Board Member Email Listserv

Board Members,

I trust you are all having a good summer and hopefully some time away as well.

For your information, a Board Member email listserv has been created for the CNC Board of Governors. Please use [Board@listserv.cnc.bc.ca](mailto:Board@listserv.cnc.bc.ca) in the To: line.

Please note, only members of the Board can send to and/or receive email on this listserv. Please use the [Board@listserv.cnc.bc.ca](mailto:Board@listserv.cnc.bc.ca) for all Board correspondence.


If you would be so kind as to click "reply" and respond with "Confirm" in the subject line indicating that you have received this message, that would be appreciated.

Many Thanks,

Marlene

*Marlene Beaulieu*

Executive Office Administrator  
College of New Caledonia  
3330 - 22<sup>nd</sup> Avenue  
Prince George, BC  
V2N 1P8  
T: 250-561-5825

College of  
New Caledonia   
[www.cnc.bc.ca](http://www.cnc.bc.ca)

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## Meadows, Jennifer L AVED:EX

---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Thursday, July 14, 2016 4:07 PM  
**To:** Fougner, Trish GCPE:EX  
**Cc:** Porter, Rodney GCPE:EX; Carroll, Sandra AVED:EX; Mateusz Partyka (partykam2)  
**Subject:** FW: Final CNC Strategic Plan  
**Attachments:** CNC\_StrategicPlan\_FINAL.pdf

Trish

Here is a copy of the final CNC Strategic Plan.

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



Please note: This message is intended for the sole use of the party to whom it is addressed, and may contain information that is privileged, confidential and/or exempt from disclosure by law. Any unauthorized use, copying, distribution, or disclosure is prohibited. If you received this message in error, please let me know and delete it from your system. Thanks.

**From:** Elyse Giddens (giddense)  
**Sent:** Monday, July 04, 2016 12:18 PM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>  
**Subject:** FW: Final CNC Strategic Plan

Hi Henry,

Here is the final plan with draft removed and your signature text updated.

On the page with the pictures of you and Jason, "Message from the President" is above your picture, and then "Letter to CNC Community" is above your letter. If they seem redundant to you I can remove one, please let me know.

Thanks,  
Elyse

Elyse Giddens (Elmslie)

Coordinator, Community & Student Services  
College of New Caledonia  
Prince George, BC Canada

Phone 250.562.2131 local 5479  
[giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca)

**From:** David Pankratz [<mailto:davidpankratz@kirkandco.ca>]  
**Sent:** Monday, July 04, 2016 11:57 AM  
**To:** Elyse Giddens (giddense) <[giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca)>  
**Subject:** RE: Final CNC Strategic Plan

Hi Elyse,

Please see the final version attached. Please let me know if there are any additional changes.

David

David Pankratz | Senior Manager, Client Services  
Kirk & Co. Consulting Ltd.

**From:** Elyse Giddens (giddense) [<mailto:giddense@cnc.bc.ca>]  
**Sent:** Monday, July 04, 2016 10:52 AM  
**To:** David Pankratz <[davidpankratz@kirkandco.ca](mailto:davidpankratz@kirkandco.ca)>  
**Subject:** RE: Final CNC Strategic Plan

Hi David.

Please adjust the following:

Text underneath Henry's signature on the Letter to CNC community page (currently reads "President Henry Reiser"), change to match Jason's:

Henry Reiser  
President, College of New Caledonia

Thanks,  
Elyse

Elyse Giddens (Elmslie)  
Coordinator, Community & Student Services  
College of New Caledonia  
Prince George, BC Canada

Phone 250.562.2131 local 5479  
[giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca)

**From:** David Pankratz [<mailto:davidpankratz@kirkandco.ca>]  
**Sent:** Monday, July 04, 2016 10:12 AM  
**To:** Elyse Giddens (giddense) <[giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca)>  
**Subject:** RE: Final CNC Strategic Plan

Hi Elyse,

Please see attached the updated Strategic Plan. Please review and let me know if it is considered final. once approved I will remove all the drafts.

Thanks,

David

David Pankratz | Senior Manager, Client Services  
Kirk & Co. Consulting Ltd.

---

**From:** Elyse Giddens (giddense) [<mailto:giddense@cnc.bc.ca>]

**Sent:** Monday, July 04, 2016 10:02 AM

**To:** David Pankratz <[davidpankrat@kirkandco.ca](mailto:davidpankrat@kirkandco.ca)>

**Subject:** Final CNC Strategic Plan

Good morning David,

I hope you enjoyed our long weekend!

Can you let me know when you expect to have the final CNC Strategic Plan document ready? I am on vacation as of Wednesday afternoon and was hoping to have it shared and posted to the webpage by then.. Let me know, thanks!

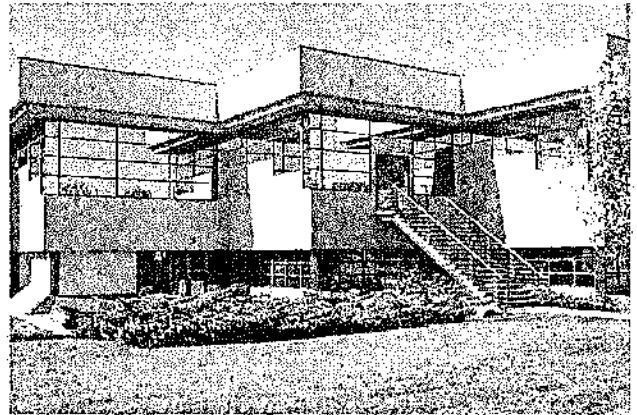
Elyse

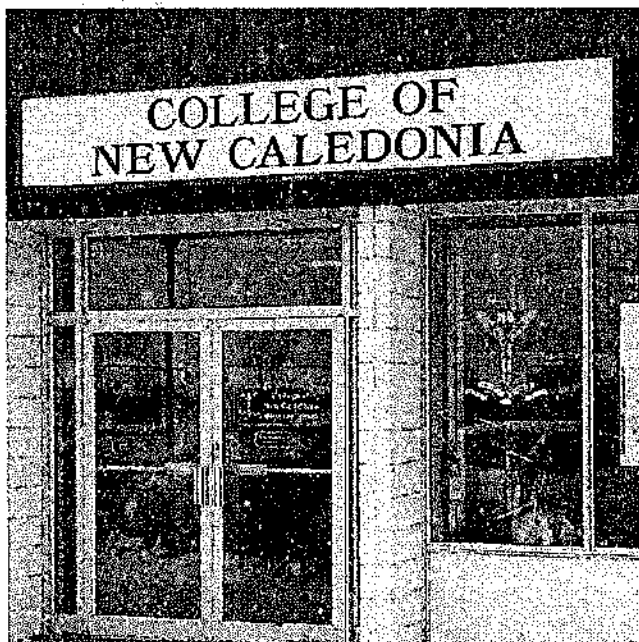
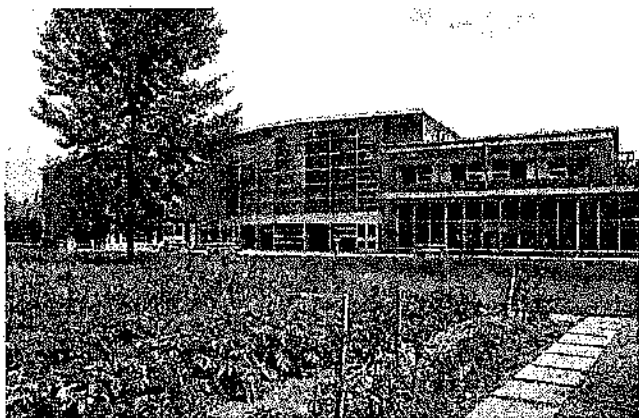
Elyse Giddens (Elmslie)  
Coordinator, Community & Student Services  
College of New Caledonia  
Prince George, BC Canada

Phone 250.562.2131 local 5479  
[giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca)

# 2016-2020 Strategic Plan – Promoting Student Success

College of New Caledonia







● Mackenzie

● Fort St. James

● Burns Lake

● Vanderhoof

● Prince George

● Quesnel

# College of New Caledonia Overview

The College of New Caledonia (CNC) is a public community college dedicated to helping meet the adult and post-secondary educational needs of northern British Columbians since 1969. Serving an area approximately 117,500 square kilometers in size, or 12% of the province, CNC plays an important role in training and educating students in health sciences, trades and technologies, social services, business and university studies.

CNC has six campuses across British Columbia's Central Interior – Prince George, Burns Lake, Fort St. James, Mackenzie, Quesnel and Vanderhoof. Across all campuses, 5000 students in 90 distinct programs are enrolled each year.

With affordable tuition, practical, hands-on learning and no more than 37 students in a class, students can acquire the skills they need for a long-lasting, stable and successful career in as little as 10 months. CNC offers students the ability to easily transfer into the third year of degree programs, with 15 agreements with 10 universities in B.C., Alberta and elsewhere.

The College of New Caledonia is honoured to work with the Aboriginal people in this region, inclusive of the First Nations, Métis and Inuit peoples. We acknowledge the graciousness of the First Nations peoples in welcoming those who are seeking knowledge on their traditional territories. There are many First Nations communities within the region served by the College:

Cheslatta Carrier Nation	Nee Tahi Buhn Band
?Esdilagh (Alexandria) First Nation	Saik'uz First Nation
Kwadacha Nation	Skin Tyee Nation
Lake Babine Nation	Stellat'en First Nation
Lheidli T'enneh Nation	Takla Lake First Nation
Lhoosk'uz Dene Nation	Tl'azt'en First Nation
Lhtako Dene First Nation	Tsay Keh Dene Band
McLeod Lake Indian Band	Ts'il Kaz Koh (Burns Lake Band)
Nadleh Whut'en	Wet'suwet'en First Nation
Nak'azdli Whut'en	Yekooche First Nation
Nazko First Nation	

It is also important to acknowledge the participation of other Aboriginal groups whose participation on Aboriginal Advisory Committees and the Yinka Dene Council contributes to the success of Aboriginal Education at CNC: Carrier Sekani Tribal Council, PG Nechako Aboriginal Employment & Training Association, Métis Nation of BC, New Caledonia Métis Association, Prince George Native Friendship Centre, North Cariboo Family Program, Cariboo Chilcotin Aboriginal Training Centre, Tillicum Friendship Centre, and Aboriginal representatives from the University of Northern British Columbia, School Districts of Nechako-Lake s(91), Prince George (57), and Quesnel (28).

# Letter from the CNC Board of Governors Chair

On behalf of the entire Board of Governors of the College of New Caledonia, I am pleased to share the *2016-2020 Strategic Plan - Promoting Student Success*. As the name suggests, the Plan recognizes that the true measure of any educational institution is the experience of its students.

This Plan is the result of a year of challenging questions, reflection, stakeholder input and hard work and I would like to thank everyone who participated in its creation. Following our mission and values in pursuit of the priorities set out in the Plan will ensure that the college is a vibrant and rewarding place to learn, teach and work, and a valuable pillar in the communities in which it serves.

Working together, guided by the Plan, the College of New Caledonia will continue to provide a brighter future for those it serves.

Yours truly,



Jason Fisher  
Chair, CNC Board of Governors



Jason Fisher, CNC Board of Governors

## Message from the President



Henry Reiser, CNC President



# Letter to CNC community

Since 1969, the College of New Caledonia (CNC) has been an integral part of British Columbia's post-secondary education system. We've undergone tremendous change over the years, but what makes CNC unique is our ability to continue to deliver high quality education to our students in a constantly changing world.

Throughout the province, British Columbia's post-secondary institutions are undergoing significant change. As an educational partner in our region's economic development, more emphasis is being placed on training and educating students for the demands of the labour market. It's an honour to be helping CNC grow and adapt to this changing imperative, while still maintaining the necessary opportunities and services for our students and communities.

Our new *2016-2020 Strategic Plan – Promoting Student Success* is the culmination of a thorough and thoughtful consultation with our students, our employees, our communities, our partners and many other integral stakeholders to chart a course for our future. We take the input, advice and direction of our partners seriously, and that information was an essential element in the development of this plan.

We strive to be inclusive at CNC as we have a diverse group of students at six distinct campuses serving an expansive area of B.C.'s Central Interior. This Strategic Plan builds on our successes, with a focus to the future.

*2016-2020 Strategic Plan – Promoting Student Success* has five core directions:

- Enhancing the student experience
- Improving our culture of service
- Supporting Aboriginal students and the integration of Aboriginal culture and knowledge
- Improving organizational culture and employee satisfaction; and
- Clearly communicating change and new directions with our stakeholders

By establishing a culture of service and enhancing the student experience, we will create an institution that better serves the evolving needs of our students from the point of first contact to the time they graduate. We can improve the student experience, and ultimately, the success they achieve at CNC.

The Aboriginal population in our region is significant and growing, and it's important to understand the history and culture that Aboriginal learners bring with them when they come to CNC. Working in partnership with Aboriginal communities, we will ensure culturally relevant support services are in place that allow us to better engage and support Aboriginal learners. Incorporating Aboriginal culture and history on campus and in course and program curriculum will enhance awareness and cultural competencies and enrich the lives of all our students and employees. We will work with Aboriginal Advisory Committees and the Yinka Dene Council to create an Aboriginal Education specific to CNC that will support Aboriginal students in reaching their educational goals and moving forward in careers of their choice.

We acknowledge that our dedicated employees are instrumental to the success of our students. Our Strategic Plan recognizes the importance of developing our employees and celebrating their contributions, because ultimately, their success directly translates into a better education and experience for our students.

Finally, as proud as we are of the work of our students and employees, we know we face some challenges. The feedback we received during our consultations demonstrated that there is more we can do to engage and communicate with our students, our employees, our communities and other important stakeholders. We're committed to ensuring all of the groups that make CNC what it is are informed of changes, developments or new directions at CNC.

Working with our Board, our employees, our students and our community partners, I know we will continue to build a bright future for the College of New Caledonia.

Let's show the world why CNC is the place to be.



Henry Reiser  
President, College of New Caledonia

**Mandate** *Our mandate describes what we are here to do as a public post-secondary institution in British Columbia. The College of New Caledonia operates within a legislative framework provided under the British Columbia Colleges and Institutions Act.*

The Act states that the objectives of a college are to provide comprehensive:

- A.** Courses of study at the first and second year levels of a baccalaureate degree program
  - Courses of study for an applied baccalaureate degree program
- B.** Post-secondary education or training
  - Adult basic education
- C.** Continuing education

CNC will, in fulfilling its mandate, consider the provincial government's strategic priorities when allocating institutional resources. CNC's mandate includes a commitment to:

- A.** Ensure that British Columbians have access to high-quality post-secondary education and training programs
- B.** Operate as efficiently as possible, to ensure British Columbians are provided with high-quality programs and services
- C.** Be responsive to student and labour market demands
- D.** Implement BC's Skills for Jobs Blueprint
- E.** Assist in advancing the Ministry of Advanced Education's Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan, and the International Education Strategy

**Mission** *Our mission describes what we are here to do as a community college in Northern British Columbia.*

The College of New Caledonia, as a comprehensive community college, provides access to lifelong learning and facilitates the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.



## **Vision** *Our vision is what we intend to become within a certain timeframe.*

The College of New Caledonia will deliver programs and services of the highest standard possible to our learners. CNC will be recognized regionally and internationally for implementing effective learning opportunities, which will increase educational access for our learners. Students, employees and communities will share "one experience" of CNC. Our programs will support the development of local, regional and global leaders.

## **Values** *Our values guide us in how we make decisions and do our work at the College of New Caledonia.*

### **Respect**

We respect and value each individual by being inclusive and embracing the diversity of our learners and college communities.

### **Accountability**

We are accountable to each other and to the college community for our actions and for achieving our commitments.

### **Integrity**

We act with integrity, fulfilling promises and ensuring open, respectful relationships.

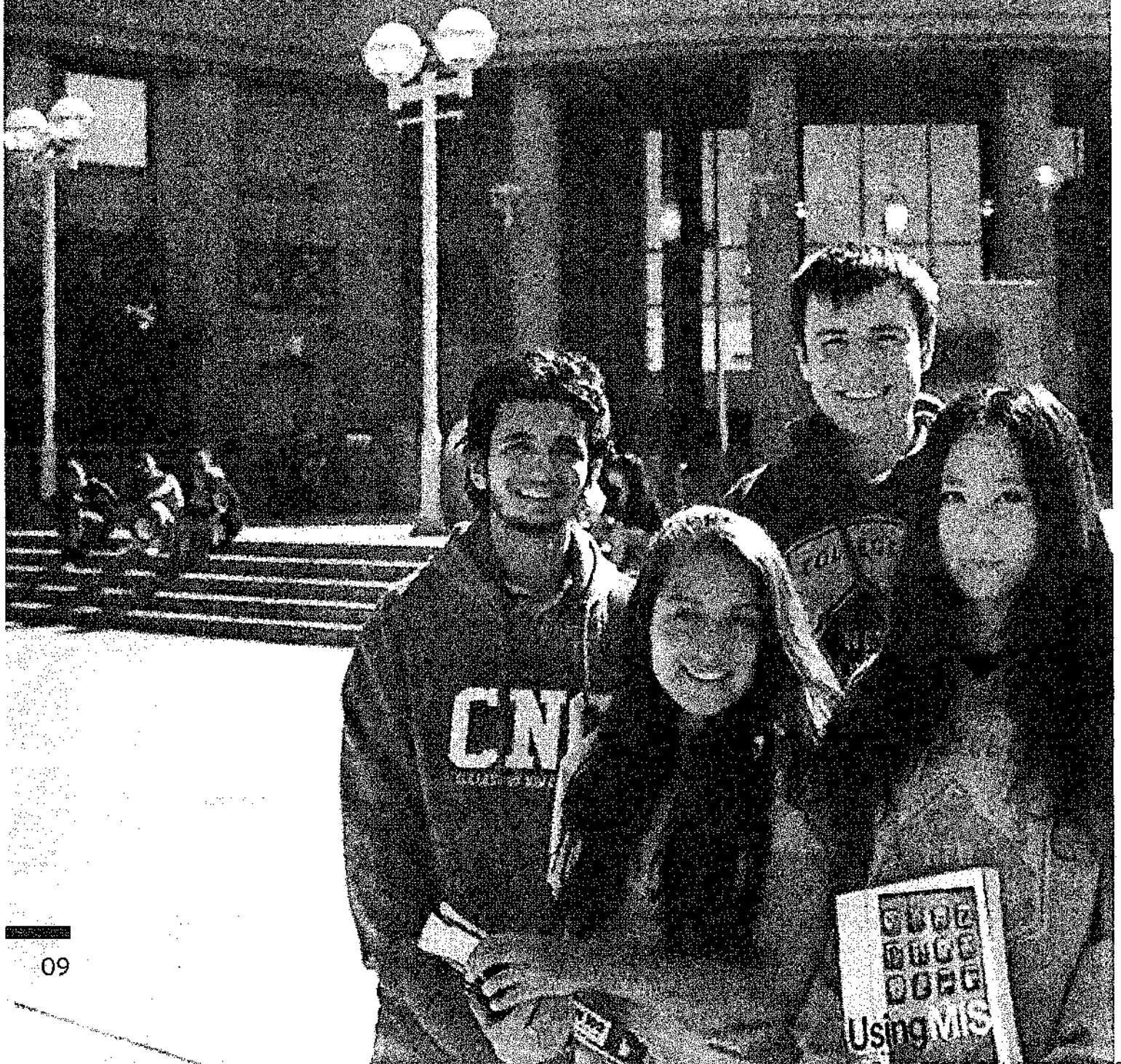
### **Transparency**

We conduct ourselves in an open, honest, and transparent manner.

### **Relationships**

We work together to advance CNC in its academic mission and in fostering respectful relationships.

# Our Strategic Directions



1

## Student Success

*The College of New Caledonia will support and enhance the student experience to enable the engagement and success of our learners.*

### Actions:

- In collaboration with students, develop a definition of student success to inform college planning.
- Ensure high quality, relevant, and responsive curriculum and programs.
- Increase available educational opportunities for students with creative educational programs and by reducing barriers to access.
- Increase access to quality educational opportunities through a variety of learning delivery methods, including in-person, online, blended, and the real-time, instructor-led Digital Delivery Instruction (DDI).
- Increase partnerships and agreements with community organizations and educational institutions to support student opportunities.
- Increase student access to international activities such as Study Abroad opportunities, international partnerships with foreign schools, and international project work to encourage the development of global citizens and to support intercultural competencies.
- Increase the number of articulation agreements with post-secondary institutions provincially, nationally and internationally to enhance transferability and expand student options for further education.

## Culture of Service

*The College of New Caledonia will provide quality service and an excellent experience for students, Aboriginal communities, employers, industry groups, employees, and all stakeholders engaging with CNC.*

### **Actions:**

- Establish a standard of customer service that will be used across the college when interacting with students, colleagues, and external customers.
- Provide quality integrated, user-focused and efficient services aligned with student needs and enhance services to students by increasing online access.
- Ensure future renovations to college campuses maximize accessibility for all users to create inclusive, diverse, and welcoming campuses.
- Develop an internal process for receiving feedback to support continuous service improvements.



3

## Aboriginal Education

*The College of New Caledonia will work in collaboration with Aboriginal communities to incorporate Aboriginal cultures throughout CNC campuses and programing.*

### **Actions:**

- Support Aboriginal students to participate, complete, and be successful in CNC courses and programs.
- Incorporate more Aboriginal culture, history, teachings, and knowledge in CNC courses, programs and on campus to enrich all student experience.
- In consultation with Aboriginal Advisory Committees and the Yinka Dene Council, develop an Aboriginal Strategic Plan to complement CNC's Strategic and Education Plans, and the Ministry of Advanced Education's Aboriginal Policy Framework.
- Build relationships with and be accountable to Aboriginal communities for educational goals.

# Organizational Culture

*The College of New Caledonia recognizes that employees are the building blocks of a successful and thriving college, and will work to create a values-based organizational culture.*

## **Actions:**

- Encourage a culture of accountability and lead by example.
- Promote team building, employee engagement, and a workplace design that supports employee success.
- Acknowledge and celebrate the achievements of our employees.
- Increase employee satisfaction.
- Improve professional development opportunities.
- Develop and implement initiatives to enhance team and departmental effectiveness.



5

## Community Engagement

*The College of New Caledonia will engage with students, Aboriginal communities, employers, industry groups, employees, and others to ensure those connected to the college are engaged on and informed of changes, developments, and new directions.*

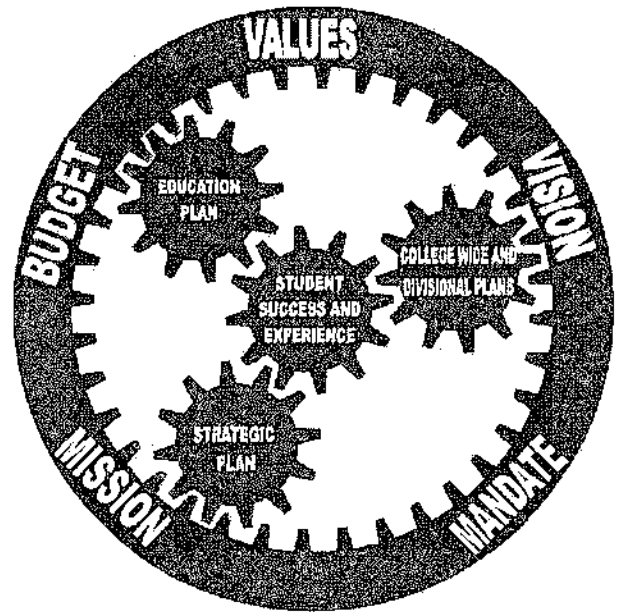
### **Actions:**

- Implement an effective communications and engagement plan to strengthen relationships with students, businesses, industry, school districts, Aboriginal communities, and community organizations.
- Expand community involvement by engaging a broader base of community members in college activities.
- Offer face-to-face meetings for students, employees, and citizens to create an opportunity for dialogue and two-way communication with CNC Executive.
- Increase awareness of the college within the region by developing an integrated communications approach, utilizing timely and creative channels.
- Build relationships with and be accountable to communities for educational goals.

# CNC's Planning and Accountability System

Our Strategic Plan was built on the strong foundation of our mandate, mission, values, vision, and budgetary considerations. The success of our students is at the heart of what we do at the College of New Caledonia. Our mission is to provide students with access to lifelong learning and facilitate the achievement of their educational and personal goals.

The Strategic Plan will be critical in achieving this mission. Once the new Education Plan is developed and adopted alongside the Strategic Plan, the College-Wide and Divisional Plans will be reviewed to ensure they are in direct support of the Education and Strategic Plans, and are coordinated with each other to support institutional priorities.



## Education Plan

The College of New Caledonia is in the process of developing its first formal Education Plan. This Plan will align with the Strategic Plan's directions and goals, and will serve to establish institutional priorities in academic programming and curriculum, teaching, student services, and student support initiatives.

The Education Plan development will be completed by December 2016 and will guide the academic priorities and activities of the College for the following four years.



# Consultation Summary

Recognizing the importance of the input from our students, employees, community members and other stakeholders, this Strategic Plan was developed, refined and finalized with the support of a community consultation. Between January 18 and February 29, 2016, feedback on the College of New Caledonia's draft strategic directions and their supporting draft actions was collected.

There were a total of 175 participant interactions during the Community Consultation Period. Five distinct types of engagement opportunities were utilized to ensure the consultation was accessible to the widest group of people as possible, including written, in-person, and online forums (cnc.bc.ca/strategicplan).

## Timeline

### December 2015

Pre-consultation period for Strategic Plan

### January 2016 - February 2016

Strategic Plan consultation period

### March 2016

Consideration of input

### April 2016

Strategic Plan development

### May 2016

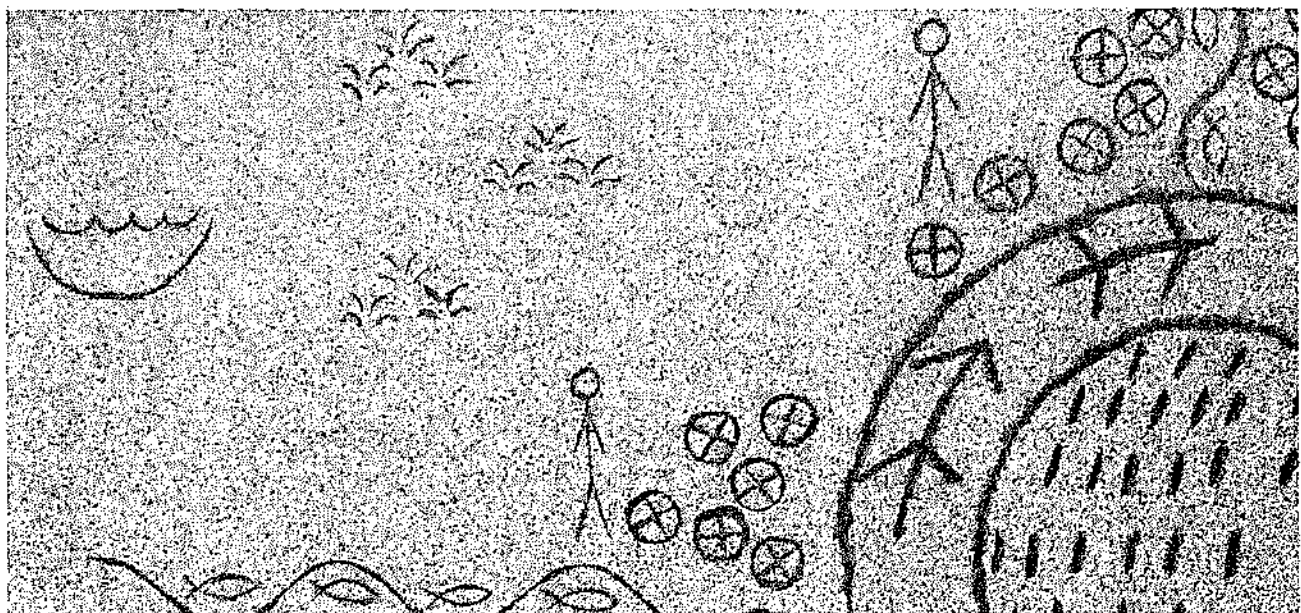
Strategic Plan reviewed by the steering committee, Executive and CNC Board of Governors

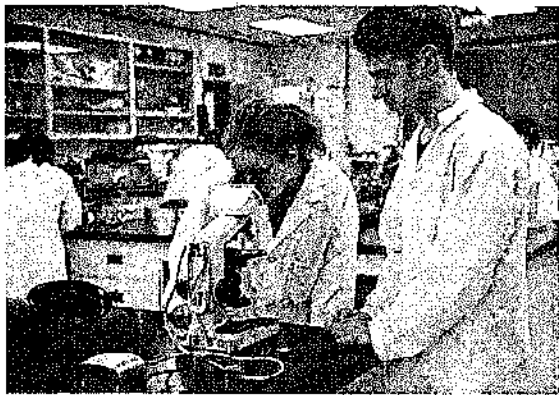
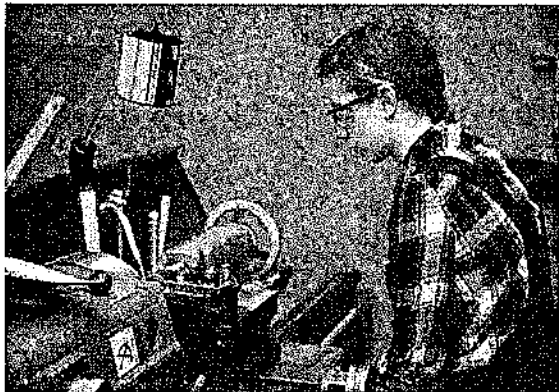
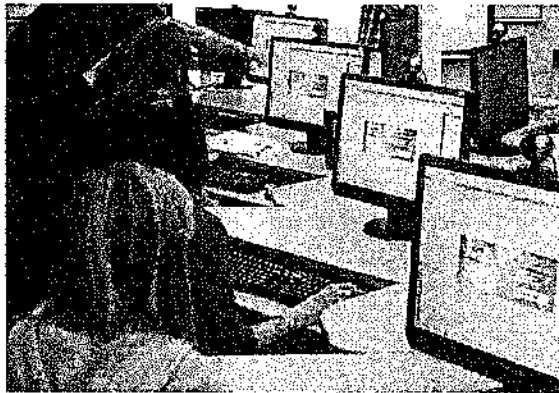
### June 2016

Approved by CNC Board of Governors

### July 2016 and beyond

Review and update CNC implementation plans





College of  
New Caledonia



3330 22nd Avenue,  
Prince George, British Columbia,  
Canada, V2N 1P8

Phone: 1 250 562 2131  
(in Canada 1 800 371 8111)

[askcnc@cnc.bc.ca](mailto:askcnc@cnc.bc.ca)

**Meadows, Jennifer L AVED:EX**

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**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 4:14 PM  
**To:** 'Lee Doney'; 'Mary Sjoström'  
**Cc:** 'Marlene Beaulieu (beaulieu)'; 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** RE: Draft agenda for the 21st  
**Attachments:** Board Best Practices.pdf

s.13

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**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 3:22 PM  
**To:** Lee Doney; Mary Sjoström  
**Cc:** Marlene Beaulieu (beaulieu); 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** Draft agenda for the 21st

Draft Agenda for July 21, for review and comment. I will no longer be able to attend in person as I am required to be in Victoria for meetings.

jf

s.13



Jason Fisher  
Associate Deputy Minister  
Forest Sector  
Ministry of Forests, Lands and Natural Resource Operations  
1011 4<sup>th</sup> Ave, Prince George, BC  
Office: 250.565.4120  
Cell:s.17

## **Board Resourcing and Development**

### **Office of the Premier, Province of British Columbia**

The Board Resourcing and Development Office (BRDO), within the Office of the Premier, was established in 2001 with a mandate to bring professional processes to the area of director appointment and corporate governance in the public sector.

**BRDO:**

- assists boards in identifying size, composition, and key areas of skill and experience required for board membership;
- identifies and recruits qualified individuals to serve on governing boards; and
- promotes and supports effective board performance through governance training and support.

Elizabeth Watson, Managing Director  
Carol Young, Manager of Appointments  
Maggie MacLean, Office and Technology Administrator  
Michael Wiebe, Office and Technology Administrator

**[www.fin.gov.bc.ca/abc](http://www.fin.gov.bc.ca/abc)**

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Recent events in the private and public sectors around the world and important developments in governance, accounting, and other areas have led to a re-examination of board responsibilities and a new focus on board performance.

The Government of British Columbia is committed to ensuring best practices in public sector board governance and public accountability. To meet that objective, in 2001 the Province introduced new *Appointment Guidelines* to assist in identifying the best-qualified individuals for board appointments. The *Appointment Guidelines* have been implemented across all of BC's public sector boards, strengthening the strategic guidance and oversight of our public institutions. BC's leadership in this area is now recognized nationally and internationally, in both the public and private sectors.

I am now pleased to introduce to you the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations*. The *Best Practice Guidelines* establish broad provincial standards for board governance practices, and provide for greater public accountability and transparency through standardized disclosure requirements.

While public sector organizations are unique and must develop governance practices that are appropriate to their individual circumstances, the Government expects they will also meet the standards and expectations set out in the *Best Practice Guidelines* to ensure continuing excellence in governance of public assets and accountability for all British Columbians.

Thank you for supporting this initiative and for your continued service to the people of British Columbia.

A handwritten signature in black ink, reading "Gordon Campbell".

Gordon Campbell  
Premier

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## PREAMBLE

"Corporate governance". No longer is this term reserved for use by academics and consultants. With the publicity that has attended recent corporate failures and misconduct in the public and private sectors worldwide, everyone involved with governing boards has become aware of the requisite demand for high governance standards and open disclosure.

The Government of British Columbia, and the many public sector organizations that serve the Government and the people of British Columbia, are committed to achieving and maintaining exemplary standards of governance. This commitment is founded on the firm belief that while good governance does not, in itself, ensure organizational success, expected levels of performance are rarely achieved without the guidance and leadership provided by a sound governance structure.

The Board Resourcing and Development Office ("BRDO") has traditionally supported the goal of sound governance by assisting in the identification of well-motivated directors with the required competencies. The BRDO is now going a step further by providing the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations* (the "Best Practice Guidelines") that establish a broad provincial standard for the review and assessment of governance practices in public sector organizations.<sup>1</sup>

It is recognized that many of BC's public sector organizations already have sound and innovative governance structures that address not only board operations but also such collateral issues as director recruitment, orientation, education and assessment.

Governance methodology continues to evolve, however, and organizations have a responsibility to constantly review and update their practices to match opportunities and changing needs. It is hoped that the information set out in the *Best Practice Guidelines* will make a useful contribution in the discharge of this responsibility.

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<sup>1</sup> The *Best Practices Guidelines* apply to all British Columbia public sector organizations that are governed by a governing board and to which the Government of British Columbia (by Order in Council, Minister's Order or shareholder's resolution) makes a majority of board appointments.

A "public sector organization" includes:

- a) a separate legal entity established pursuant to British Columbia legislation that is classified as being within the "Government reporting entity" pursuant to the *Budget and Transparency and Accountability Act*; and
- b) a corporation established under the *BC Business Corporations Act*, the *Society Act*, or other enabling statute in which the province of British Columbia has a controlling interest.

See Appendix 1 for a list of public sector organizations covered by the *Best Practice Guidelines*.

The presentation is organized in three parts. Part One describes the unique context in which public sector governing boards must function. Part Two sets out principle-based best practice guidelines. These guidelines are not meant to be prescriptive or to encourage a simple "tick the box" climate of compliance. They are meant to provide a reference for evaluating existing practices and to encourage change where change is justified. Part Three presents a guide for board governance disclosure, which is a best practice standard for public accountability. The Government's goal is that all public sector organizations in British Columbia will be in a position to meet these disclosure standards commencing in April 2006.

The *Best Practice Guidelines* apply to many different types of organizations ranging from commercial Crown Corporations to small, special purpose entities. Within this range are included health authorities and institutions in the public post secondary sector – universities, university colleges, colleges and provincial institutes – some of which possess special arrangements for bi-cameral governance and autonomy. While the factors influencing effective board performance are similar in different types of organizations, it is neither intended nor anticipated that every organization should have identical corporate governance practices. There is no "one size fits all" solution. Each organization is encouraged to develop governance tools specific to its individual needs and circumstances. Regardless of individual approaches, however, all public sector organizations should be committed to best practices in corporate governance and should embrace a progressive and engaged governance culture that reflects the principles set out in the *Best Practice Guidelines*.

The *Best Practice Guidelines* are evolutionary in nature. They will be reviewed and updated from time to time in response to changing needs, experience and new developments in the "art" of good governance. To that end, all public sector organizations are invited to put forward constructive suggestions and comments.

## **PART ONE:**

### **CORPORATE GOVERNANCE IN PUBLIC SECTOR ORGANIZATIONS**

#### **1. Introduction**

"Corporate governance" broadly refers to the structures and processes by which organizations are directed, controlled and held to account. It encompasses such things as who is in charge, who sets direction, who makes decisions, who monitors progress, and who is accountable for the organization's performance. The goal of effective governance is a robust, well-run organization that achieves peak performance and is accountable to the public it serves.

Historically, the term "corporate governance" was used more frequently in the context of commercial enterprises whereas public sector organizations often adopted the language of "stewardship". It is now common throughout the public and not-for-profit sectors to apply corporate governance methodologies within the various corporate<sup>2</sup> entities that make up these sectors.

Corporate governance is no less important in the public sector than in the private sector. Public sector organizations manage billions of dollars in assets and liabilities and oversee the delivery of core services such as health care, education and public utilities. Taxpayers, as both the source of funds and the beneficiaries of these enterprises, expect public sector entities to be well governed and to perform well.

In British Columbia, 41 Crown Corporations manage \$31.2 billion in assets, \$26 billion in liabilities and employ over 23,000 people. In addition, six health authorities oversee the delivery of \$7.7 billion in health services (approximately 25 percent of the provincial budget) and employ 96,000 people. Public post secondary institutions receive \$1.3 billion in public funds from Provincial sources and provide educational opportunities for approximately 300,000 students. For the 2004/5 fiscal year, it is estimated that BC public sector organizations will oversee expenditures of over \$26 billion and employ over 172,000 employees.

Regardless of organizational type, corporate governance regimes are unlikely to be effective where there is lack of clarity about the participants involved, their relationships with each other and their respective responsibilities.

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<sup>2</sup> The term "corporate" refers to a distinct legal entity, as distinct from an unincorporated association or department.

In the business sector, participants in governance include the shareholders, the board of directors and management. In the public sector, the Legislature, various branches of Government, the responsible Minister, the board and public stakeholders all play a greater or lesser governance role depending on the nature of the organization, its founding legislation, and any specialized protocols that have developed over time.

The board of directors<sup>3</sup> plays a central part in governance. Its general role is to cultivate the organization's short and long-term success consistent with the organization's mandate and objectives, and to do so in an accountable manner. When discharging its responsibilities, the board oversees the affairs of the organization, supervises management through the chief executive officer (CEO)<sup>4</sup>, and sets standards for organizational conduct.

A board's effectiveness depends in large measure on the people who serve on it. Ideally, boards are comprised of dedicated individuals who are motivated to play an active role, and who have the necessary competencies to carry out their responsibilities. A well-defined governance structure is a necessary prerequisite for effectiveness, but good process cannot make up for the absence of good people.

As a consequence of historical issues, board governance has been studied extensively over the last decade providing a legacy of formal reviews and scholarly volumes. As a result of this work, consensus has emerged regarding the types of practices that improve director performance as well as the performance of boards as a whole. These practices include such things as closely defined roles and responsibilities, efficient use of committees, clear codes of ethical conduct, informed approaches to policy and strategic planning, risk management, director orientation, ongoing professional development, and board and director assessment.

Closely associated with the growth in knowledge about governance practice has been accompanying growth in the requirement for accountability. This is equally the case whether organizations raise money in the capital marketplace or expend public funds. In either case, accountability is encouraged through disclosure of governance practices for public scrutiny. Because accountability is based on disclosure, it is expected that organizations adopting the *Best Practice Guidelines* will be better positioned for public review and will add refinements to their governance practices at the same time.

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<sup>3</sup> The term "directors" is used in a majority of public sector organizations. However, in the public post secondary sector, board members are referred to as governors and the board as the Board of Governors. Throughout this document, any reference to "director" is equivalent to "governor" in the public post secondary sector.

<sup>4</sup> The term "chief executive officer" means the person who holds the principal management position of the organization. In the public post secondary sector this person is most often called the President. In Crown corporations, this person is most often referred to as the CEO.

## 2. The Public Sector Context

Public sector organizations, like private sector companies, are independent legal entities governed by boards of directors. The duties of public sector boards are similar in many ways to their private sector counterparts, but there are significant differences in the legal, regulatory and operational environments that shape the responsibilities and expectations facing public sector directors. Public sector boards must take these differences into account when constructing their governance regimes and it is particularly important for them to understand both the context in which public sector organizations are created and the Government's ongoing role in their governance.

### *2.1. Creation of Public Sector Organizations and Their Mandates*

Public sector organizations are established by Government to serve the public interest and to advance overall public policy objectives. Each organization is given a specific mandate, which is communicated either through governing legislation, its constituting documents or, where applicable, by Government policy.

For most public sector organizations, the mandate is likely to be more diversified than typically would be the case in the private sector. This requires the organization to perform in a business-like manner while at the same time pursuing a range of objectives, which might deal broadly with civic well being or might target economic, social or cultural measures related to a specific development opportunity or regional initiative.

Government performs cyclical reviews of each organization's mandate to ensure that it continues to be relevant and that the service delivery model continues to represent value to taxpayers. Boards may be asked to participate in the review or provide input on specific mandate issues, but decisions regarding a public sector organization's overall mandate always remain within the purview of Government.

Where appropriate, Government may give a public sector organization a specific direction on a particular matter. This type of direction is usually made only after discussion with the organization.

While it is the case that public sector organizations are provided greater autonomy and flexibility in decision-making than Government ministries, their boards must nevertheless be alert to the Government's broad public policy objectives. They must also ensure that their organization's strategic initiatives are aligned with the mandate set by Government.

## 2.2. Characteristics of Public Sector Organizations

Public sector organizations generally have some or all of the following characteristics:

- the organization is established by statute, by regulation under an enabling statute, or under the *Business Corporations Act*, *Society Act*, *Canada Business Corporations Act* or other legislative authority;
- there is a Provincial interest in the function or service, especially in:
  - the organization fulfilling its statutory obligations;
  - the organization managing its resources effectively; and/or
  - the organization maintaining appropriate standards of service;
- the Government has controlling interest in the organization:
  - Government appoints a majority of the governing board;
  - Government may provide 50% or more of the operating funds;
  - Government may give sole authority to the organization to engage in commercial activity and generate revenues;
  - Government owns, directly or indirectly, 50% or more of the issued and outstanding voting shares of the organization (if the organization is a *Business Corporations Act* company or other corporate entity with share capital); and/or
  - Government may establish the organization as an agent of the Province.

## 2.3. Performance Expectations

In addition to setting each organization's mandate, Government provides public sector organizations with documentation outlining performance expectations and accountabilities. This documentation is developed in consultation with the organization.

Using Crown corporations as an example, Shareholder's Letters of Expectations are issued annually to record a joint understanding between Government and the organization over mandate, public policy issues, strategic priorities and performance.

More specifically, the Letters of Expectations are intended to:

- confirm the corporation's mandate and core services;
- develop a common understanding between the Government and the Crown corporation regarding the Government's priorities, policy objectives and performance expectations for the organization over a three-year period;
- achieve consistency and alignment between the Government's priorities, policy objectives and performance expectations and the Crown corporation's goals, objectives and strategies; and
- serve as a key driver in the development of the Crown corporation's service and financial plans.

For other organizations such as health authorities or institutions in the public post secondary sector, an annual accountability letter from the organization's host ministry establishes budget levels, performance objectives and other expectations, supplemented by the production of annual service plans and reports based on an accountability framework.

## *2.4. Accountability in the Public Sector*

Public sector organizations are owned by the people of British Columbia and are accountable to them. In practice, the ownership rights are exercised on the people's behalf by the Legislative Assembly and the Government.<sup>5</sup> The responsible Minister serves as the link between the organization, the Cabinet and the Legislative Assembly. As well, Treasury Board may play a significant role in approving capital and operating budgets, particularly for taxpayer supported organizations.

The following is a general overview of the accountability continuum:

- Government establishes the public sector organization and its mandate through statute or other legislative authority, and provides funding to the organization on behalf of the public.
- Government communicates broad objectives for the organization through the responsible Minister and empowers its board to oversee the organization's affairs.
- The board oversees the affairs of the organization, supervises management, which is responsible for day-to-day operations and, through the chief executive officer, sets the standards of organizational conduct.
- The CEO leads the development of the institution's strategic initiatives, policies, operating and capital budgets; makes recommendations for their approval to the board; implements board- approved initiatives; and manages the day-to-day business of the organization.

Roles and responsibilities must be clearly defined and understood by all participants in the accountability continuum to ensure that organizations account for the effective pursuit of their mandates and for the expenditure of public funds. When the respective roles of the board and the responsible Minister (or other "shareholder" representatives) are not clear, a poor governance environment will result.

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<sup>5</sup> BC Auditor General Crown Corporations Governance Study, 1996

This problem was identified by the British Columbia Auditor General in 1996 when he stated in reference to Crown corporation governance: "We believe that resolving the uncertainties and ambiguities in roles would be a major step forward in improving the governance environment in Crown corporations."<sup>6</sup> Although there is now a Governance Framework for Crown Corporations<sup>7</sup>, no single piece of legislation or Government policy captures the governance roles and responsibilities across all types of public sector organizations in British Columbia. In the absence of such a universal framework, it is important that each public sector organization defines its unique relationship with Government and with its other "shareholders", including the public.

When doing so, the public interest is best served where Government and the organization enter into a constructive exchange that ensures the open, timely and accurate flow of communications in both directions. Because the board occupies the mid-point in the accountability continuum, regular and informed dialogue between the board and the responsible Minister is a key element of accountability and is fundamental to the proper discharge of the board's responsibilities. Generally speaking, the chair of the board undertakes this obligation on the board's behalf.

In many instances, legislation or policy may allocate decision-making responsibilities among the board, Cabinet, Treasury Board, the responsible Minister or elsewhere. In other instances, an organization's decision-making might be limited by the parameters of a special requirement such as the *Public Sector Employers Act*. But there are many areas in which public sector boards have broad autonomy. For example, university governance is distinguished by statute-protected autonomy to establish policies and standards for teaching, research, student admission, graduation, and selection and appointment of staff.

Whatever the degree of decision-making autonomy, accountability is strengthened where each board identifies its areas of shared decision-making with authorities beyond the organization. By doing so, a board will better ensure effective leadership by removing ambiguities which might otherwise detract from its governance responsibilities or obscure its accountability.

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<sup>6</sup> Ibid., 1996

<sup>7</sup> The Governance Framework for Crown Corporations, published by the Crown Agencies Secretariat ("CASE"), provides information on the governance structure applicable to Crown corporations. CASE is also in the process of developing Crown Agency Accountability Guidelines designed to help clarify the levels of authority and accountability associated with different types of public sector organizations.

## 2.5. *Regulatory Requirements and Other Legislation*

Public sector boards operate within a complex legal framework. In addition to the legislation under which they are established, public sector organizations are subject to many legislative requirements that do not apply in the private sector. These include provisions contained in the following Provincial statutes:

- *Auditor General Act;*
- *Budget Transparency and Accountability Act;*
- *Financial Administration Act;*
- *Financial Disclosure Act;*
- *Financial Information Act;*
- *Multiculturalism Act;*
- *Ombudsman Act;*
- *Public Sector Employers Act;* and
- *Freedom of Information and Protection of Privacy Act.*

In addition, public sector organizations are subject to statutes of general application such as the *Waste Management Act* or the *Environmental Assessment Act*. Certain public sector entities also fall within the jurisdiction of the *Public Service Act*, the *Public Service Labour Relations Act*, the *Public Service Pension Act* or the *Benefits Act*.

Every board should be aware of the legislation and policies that apply to its organization and should recognize how they affect decision-making.

## 2.6. *The Performance Culture*

Another feature that distinguishes private from public sector organizations is the way in which competitive pressures are brought to bear on their operations. In the private sector, an organization is motivated to perform by the competitive pressures of the market place. Those that do not perform go out of business. Although some public sector organizations have a commercial nature, they may not have an obvious reference point for acceptable or peak performance. Directors are motivated by the desire to fulfill a service mandate and/or achieve certain public policy objectives and must be diligent in monitoring the organization's performance by carefully selecting appropriate performance measures against which the organization's achievements can be measured. In addition to financial performance measures, these may include such measures as service quality, customer satisfaction, environmental compliance or other measures specific to each organization.

## 2.7. Disclosure and Transparency

As recipients of public funds and executors of the public trust, public sector organizations are held to high standards of scrutiny and disclosure. Their operations and decisions may be reviewed by such bodies as the BC Auditor General, the Ombudsman's Office or Select Standing Committees of the Legislature.

Various "shareholders", including members of the public, often bring diverse viewpoints to their examination of the decisions or decision-making processes used by public sector organizations, sometimes relying on the *Freedom of Information and Protection of Privacy Act* when making their inquiries. The scrutiny of public sector organizations also may extend to board members. Therefore, individuals joining public sector organization boards should be aware that their actions are potentially subject to the same level of interest and inquiry as other members of the public sector, such as public servants and politicians.

For these and other reasons, public sector organizations should have good systems in place to ensure that their operations and decision-making processes are consistent with public sector standards; and these systems should ensure that organizations report appropriately to all interested parties through accessible avenues of disclosure. In the sections following, some practical guidelines are offered describing best practice on factors affecting good governance and disclosure.

## **PART TWO:**

### **BEST PRACTICE GUIDELINES: GOVERNANCE**

The purpose of this section is to gather in one place a provincial standard for corporate governance practices in BC's public sector organizations and to provide a common benchmark against which governance arrangements can be understood and assessed.

The guidelines in this section have been organized into separate subject areas. They make no claim to be an exhaustive discussion of each topic.<sup>8</sup> However, they will have served their purpose if they shed some light on best practices and assist the boards of BC's public sector organizations reflect on their current approach to governance. Each entry contains a commentary on the subject area with particular attention to public sector realities. The commentary is then followed by an abbreviated list of best practices for easy reference.

#### **1. Board Composition and Succession**

Most experts agree that a first requirement for effective governance is having the right people on the board. This means putting together a group of individuals who have the appropriate combination of competencies (skills and experience) and personal attributes (behaviour and attitude) to support the organization's mission and contribute together as a highly motivated team.

The particular competencies sought will vary depending on an organization's mandate and the skills needed to complement its management team. The requisite skills and experience will change over time as the organization evolves to face changes in its operating environment.

In addition to specific competencies, directors should possess appropriate personal attributes. These include integrity and high ethical standards, sound judgment, an ability and willingness to question conventional assumptions, strong interpersonal skills, and a high level of commitment to the organization and its success.

Unless the governing legislation specifies otherwise,<sup>9</sup> the general practice in British Columbia is that all appointees to public sector boards are individuals who are independent of management and have no material interest in the organization. A comprehensive process for appointing directors to public sector organizations in British Columbia is set out in the BRDO's *Appointment Guidelines*.<sup>10</sup>

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<sup>8</sup> A list of reference material in the area of corporate governance is available on the BRDO web site.

<sup>9</sup> See, for example, the *University Act* and the *College and Institute Act*.

<sup>10</sup> <http://www.fin.gov.bc.ca/oop/brdo/appoint.htm>

Where Government appoints some or all members of a board, the ultimate selection of appropriate candidates remains solely within the prerogative of Government. However, it is important that the appointment process be collaborative, with both Government and the organization taking an active role in the recruitment and evaluation of candidates.

To assist in the appointment process, all boards should consult with BRDO to:

- a) develop director selection criteria for board membership as a whole and for specific vacancies;
- b) recommend a recruitment and evaluation process to fill vacancies;
- c) identify and recommend candidates to Government for appointment or re-appointment; and
- d) develop a plan and a process to recommend to Government the orderly long-term renewal of board membership.

These responsibilities are normally assigned to a governance committee or a separate nominating committee. Whatever its name, the committee will benefit from developing a competency matrix listing the specific competencies and personal attributes desired for the board membership as a whole. This information can then be used as a guide to determine which competencies and personal attributes might be missing from the board and should be sought when looking for new candidates.

Once board members are appointed, it is important that the public and all members of the organization are informed. As part of an organization's communication strategy, the name, appointment term and biographical background of each director should be publicized and retained on the organization's web site.

**Best Practices Guideline 1**

- a) The board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively.
- b) Unless specified otherwise in the governing legislation, board members are independent from management and have no material interest in the organization.
- c) The board has a committee that develops director selection criteria and identifies and evaluates potential candidates.
- d) The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency "gaps" on the board and direct the search for new candidates.
- e) The board has a board succession plan to recommend to Government the orderly turnover of directors.
- f) The board publishes the name, appointment term and a comprehensive biography of each director.

## 2. Board Responsibilities

The board of directors occupies a central position in the governance of all public sector organizations. The board's general role is to foster the organization's short and long-term success consistent with its mandated objectives and accountability to other stakeholders. In the discharge of its mandate, the board oversees the affairs of the organization, supervises management, which is responsible for day-to-day operations and, through the CEO, sets the standards of organizational conduct.

In carrying out these duties, the board's role in policy-making, guidance of the strategic planning process, and performance monitoring, is separate from responsibility for the day-to-day management of the enterprise. This responsibility resides with the CEO who leads the organization in achieving board-approved directions and in turn recommends new initiatives to the board.

The board provides leadership with specific responsibility to:

- select, assess, compensate and (if necessary) replace the CEO and plan for CEO succession;
- oversee development of and approve a strategic plan that takes into account the opportunities and risks facing the organization;
- approve the organization's capital and operating budgets and ensure the integrity of financial statements, internal controls, financial information systems, projections, forecasts and audited statements;
- approve the organization's material policies;
- work with management to identify the principal risks to the organization and ensure that systems to manage those risks are in place;
- monitor the organization's performance against agreed goals and objectives;
- approve major transactions;
- ensure compliance with legal and regulatory requirements;
- ensure that reporting, monitoring and accountability obligations are met;
- ensure that controls, codes or guidelines are in place governing ethical conduct, conflict of interest, environmental protection, personal and public safety, equity and similar concerns;
- ensure that the organization has an appropriate communications strategy;
- provide for the board's good management and on-going effectiveness, including establishing of the committees, task forces and work groups required to assist the board in the effective discharge of its mandate; and
- in consultation with BRDO, identify the required competencies and personal attributes required on the board and recommend to Government the orderly succession of board members.

The board should possess and make publicly available a written charter that describes the board's responsibilities as set out above. If particular areas of responsibility are

specified in governing legislation or in the organization's constituting documents, these should be noted. The charter also should include commentary on the following:

- any limitations to the board's decision-making powers;
- a list of all required approvals and reports;
- the board's method of interaction with the responsible Minister;
- board organizational issues, including any official delegation of responsibility to management or to committees;
- board decision-making processes, including meetings in non-executive session without management present;
- a statement acknowledging and defining the distinction between governing and managing;
- the general legal obligations of the board; and
- a commitment to ongoing board assessment and improvement.

#### Best Practices Guideline 2

- a) The board publishes a charter that details its roles and responsibilities and the governance processes used to fulfill them.

### 3. Committees

Boards typically use committees to undertake detailed reviews and to provide in-depth supervision in key areas of board responsibility. Task forces or other temporary working groups also may be established to address time-limited projects.

For committees or working groups to function effectively, their mandates should be spelled out in written terms of reference that define their purpose, composition and working procedures. The terms of reference for a task force or a working group should also set a termination date. All terms of reference should be published on the organization's web site.

The use of committees helps directors gain a more comprehensive understanding on matters requiring specialized decision-making or approval. The four most common core committees of any governing board operate in the following areas:

- Finance
- Governance
- Human Resources and Compensation
- Audit

A board may establish other committees – such as environment, health and safety, pension or academic affairs committees – where they are relevant to the organization's activities. Where workload and requisite skills allow, committees may also serve in a dual role such as Audit & Finance. The terms of reference for an individual committee

may also be broadened to cover related board interests. For example, the Finance Committee may be assigned responsibility for ensuring that an information technology plan that effectively supports the strategic planning process is in place.

The chair and membership of individual committees are generally as recommended by the board chair and confirmed by the board as a whole. With the prior approval of the board chair, committees should have the authority to engage consulting advice and independent counsel.

#### **Best Practices Guideline 3**

- a) The board has committees that address the Finance, Governance, Human Resources and Compensation, and Audit functions, as well as any other committees relevant to board operations.
- b) Each board committee has written terms of reference that are available publicly and that outline its composition and responsibilities.
- c) Each committee keeps informed about emerging best practices in corporate governance relevant to its functions.
- d) Every board task force and working group established to address special board needs, has written terms of reference outlining its composition, responsibilities, working procedures and termination date.

### **3.1. Finance Committee**

The terms of reference for a Finance Committee will vary according to the nature of the organization. Generally, the Finance Committee oversees the organization's budget, financial operations and results; monitors the adequacy and condition of capital assets; reviews and makes recommendations on capital activities; and appoints the organization's signing officers or other financial delegates.

Typically, the Finance Committee is responsible to:

- examine the budget methodology and recommend the operating budget for approval by the board;
- review planned expenditures and recommend annual capital budgets for approval;
- review and recommend major tenders or contracts;
- recommend investment guidelines and receive annual information on investment performance;
- approve appointments to boards such as Pension Trusts; and
- ensure that the board receives timely, meaningful reports on the organization's financial situation including up-to-date forecasts of year-end results.

### ***3.2. Governance Committee***

The Governance Committee oversees the board's nominating and governance activities. Typically, the Governance Committee is responsible to:

- review the skills and experience required on the board;
- identify new directors for recommendation to Government;
- review the relevance of individual committees and committee terms of reference;
- manage evaluations of board, committee, chair and director performance;
- ensure appropriate board orientation and ongoing professional development;
- articulate roles and responsibilities for the board, its committees, the chair and individual directors and recommend to the board any needed changes;
- prepare and update a board manual containing all documents relevant to the board's governance structure; and
- provide oversight to the organization's codes of conduct and ethics.

It is essential that the Governance Committee keep up to date with developments and emerging best practices in corporate governance.

### ***3.3. Human Resources and Compensation Committee***

In British Columbia, the appointment and compensation of a CEO is subject to policies developed by the Public Sector Employer's Council (PSEC). When a new CEO is being recruited, the Human Resources and Compensation Committee must ensure conformity with Government policies in this area.

Typically, the Human Resources and Compensation Committee is responsible to:

- oversee the evaluation and compensation of the CEO;
- develop CEO performance objectives together with the CEO, the chair and the board;
- ensure the organization has a sound plan for management succession; and
- ensure that the organization has appropriate human resources policies and compensation policies that satisfy PSEC conditions.

## 4. Audit Committee

Following highly publicized scandals in the United States, the *Sarbanes-Oxley Act* and other regulatory measures were adopted. Other countries, including Canada, kept pace by imposing stringent new requirements on the membership and responsibilities of Audit Committees.<sup>11</sup> With the heightened attention given to this area of governance, the work and responsibilities of Audit Committees warrant an extended discussion.

The Audit Committee's job is to assist the board fulfill its financial accountability and oversight responsibilities. The committee does this by reviewing the financial and performance information provided to the stakeholders, monitoring the systems of internal controls that management and the board of directors have established, and overseeing the internal and external audit processes.

### 4.1. Audit Committee Membership

Audit Committee members should be independent and financially literate. At least one member of the committee should have a financial designation or relevant financial management expertise.

In this context:

- "independent" means having no material direct or indirect association with the organization, which could, in the view of the organization's board of directors, reasonably interfere with the exercise of the member's independent judgment; and
- "financially literate" means that the member has the ability to read and understand a set of financial statements which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the organization's financial statements.

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<sup>11</sup> See for example:

- Guidelines for Audit Committees in Crown Corporations and other Public Enterprises (Treasury Board of Canada Secretariat, September 2003): [http://www.tbsct.gc.ca/pubs\\_pol/oepubs/TB\\_71/ccgac-ldse1\\_e.asp#the](http://www.tbsct.gc.ca/pubs_pol/oepubs/TB_71/ccgac-ldse1_e.asp#the)
- Ontario Securities Commission Multilateral Instrument 52-110: [http://www.osc.gov.on.ca/Regulation/Rulemaking/Current/Part5/rule\\_20040326\\_52-110-audit-comm.jsp](http://www.osc.gov.on.ca/Regulation/Rulemaking/Current/Part5/rule_20040326_52-110-audit-comm.jsp);
- BC Securities Commission Proposed Rule 52-509: <http://www.bsc.bc.ca:8080/comdoc.nsf/comdoc.nsf/webpolicies/9A15C66BD0ADABBC88256EA20074D3F57?OpenDocument>

## 4.2. Audit Committee Responsibilities

Typically, the Audit Committee is responsible to:

- review and approve the financial information that will be provided to Government and other stakeholders, and ensure that this information accurately represents the business activities of the organization;
- review and approve the systems of risk management and the internal controls established by management and the board to:
  - ensure the organization's sound financial performance;
  - ensure that the organization's internal controls have integrity and will lead to the production of accurate financial statements and performance reports;
  - ensure that management has appropriate systems in place to identify and manage risk;<sup>12</sup> and
  - prevent financial mismanagement;
- recommend the appointment and compensation of the external auditor;<sup>13</sup>
- oversee the independence of the external auditor, including where appropriate, the development of an auditor independence policy;
- work with the auditor to:
  - define the purpose of the audit;
  - formulate and approve the audit plan; and
  - review audit results;
- evaluate the need for an internal audit function and make appropriate recommendations to the board;
- where an internal function is in place:
  - hire, evaluate and (if needed) replace the head of the internal audit unit;
  - approve the internal audit unit's terms of reference;
  - approve the internal audit unit's short and long-term plans and related resources;
  - initiate and approve specific requests for audits;
  - review audit reports (or summaries) and ensure that recommendations are implemented; and
  - evaluate the internal audit unit's performance.

The external auditors should be engaged by the board, not by management, and should report to the Audit Committee. From time to time, the Audit Committee should meet

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<sup>12</sup> While risk management has traditionally been a concern of the Audit Committee, there is an emerging recognition that the risks to the enterprise embrace not only financial issues, but also human resource, governance, and sometimes quality issues, and that the organization should have an integrated risk management system which has accountabilities to several or all committees of the board.

<sup>13</sup> Members of public sector organizations should be aware that under the *Auditor General Act*, the BC Auditor General has the right to recommend to the Public Accounts Committee that his office be the external auditor for any public sector organization that is a corporation or an unincorporated body classified as a Government entity and reported through the consolidated revenue fund.

with the external auditors without management present. Any work to be performed by the external auditors in addition to audit duties should be pre-approved by the board on the recommendation of the Audit Committee.

The Audit Committee should determine whether the organization requires an internal audit function. Criteria to be considered in assessing the need for an internal auditor include:

- whether the existing management processes are adequate to identify and monitor significant risks facing the organization, and whether the existing internal control system operates effectively;
- whether those who are responsible for managing risks and operating the control system take a wholly objective and systematic view of their own performance;
- whether the board receives the quality of information from management needed to support the organization's risk management and internal controls effectively.

Organizations that require an internal audit capacity generally are those with high risk or high profile operations, and are medium to large in size, with very complex operations.

In British Columbia, the Office of the Comptroller General, Internal Audit and Advisory Services unit, provides advice to Audit Committees on establishing an internal audit function. On request, the Internal Audit and Advisory Services unit will provide internal audit functions to those organizations that do not have their own internal audit capacity. This office also manages an informal association of internal auditors for Crown agencies, which meets regularly to discuss internal audit issues.

The Audit Committee should have written terms of reference detailing the committee's composition and responsibilities.

#### Best Practices Guideline 4

- a) Audit Committee members are financially literate and at least one member has accounting or related financial management expertise.
- b) Members of the Audit Committee are independent from the external auditors.
- c) The Audit Committee has written terms of reference that set out its roles and responsibilities.
- d) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the board of directors.
- e) The external auditor reports directly to the Audit Committee, not to management.
- f) The Audit Committee has an auditor independence policy or reviews and pre-approves all non-audit services to be provided to the organization or its subsidiaries by the external auditor.
- g) The Audit Committee periodically reviews the need for an internal audit function.
- h) If the organization has an internal audit function:
  - i) the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer;
  - ii) the Audit Committee oversees the work of the internal audit group.
- i) The Audit Committee meets from time to time with the external and internal auditors without management present.
- j) The Audit Committee reviews any proposed changes to the position of the organization's chief financial officer.
- k) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the board chair.

## **5. The Board Chair**

The position of board chair demands singular skills and abilities, and some experts argue that the chair's leadership skills are the most important factor in determining overall board effectiveness.

The chair should be a person who can set the board's agenda; run meetings effectively; control discussion appropriately; manage dissent; work toward consensus; communicate persuasively with colleagues, management, the public and Government; and most important, establish a culture of active and constructive board engagement.

A typical position description for a chair describes responsibility for:

- managing board affairs;
- effective board performance;
- regular board, chair, committee and director evaluations (sharing responsibility with the governance committee);
- managing conflicts of interest should they arise ;
- building and maintaining a sound working relationship with the CEO, the responsible Minister and other Government representatives;
- working with management; and
- serving generally as the board's spokesperson.

Other than in exceptional circumstances, the chair and CEO should not be the same individual. When this situation does occur, the board should select an independent director (lead director) to act as an effective leader of the board and ensure that the board's agenda will enable it to successfully carry out its duties. The lead director should have a position description that includes the responsibility to lead meetings of the directors without management present.

In the public sector, the chair plays an important role as the main liaison between the board and Government. As designated spokesperson for the board, the chair should communicate regularly with the responsible Minister to build a positive working relationship and support two-way accountability through dialogue. Ideally, this should involve at least quarterly meetings in person and regular telephone communication. The CEO should assist the chair's work in this area and should participate in related discussions as appropriate.

For those responsible Ministers whose portfolios include a particularly large number of public sector organizations such as the Minister of Advanced Education, alternate liaison strategies may be needed. For public post secondary institutions, it is expected that a higher degree of direct engagement with the CEO will be both necessary and appropriate.

**Best Practices Guideline 5**

- a) The position of chair and CEO are separate.
- b) The board publishes a position description that sets out in detail the responsibilities of the chair.
- c) The chair and responsible Minister communicate regularly to build their working relationship.

## 6. Individual Directors

Individual directors, working together, execute the board responsibilities set out in the board charter. Board effectiveness depends on all directors understanding their responsibilities and adhering to a high standard of performance.

Directors owe a fiduciary duty as well as a duty of care to the organization. The fiduciary duty requires directors to be loyal and to act honestly, in good faith and in the best interests of the organization. It requires directors to avoid conflicts of interest, maintain appropriate confidentiality with respect to organizational matters, and to disclose to the organization any information the director might obtain that could be considered material to the organization's business or operations.

The duty of care requires that directors do their job well. They should exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. They should be diligent; reading all of the material in advance, attending all of the meetings, asking relevant questions, being prepared to discuss all issues, and keeping informed about the organization. Directors should be provided with sufficient information to consider all matters coming before the board and they should spend the time necessary to make informed decisions.

The board of every public sector organization should develop a charter of expectations or an equivalent statement of role for individual directors outlining the board's expectations about their duties, responsibilities and performance.

A charter of expectations for directors typically addresses:

- the director's fiduciary duty and duty of care to the organization;
- the expected standards of behaviour regarding:
  - communication and interaction with other board members and with management;
  - advance preparation for meetings and other duties;
  - attendance;
  - confidentiality;
- compliance with the organization's Code of Conduct and Ethics;
- commitment to be informed about the organization and its operating environment;
- commitment to represent the interests of the organization as a whole rather than the interests of individual constituents;
- commitment to director assessment;
- commitment to orientation and ongoing education; and
- commitment to disclose director attendance and compensation.

The charter of expectations should be reviewed with candidates prior to their appointment as directors so they understand the expectations attached to the position. Candidates also should be informed that persons appointed to BC public sector boards must be prepared to engage fully in board activities. For example, it is expected that directors will attend 100% of regular board meetings in person, and will attend all education and strategy sessions. While teleconferencing may be available to some boards in exceptional circumstances, this is a poor substitute for face-to-face meetings.

Not only should boards rely on a charter of expectations, directors also should be informed about the kinds of personal behaviour considered desirable when conducting the board's business<sup>14</sup>.

- Directors should ask penetrating questions that ensure a full understanding of the issues in question and the consequences of the actions proposed.
- Debate among directors should be encouraged, and pressures for conformity to majority opinion should be acknowledged and guarded against.
- Directors should not put managers or other directors on the defensive. Instead, they should respect the opinions and expertise of others when engaging in the discussion of relevant issues, and they should be committed to the goal of reaching consensus.
- Directors should understand when to listen and learn from management and from each other, and when to stimulate discussion.
- Any discussion between executives and directors should be two directional. Executives should be at liberty to disagree with directors if they believe the latter

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<sup>14</sup> Adapted from: Jay Lorsch and Colin Carter, *Back to the Drawing Board*, Harvard Business School Press, 2004

are misinformed or wrong, and directors should listen to management's views in such circumstances.

- Directors should respect the agenda. They should be aware of the agenda's schedule and understand the importance of staying focused on the important issues. Discussion should be encouraged, but everyone should recognize the limits imposed by time.

The board should speak with one voice. Once debate in the boardroom is over and a decision is made, that decision stands as a united position of the board. It is very important that board members respect issues of confidentiality and not disclose information they learn at board meetings which has been imparted in confidence.

In some circumstances, most notably the public post secondary sector, legislation provides for employee representatives to be elected to the board. These representatives have the same duties and responsibilities as all other board members.

#### Best Practices Guideline 6

- a) The board publishes a charter or similar document for directors that details the expectations of individual board members.
- b) The board develops and publishes minimum attendance expectations for directors and makes public the directors' attendance records.
- c) As part of public sector transparency, the organization annually discloses the amount of compensation paid to each individual director for the preceding year.

## 7. The Chief Executive Officer or President

One of a board's most important jobs is hiring, compensating, evaluating and (if necessary) replacing the CEO -- referred to as the "President" in the public post secondary sector. The CEO is responsible for leading management, developing and implementing the organization's strategy, and reporting to the board of directors.

The relationship between the board and the CEO is crucial to the ongoing success of the organization. Ideally, the relationship is one of trust and mutual respect where each party understands and appreciates the role of the other. Nevertheless, there can be tensions. On the one hand, the board provides oversight and holds the CEO to account for the organization's performance and, in so doing, must probe and critically evaluate management's proposals and decisions. On the other hand, the board and its directors provide strategic advice and give support to the CEO. Should this dynamic relationship become adversarial, dysfunction and poor decision-making will invariably result.

In order to establish the proper relationship between the board and the CEO, the board should, with the input from the CEO, develop a job description for the CEO, annually develop appropriate performance expectations and have a formal process in place to

evaluate the CEO's performance.

### ***7.1. Job Description***

The job description should describe the CEO's designated duties and responsibilities as well as the division of responsibility between the CEO and the board. This document also should recognize that it is characteristic in the public sector for the CEO to have regular contact with Government representatives, while making explicit that the CEO remains fully accountable to the board. The CEO's job description should be publicly available.

### ***7.2. Performance Expectations and Evaluation***

The process for setting the CEO's performance expectations and his or her subsequent evaluation should be agreed upon annually in advance by the board and the CEO. The annual review should provide an opportunity for open and frank discussion, and it should allow the CEO to talk to the board about past performance assessments and to set goals for the upcoming year. The process should allow opportunity for the directors to discuss the CEO's performance among themselves, and feedback to the CEO should be delivered professionally in keeping with the nature of the review. While the evaluation might be managed by a board committee, it should always involve input from the board as a whole.

CEO compensation and tenure should be tied to performance and measured against written performance expectations. It should be remembered that, in the public sector, CEO compensation is subject to the executive compensation guidelines and approvals developed by Public Sector Employers Council (PSEC).

### ***7.3. Recruitment***

Recruiting a new CEO is a major undertaking. In the public sector, boards should keep in mind that they must communicate with PSEC throughout the process to ensure that the proposed terms of employment are consistent with PSEC guidelines.

Unless the governing legislation provides otherwise (as in the public post secondary sector) the CEO is not normally a member of the organization's board of directors.

### ***7.4. Board Meetings without Management Present***

It is now commonly accepted practice for members of a board to meet regularly without the CEO or other management representatives in attendance. This type of meeting is customarily held at the end of a regular board meeting and allows board members to

explore freely any issues they wish to raise privately. At the end of every such meeting, the chair should give the CEO feedback on the contents and results of the discussion.

Under the *University Act*, the *Royal Roads University Act* and the *College and Institute Act*, the president, as well as persons elected from the student population, faculty and staff, are members of the board. For public post secondary institutions, each board should describe the circumstances where the exclusion of a member is warranted such as *in camera* discussions of a president's annual performance review or situations governed by the organization's conflict of interest policy.

**Best Practices Guideline 7**

- a) The board has a job description that sets out in detail the responsibilities of the CEO.
- b) The board annually establishes performance expectations for the CEO.
- c) The board annually assesses the CEO's performance against the position description and the performance expectations.
- d) The directors regularly meet together without management present.

## 8. Corporate Secretary

All boards should have access to the advice and services of a corporate secretary to assist in performing their duties.

The corporate secretary is accountable to the board and reports to the chair. Normally, corporate secretaries combine their board function with a senior administrative or managerial role in the organization, reporting operationally to the CEO. The organization and the corporate secretary must exercise great care in maintaining a separation between the two roles.

A corporate secretary typically:

- organizes and records the activities of board and committee meetings;
- ensures that the organization complies with its governing legislation, articles of association or bylaws;
- keeps and maintains all of the organization's corporate and historical records;
- coordinates publication of the organization's annual report and other governance related information;
- reviews and keeps up-to-date on developments in corporate governance and promotes strong corporate governance practices throughout the organization;
- advises and assists directors with respect to their duties and responsibilities;
- facilitates the orientation and ongoing education of directors (with direction from the governance committee);
- acts as a channel of communication and information for directors;
- administers the organization's Code of Conduct and Ethics; and
- advises the chair on any matters where conflict, potential or real, might occur between the board and the CEO.

The organizational bylaws may provide that the CEO shall be the secretary to the board. In this situation the board may, at its discretion, re-assign the duties and responsibilities of the secretary in part to a board assistant or other member of the staff.

#### Best Practices Guideline 8

- a) The board has a position description that sets out in detail the responsibilities of the corporate secretary.

## 9. Code of Conduct and Ethics

Directors of public sector organizations are expected to demonstrate high standards of personal and professional conduct to maintain public confidence in their actions and their organizations. These standards include the need to avoid real or perceived conflicts of interest.

The check for conflict of interest starts with the appointment process. As part of due diligence in director recruitment, all candidates are required to complete a *Candidate Profile and Declaration* designed to help identify potential conflicts. Organizations are encouraged to work with the Board Resourcing and Development Office to customize the *Candidate Profile and Declaration* to include reference to particular conflict of interest issues that might be unique to their operations.

In January 2005, the BRDO published *The Standards of Ethical Conduct for Public Sector Organizations*, which outlines ethical conduct principles for directors. Each public sector

organization should develop a code of conduct and ethics that fits its own legislative mandate and institutional culture while complying at the same time with the minimum standards established by the BRDO.

A code of conduct and ethics for directors, officers and employees should address the following issues:

- conflict of interest;
- the protection and proper use of the organization's assets and opportunities;
- confidentiality of information obtained through the director's role;
- compliance with laws, rules and regulations;
- ability to grant waivers against the code and, if the board can, the process for considering and approving requests for waivers and for reporting publicly any waivers the board has granted; and
- the obligation to report to the board any breach of the code of conduct and ethics, or any illegal or unethical behaviour.

The organization's Code of Conduct and Ethics should be disclosed publicly on the organization's web site.

#### Best Practices Guideline 9

- a) The board has adopted a Code of Conduct and Ethics that is consistent with *The Standards of Ethical Conduct for Public Sector Organizations*.
- b) The organization publishes its Code of Conduct and Ethics.

## 10. Orientation and Professional Development

All new directors should receive a comprehensive orientation about the organization's mandate, its nature and operations, the role of the board, and the expectations for individual directors. The orientation's objective should be to help new directors become as effective as possible as soon as possible.

The orientation should<sup>15</sup>:

- ensure that each new member of the board fully understands the formal governance structure, the constitution, the bylaws, the role of the board, its supporting committees, and the expectations in respect to individual performance as set out in the charter of expectations or equivalent statement;

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<sup>15</sup> Adapted from the Higgs Report (UK, 2003)

- build an understanding of the organization's nature, its operations and working environment including:
  - the organization's products or services;
  - summary details of the organization's principal assets, liabilities, significant contracts and major stakeholders;
  - the organization's structure, including any subsidiaries or joint ventures;
  - the organization's major risks and its risk management strategy;
  - key performance indicators;
  - any operational or regulatory constraints; and
  - requirements for reporting and public disclosure (e.g., *Budget Transparency and Accountability Act, Financial Information Act*, etc);
- build a link with the individuals who make up the organization, including:
  - opportunities to meet and get to know fellow directors;
  - meetings with senior management; and
  - visits to the organization's sites to learn about operations and to meet employees;
- build an understanding of the organization's main relationships, including those with:
  - the responsible Minister;
  - key Government representatives who deal with the organization;
  - people served by the organization;
  - employee unions or associations; and
  - academic Senates or Councils if the organization is located in the public post secondary sector.

The orientation should provide a comprehensive set of written briefing materials that directors may use as reference material. The following materials would be useful for this purpose:

- the *Best Practice Guidelines*;
- the board's manual (which should include the board charter; committee terms of reference; the directors' Charter of Expectations; the Code of Conduct and Ethics; and the organization's bylaws, operational policies and relevant legislation);
- the organization's most recent service plan;
- the host Ministry's most recent service plan;
- the most recent annual and quarterly financial and accountability reports;
- an explanation of the organization's key performance indicators;
- a summary of director's liability insurance and indemnity;
- details of any major litigation involving the organization;
- minutes from the last 3-6 board meetings;
- a schedule of dates for upcoming board meetings;

- biographical information and contact information for all directors and key executives; and
- details of board committees and copies of the minutes from the last 3-6 meetings if a new director will be joining a specific committee.

Depending on the organization's nature and scope, an orientation program might be delivered over several days in addition to the time required for the review of written materials. Each orientation program should be customized to take into account the background and skills displayed by individual directors.

When new directors attend their first board meeting, they should be welcomed and encouraged to start participating right away.

Beyond the initial orientation, the board should provide ongoing professional development to ensure that its members maintain or improve their skills, and that they continue to deepen their understanding of the organization and its operating environment. Professional development should include education in the area of director effectiveness.

The education program for directors should be funded by the organization, and the budget for this expenditure should be controlled by the board under direction of the Governance Committee. Ongoing education may take place as part of regular board meetings, as part of the board's annual retreat or in separate educational sessions.

#### **Best Practices Guideline 10**

- a) The board has a comprehensive orientation program for new directors.
- b) The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible.
- c) The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities.

## **11. Board, Committee and Director Assessment**

Boards require feedback on how they are performing as a group, how their committees are functioning, and how individual members are dispatching their responsibilities. The purpose of any assessment is to evaluate effectiveness and make improvements where required. There is no one correct way of carrying out an effective assessment, and the process should be modified over time to retain interest and relevance.

The assessment methodology for individual directors may include self-evaluation or peer evaluation. Whatever the approach, the assessment must be carried out against clear expectations. These expectations will come from the relevant charters and position descriptions.

It is generally recommended that boards introduce evaluation in stages, starting with the full board and committee evaluations, and then moving to assessments of the chair and individual directors. The actual form of the assessment should be tailored to each board and there is no universal template that captures all boards regardless of their stage of development. It follows that an assessment process should be crafted individually by each board in order to best address its own issues.

Board and committee assessments should cover such topics as:

- whether the board or committee has adequately discharged its responsibilities (e.g., strategic planning, budgeting, CEO evaluation and compensation, risk management, etc.);
- the adequacy of board or committee operations and decision-making processes (e.g., adequacy of information, committee structure, board composition, adequate discussion time, etc.); and
- board or committee effectiveness (e.g., board culture, opportunities for meaningful participation, communications with the responsible Minister and Government representatives, communications with management).

Individual director assessment should be conducted with reference to the directors' charter of expectations and should cover such topics as:

- the level of the director's skills, experience and demonstrated expertise;
- the level of a director's preparation for board discussions and the degree of participation in them;
- the director's knowledge about the organization, its strategic direction and its operational environment;
- the director's record of attendance;
- the director's ability to express views and hear the views of others;
- ethical standards; and
- the director's commitment to the best interests of the organization.

It is important that the assessment used by the board be robust and meaningful. It is equally important that there be appropriate follow-up. Once an assessment is completed, the board should make certain that steps are taken where necessary to improve the effectiveness of individual directors, committees or the board as a whole.

**Best Practices Guideline 11**

- a) The board annually assesses its performance and the performance of each of its committees against their respective charters or terms of reference.
- b) The board annually assesses the performance of the chair against the chair's position description.
- c) The board annually assesses the performance of individual directors against the directors' Charter of Expectations.

## 12. Communications Strategy

Public sector organizations should be accessible and responsive when communicating with their stakeholders, their employees, the public and Government. It follows that the board should ensure that management has adopted an appropriate communications strategy. The communications strategy should reflect the fact that the organization is part of the public sector where transparency is an important feature of accountability. The board should be satisfied that all salient information about the organization and its operations is made accessible by management. Web-based technologies are well suited for this purpose.

In addition to providing general access to information about the organization, its mandate and activities, a good communication strategy should promote two-way exchange between the organization and Government. This applies especially to communication with the responsible Minister who may be called upon to answer publicly for the organization's actions. Advance briefings are helpful in such circumstances and should be part of the regular dialogue. On these and other occasions, the chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.

**Best Practices Guideline 12**

- a) An appropriate communication strategy is in place that meets the needs of all stakeholders, employees and Government and reflects a public sector organization's requirement for transparency and accountability.
- b) The board chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.

## **PART THREE:**

### **BEST PRACTICE GUIDELINES: DISCLOSURE**

Disclosure is at the heart of best practice in corporate governance. The duty to disclose information on governance applies with special force in public sector organizations where there are high expectations for public service and accountability. For these organizations, the duty to make governance practice accessible to public view accompanies other disclosure requirements established by provincial legislation or policy.

While some public sector organizations in British Columbia publicize their governance practices, full public disclosure is not yet commonplace. The commentary which follows provides boards with an easy reference guide to their disclosure obligations by enumerating them alongside companion statements about the best practices described in Part Two. The guide will help boards determine whether or not they are meeting best practices in disclosure. Many of the required disclosure items refer to the publication of documents which will require amendment only if and when the document is revised. A few items will require a short paragraph annually to explain the preceding year's practices (e.g., board evaluation process used in the preceding year).

Even for those who have well-developed governance practices and procedures, it will take time for organizations to review these *Best Practice Guidelines*, amend their practices if required, and develop documentation for publication. It is hoped that those organizations that are prepared, will begin to report on their governance practices as soon as possible and that all other organizations will be in a position to meet the disclosure standards set out in this document commencing with their first annual report or service plan report filed after April 2006. Should organizations require assistance with respect to governance practices, documentation or disclosure requirements, the BRDO is available to assist.

## 1. Board Composition and Succession

Guideline 1	Disclosure Requirement
a) The board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively.	1.1 Describe the process by which the board identifies new candidates for recommendation to Government.
b) Unless specified otherwise in the governing legislation, board members are independent from management and have no material interest in the organization.	1.2 Disclose whether the board has a committee that identifies and recommends candidates for appointment or reappointment. If the board does not have a nominating committee, describe the process used to identify required competencies and potential candidates.
c) The board has a committee that develops director selection criteria and identifies and evaluates potential candidates.	1.3 Disclose board members' names, appointment terms and detailed biographies on the organization's web site.
d) The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency "gaps" on the board and direct the search for new candidates.	
e) The board has a board succession plan to recommend to Government the orderly turnover of directors.	
f) The board publishes the name, appointment term and a comprehensive biography for each director.	

## 2. Board Responsibilities

Guideline 2	Disclosure Requirement
a) The board publishes a charter that details its roles and responsibilities and the governance processes used to fulfill them.	2.1 Disclose the text of the board's charter. If the board does not have a charter, describe how the board delineates its roles and responsibilities.

## 3. Committees

Guideline 3	Disclosure Requirement
a) The board has committees that address the Finance, Governance, Human Resources and Compensation, and Audit functions as well as other committees relevant to board operations.	3.1 Disclose the members of each committee.
b) Each board committee has written terms of reference that are available publicly and that outline the committee's composition and responsibilities.	3.2 Disclose the terms of reference for each committee. If the board does not have written terms of reference for any committee, describe how the committee delineates its roles and responsibilities.
c) Each committee keeps informed about emerging best practices in corporate governance relevant to its functions.	3.3 Disclose the terms of reference, including the termination date, for all board task forces and working groups.
d) Every board task force and working group established to address board needs has written terms of reference outlining its composition, responsibilities, working procedures and termination date.	

## 4. Audit Committee

Guideline 4	Disclosure Requirement
<ul style="list-style-type: none"> <li>a) Audit Committee members are financially literate and at least one member has accounting or related financial management expertise.</li> <li>b) Members of the Audit Committee are independent from the external auditors.</li> <li>c) The Audit Committee has written terms of reference that set out its roles and responsibilities.</li> <li>d) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the board of directors.</li> <li>e) The external auditor reports directly to the Audit Committee, not to management.</li> <li>f) The Audit Committee has an auditor independence policy or reviews and pre-approves all non-audit services to be provided to the organization or its subsidiaries by the external auditor.</li> <li>g) The Audit Committee periodically reviews the need for an internal audit function.</li> <li>h) If the organization has an internal audit function:               <ul style="list-style-type: none"> <li>i) the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer;</li> <li>ii) the Audit Committee oversees the work of the internal audit group.</li> </ul> </li> <li>i) The Audit Committee meets from time to time with the external and internal auditors without management present.</li> <li>j) The Audit Committee reviews any proposed changes to the position of the organization's chief financial officer.</li> <li>k) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the board chair.</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Disclose the members of the Audit Committee.</li> <li>4.2 Describe the financial expertise of audit committee members.</li> <li>4.3 Disclose the text of the Audit Committee's terms of reference. If the Audit Committee does not have written terms of reference, describe how the Audit Committee delineates its roles and responsibilities.</li> </ul>

## 5. The Board Chair

Guideline 5	Disclosure Requirement
a) The positions of chair and CEO are separate.	5.1 Disclose the text of the chair's position description. If the board has not developed a written position description for the chair, describe how the board delineates the chair's roles and responsibilities.
b) The board publishes a position description that sets out in detail the responsibilities of the chair.	
c) The chair and the responsible Minister communicate regularly to build their working relationship.	5.2 Disclose how the board maintains its working relationship with the responsible Minister.

## 6. Individual Directors

Guideline 6	Disclosure Requirement
a) The board publishes a charter or similar document for directors that details the expectations of individual board members.	6.1 Disclose the charter of expectations for directors. If the board does not have a charter of expectations for directors, explain how the board makes clear its expectations for individual directors.
b) The board develops and publishes minimum attendance expectations for directors and makes public the directors' attendance records.	6.2 Disclose the annual attendance record of the chair and each director.
c) As part of public sector transparency, the organization annually discloses the amount of compensation paid to each individual director for the preceding year.	6.3 Annually disclose the total remuneration paid to the chair and each director for the preceding fiscal year.

## 7. The Chief Executive Officer or President

Guideline 7	Disclosure Requirement
a) The board has a job description that sets out in detail the responsibilities of the CEO.	7.1 Disclose the text of the CEO's position description. If the board has not developed a written position description for the CEO, describe how the board delineates the CEO's roles and responsibilities.
b) The board establishes annual performance expectations for the CEO.	
c) The board annually assesses the CEO's performance against the position description and the performance expectations.	7.2 Describe the annual assessment process for the CEO. If there is no formal assessment process, describe how the board satisfies itself that the CEO is performing effectively.
d) The directors regularly meet together without management present.	7.3 Disclose the organization's policy on board meetings without management.

## 8. Corporate Secretary

Guideline 8	Disclosure Requirement
a) The board has a position description that sets out in detail the responsibilities of the corporate secretary.	8.1 Disclose the text of the corporate secretary's position description. If the board has not developed a written position description for the corporate secretary, describe how the board delineates the corporate secretary's roles and responsibilities.

## 9. Code of Conduct and Ethics

Guideline 9	Disclosure Requirement
<p>a) The board has adopted a Code of Conduct and Ethics that is consistent with the <i>Standards of Ethical Conduct for Public Sector Organizations</i>.</p> <p>b) The organization publishes its Code of Conduct and Ethics.</p>	<p>9.1 Disclose whether the board has adopted a written Code of Conduct and Ethics for directors, officers and employees.</p> <p>9.2 If the board has adopted a written code:</p> <ul style="list-style-type: none"> <li>i) disclose how an interested party can obtain a copy of the code; and</li> <li>ii) describe how the board monitors compliance with the code.</li> </ul> <p>9.3 If the board has not adopted a written code, describe the steps taken by the board to foster a culture of ethical business conduct.</p> <p>9.4 Describe the process whereby directors disclose real or potential conflicts of interest.</p> <p>9.5 If the organization's Code of Conduct and Ethics allows the board to grant waivers for any of its provisions, disclose whether the board granted any such waivers during the preceding year and, if so, the reasons for so doing.</p>

## 10. Orientation and Professional Development

Guideline 10	Disclosure Requirement
<p>a) The board has a comprehensive orientation program for new directors.</p> <p>b) The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible.</p> <p>c) The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities.</p>	<p>10.1 Describe what measures the board takes to orient new directors regarding:</p> <ul style="list-style-type: none"> <li>i) the relationship and division of responsibilities between the board and Government;</li> <li>ii) the role of the board, its committees and directors; and,</li> <li>iii) the mandate and operations of the organization.</li> </ul> <p>10.2 Describe what measures the board takes to provide members with ongoing education. If the board does not provide ongoing educational opportunities, describe how the board ensures that its directors maintain the skills and knowledge necessary to meet their obligations as directors.</p>

## 11. Board, Committee and Director Assessment

Guideline 11	Disclosure Requirement
<p>a) The board annually assesses its performance and the performance of each of its committees against their respective charters or terms of reference.</p> <p>b) The board annually assesses the performance of the chair against the chair's position description.</p> <p>c) The board annually assesses the performance of individual directors against the directors' charter of expectations.</p>	<p>11.1 Describe the assessment process that was used in the preceding year for the board, its committees and individual directors. If there was no formal assessment process for the board, its committees or individual directors, describe how the board satisfies itself about effective performance.</p>

## 12. Communications Strategy

Guideline 12	Disclosure Requirement
a) An appropriate communications strategy is in place that meets the needs of all stakeholders, employees and Government and reflects a public sector organization's requirement for transparency and accountability.	12.1 Describe the organization's practice for reporting on financial and other affairs of the organization.
b) The board chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.	

## APPENDIX 1: LIST OF PUBLIC SECTOR ORGANIZATIONS

BC Assessment Authority	Homeowner Protection Office
BC Buildings Corporation	Industry Training Authority
BC Games Society	Institute - British Columbia Institute of Technology
BC Housing Management Commission	Institute - Emily Carr Institute of Art and Design
BC Hydro and Power Authority	Institute - Institute of Indigenous Government
BC Immigrant Investment Fund Ltd.	Institute - Justice Institute of British Columbia
BC Innovation Council	Institute - Nicola Valley Institute of Technology
BC Pavilion Corporation	Insurance Corporation of British Columbia
BC Railway Company	Land and Water BC Inc.
BC Transit Corporation	Legal Services Society of British Columbia
BC Transmission Corporation	Organized Crime Agency of British Columbia
College - Camosun College	Partnerships British Columbia
College - Capilano College	Provincial Capital Commission
College - College of New Caledonia	Provincial Rental Housing Corporation
College - College of the Rockies	Royal British Columbia Museum
College - Douglas College	Tourism British Columbia
College - Langara College	University - Royal Roads University
College - North Island College	University - Simon Fraser University
College - Northern Lights College	University - University of British Columbia
College - Northwest Community College	University - University of Northern British Columbia
College - Selkirk College	University - University of Victoria
College - Vancouver Community College	University College - Kwantlen University College
Columbia Basin Trust	University College - Malaspina University-College
Community Living BC	University College - Okanagan University College
First Peoples Heritage, Language and Culture Council	University College - University College of the Cariboo
Forestry Innovation Investment Ltd.	University College - University College of the Fraser Valley
Health Authority - Fraser	Vancouver Convention Centre Expansion Project
Health Authority - Interior	
Health Authority - Northern	
Health Authority - Provincial Health Services Authority	
Health Authority - Vancouver Coastal	
Health Authority - Vancouver Island	

**Meadows, Jennifer L AVED:EX**

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 4:17 PM  
**To:** 'Lee Doney'; 'Mary Sjostrom'  
**Cc:** 'Marlene Beaulieu (beaulieu)'; 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** RE: Draft agenda for the 21st

This is also a good resource:

[http://www.trentradio.ca/governance/CICA\\_20\\_Questions\\_Directors\\_of\\_Not-for-profit\\_Organizations\\_Should\\_Ask\\_about\\_Fiduciary\\_Duty\\_March\\_2009.pdf](http://www.trentradio.ca/governance/CICA_20_Questions_Directors_of_Not-for-profit_Organizations_Should_Ask_about_Fiduciary_Duty_March_2009.pdf)

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 3:22 PM  
**To:** Lee Doney; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieu); 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** Draft agenda for the 21st

Draft Agenda for July 21, for review and comment. I will no longer be able to attend in person as I am required to be in Victoria for meetings.

jf  
s.13



Jason Fisher  
Associate Deputy Minister  
Forest Sector  
Ministry of Forests, Lands and Natural Resource Operations  
1011 4<sup>th</sup> Ave, Prince George, BC  
Office: 250.565.4120  
Cell s.17

## **Meadows, Jennifer L AVED:EX**

---

**From:** Mary Sjostrom s.22  
**Sent:** Friday, July 15, 2016 4:22 PM  
**To:** Fisher, Jason FLNR:EX  
**Cc:** Lee Doney; Mary Sjostrom; Marlene Beaulieu (beaulieum); Henry Reiser (reiserh); Carroll, Sandra AVED:EX  
**Subject:** Re: Draft agenda for the 21st

Committee structure The Kelowna leadership workshop is way to expensive I think .. Also want to talk about regional representation on our Board and out reach Thanks so sorry you are in Van that day

Sent from my iPhone

On Jul 15, 2016, at 4:14 PM, Fisher, Jason FLNR:EX <[Jason.Fisher@gov.bc.ca](mailto:Jason.Fisher@gov.bc.ca)> wrote:

One other item to consider on the agenda is board training. The Institute of Corporate Directors is offering its Not For Profit Directorship training in Prince George on August 31. The cost of the program is \$2,500. I know Henry has also discussed a program in Kelowna and AvEd is still preparing its board training package. I would suggest we circulate the attached document to all current board members to review.

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 3:22 PM  
**To:** Lee Doney; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieum); 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** Draft agenda for the 21st

Draft Agenda for July 21, for review and comment. I will no longer be able to attend in person as I am required to be in Victoria for meetings.

jf  
s.13

5. Approve letter of thanks to outgoing board members

<image001.png>

Jason Fisher  
Associate Deputy Minister  
Forest Sector  
Ministry of Forests, Lands and Natural Resource Operations  
1011 4<sup>th</sup> Ave, Prince George, BC  
Office: 250.565.4120  
Cell: s.17

<Board Best Practices.pdf>

**Meadows, Jennifer L AVED:EX**

---

**From:** board-bounces@listserv.cnc.bc.ca on behalf of Crystal Kandola (kandolac1) <kandolac1@cnc.bc.ca>  
**Sent:** Monday, July 18, 2016 11:42 AM  
**To:** Board@listserv.cnc.bc.ca  
**Subject:** [Board] 2016 - 2020 Strategic Plan  
**Attachments:** CNC\_StrategicPlan\_FINAL.PDF; ATT00001.txt

Good morning CNC Board Members,

Please find a copy of the Final 2016 – 2020 Strategic Plan attached. If you have any questions, they can be directed to Elyse Giddens at [giddense@cnc.bc.ca](mailto:giddense@cnc.bc.ca), or local 5479.

Kind regards,

Crystal

***Crystal Kandola***  
***Executive Assistant***

*Vice President, Administration and Finance*  
*Director of Aboriginal Education*

tel: 250-561-5802  
fax: 250-561-5829

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



## Meadows, Jennifer L AVED:EX

---

**From:** Annette Altoft (altofta) <altofta@cnc.bc.ca>  
**Sent:** Tuesday, July 19, 2016 11:23 AM  
**To:** Fisher, Jason FLNR:EX; Lee Doney; Mary Sjoström; Henry Reiser (reiserh)  
**Cc:** Marlene Beaulieu (beaulieum); Carroll, Sandra AVED:EX; Clifford, Kate AVED:EX  
**Subject:** Board Executive Meeting - Agenda  
**Attachments:** Board Executive Agenda - July 21, 2016.pdf; TP\_250George.pdf; quick\_reference\_guide.pdf

Good morning all;

Attached please find the Agenda for Thursday's meeting. I have also attached the telepresence guide and location for the Prince George Meeting.

Thank you,  
Annette

College of New Caledonia



*Annette Altoft*

Executive Assistant,  
Vice President Academic  
College of New Caledonia  
Prince George, BC Canada  
Phone: 250.561.5820 local 5820

# College of New Caledonia



College of New Caledonia  
**Board Executive Meeting**  
Thursday, July 21, 2016  
Suite 3016 - 250 George Street  
10:00 a.m.  
Telepresence

## AGENDA

s.13



Office of the Chief  
Information Officer

# B.C. Government Telepresence Service

## Suite 3016 | 250 George St. | Prince George

### Locating the Suite

Enter the building using the main entrance located on George Street. Doors are open to the public 8:30 a.m. - 4:30 p.m.

Proceed to the cashier's wicket at the Court Registry counter and request an access card for the Telepresence Room. Note: before 09:00 the wicket is not open to the public, you must ask any available counter staff for an access card.

Once you have your access card, take the elevator to the third floor and follow the signs for the Telepresence room, suite 3016, located immediately in front of the elevator.

After your meeting, place your access card in the drop box located beside the main hallway door in the Telepresence waiting room.



### Business Hours

This Telepresence Room is available from 08:30 a.m. to 4:30 p.m.

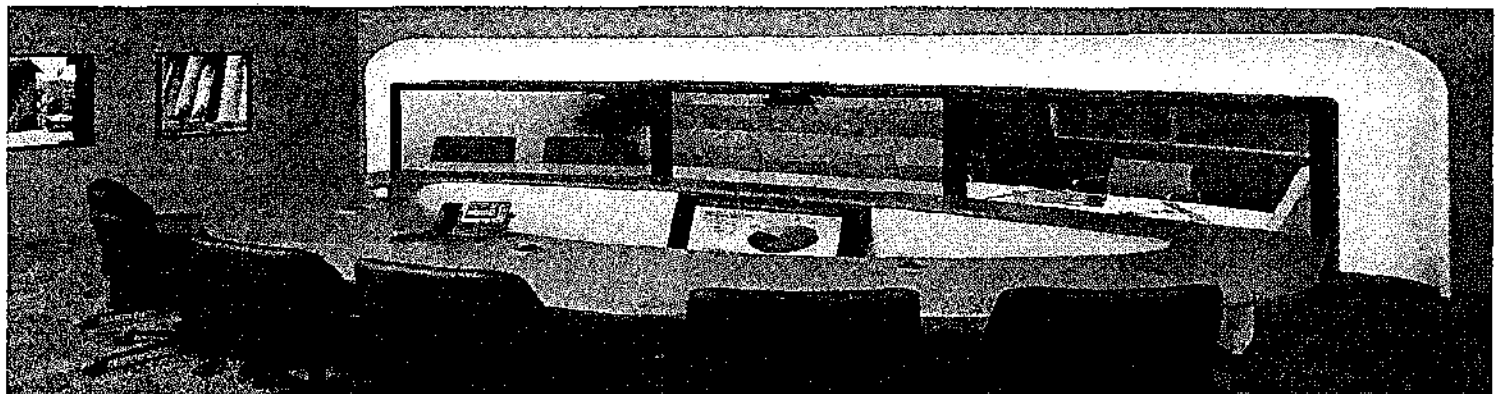
There is currently **no access** to this room after regular business hours.



This Telepresence room is wheelchair accessible.

### On Site Administrators:

- Heather Johnston (250) 614-7906 [Heather.A.Johnston@gov.bc.ca](mailto:Heather.A.Johnston@gov.bc.ca)
- Rachel Kipling (250) 614-2754 [Rachel.Kipling@gov.bc.ca](mailto:Rachel.Kipling@gov.bc.ca)



Document Last Modified: December 14, 2015

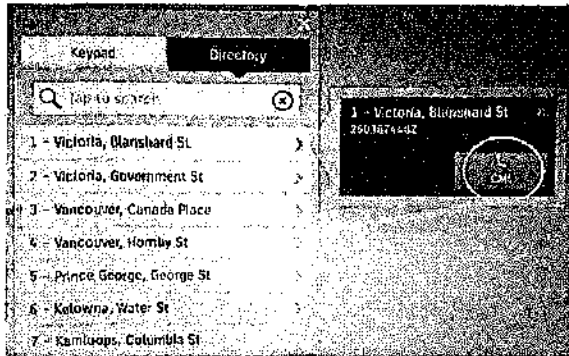
For in-call Telepresence technical support, dial toll-free 1-866-895-9186  
from the wall phone or any mobile phone.



# B.C. Government Telepresence Service Quick Reference Guide

## 1. Starting a call with 2 Telepresence sites


A. Select the arrow next to the site you wish to dial and press **Call**.



B. The other location will receive the following display.  
When receiving this display press **Answer**.



## 3. Adding a Participant joining by Audio Only

- Press **Add**, followed by **Keypad**.
- Dial the audio conferencing bridge number (example: 1-877-353-9184) and press **Call**.
- When prompted, press the keypad icon  and enter your Conference Number followed by #.
- Press the arrow under **Calls on Hold**.



E. Press **Merge** to bring all participants into the Telepresence call.



## 2. Starting a call with 3 or more Telepresence sites (also referred to as a Multi-Site call)

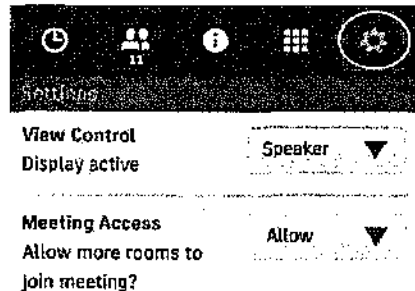
A. Swipe down in the directory and select the arrow next to the Multi-Site booked for the meeting, either Multi-Site One or Multi-Site Two, and press **Call**.



If a Multi-Site was not booked:

- In your Outlook calendar, book an available Multi-Site; either SSBC WTS RTP MultiSiteOne or SSBC WTS RTP MultiSiteTwo. Once booked, inform the other participants which site to select and press **Call**.
- Alternatively, contact Conferencing Services for assistance.

B. Once all rooms have joined the meeting, lock the conference by selecting the tool icon followed by the arrow next to **Allow**. Press **Block** to prevent other Telepresence rooms from joining in error.



If desired, change the default View Control from **Speaker** to **Room** for full room 'active speaker' switching.

Note: These settings are only available when in a session with 3 or more Telepresence rooms.

## 4. Ending the Telepresence Call

Locate the handset icon on the base of the touch panel. Press and hold the icon until the session ends.



## 5. Sharing Content

Connect the supplied cable to the VGA port of your laptop to project content to the lower display screen in all Telepresence rooms. On the touch panel, if prompted, select **Everyone** for all rooms to see the content. The resolution on your laptop must be 1024 x 768.

## Questions regarding the Service?

Please contact 250 356-0287 or [Conferencing.Services@gov.bc.ca](mailto:Conferencing.Services@gov.bc.ca) for assistance.

## Meadows, Jennifer L AVED:EX

---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Tuesday, July 19, 2016 11:39 AM  
**To:** Annette Altoft (altofta); Fisher, Jason FLNR:EX; Lee Doney; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieum); Carroll, Sandra AVED:EX; Clifford, Kate AVED:EX  
**Subject:** RE: Board Executive Meeting - Agenda

Annette

Bradley is working on us connecting via our DDI infrastructure. Can you please connect with Bradley to see how this will be used.

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



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**From:** Annette Altoft (altofta)  
**Sent:** Tuesday, July 19, 2016 11:23 AM  
**To:** Fisher, Jason FLNR:EX <[Jason.Fisher@gov.bc.ca](mailto:Jason.Fisher@gov.bc.ca)>; Lee Doney<sup>s.22</sup> >; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>; Sandra Carroll <[Sandra.Carroll@gov.bc.ca](mailto:Sandra.Carroll@gov.bc.ca)>; Clifford, Kate AVED:EX <[Kate.Clifford@gov.bc.ca](mailto:Kate.Clifford@gov.bc.ca)>  
**Subject:** Board Executive Meeting - Agenda

Good morning all;  
Attached please find the Agenda for Thursday's meeting. I have also attached the telepresence guide and location for the Prince George Meeting.

Thank you,  
Annette

College of New Caledonia



*Annette Altoft*

Executive Assistant,  
Vice President Academic  
College of New Caledonia  
Prince George, BC Canada  
Phone: 250.561.5820 local 5820

## Meadows, Jennifer L AVED:EX

---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Tuesday, July 19, 2016 4:21 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** FW: Options for s.22

fyi

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca)



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---

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 19, 2016 7:42 AM  
**To:** Cathe Wishart (Wishart) <[wishart@cnc.bc.ca](mailto:wishart@cnc.bc.ca)>  
**Cc:** Sandra Rossi (rossis) <[rossis@cnc.bc.ca](mailto:rossis@cnc.bc.ca)>  
**Subject:** RE: Options for s.22

Cathe

Yes this is an option that s.22

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**From:** Cathe Wishart (Wishart)  
**Sent:** Tuesday, July 19, 2016 7:07 AM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Sandra Rossi (rossis) <[rossis@cnc.bc.ca](mailto:rossis@cnc.bc.ca)>  
**Subject:** Options for s.22

Hi Henry. I had a thought late yesterday and checked with Sandra: s.22

s.22

s.22

Cathe

Catherine Wishart  
Vice President, Community & Student Services  
College of New Caledonia  
Prince George, BC Canada

Phone 250.561.5848 local 5208

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## **Meadows, Jennifer L AVED:EX**


---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Tuesday, July 19, 2016 4:22 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** FW: Options for <sup>s.22</sup>

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

fyi

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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---

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 19, 2016 8:28 AM  
**To:** Cathe Wishart (Wishart) <[wishart@cnc.bc.ca](mailto:wishart@cnc.bc.ca)>; Annette Altoft (altofta) <[altofta@cnc.bc.ca](mailto:altofta@cnc.bc.ca)>  
**Cc:** Sandra Rossi (rossis) <[rossis@cnc.bc.ca](mailto:rossis@cnc.bc.ca)>; Barbara Old (olddb) <[olddb@cnc.bc.ca](mailto:olddb@cnc.bc.ca)>  
**Subject:** RE: Options for <sup>s.22</sup>

Cathe

I will ask Annette to arrange a meeting with all above to discuss options.

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8

Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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**From:** Cathe Wishart (Wishart)  
**Sent:** Tuesday, July 19, 2016 7:07 AM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Sandra Rossi (rossis) <[rossis@cnc.bc.ca](mailto:rossis@cnc.bc.ca)>  
**Subject:** Options for s.22

Hi Henry. I had a thought late yesterday and checked with Sandra: s.22

s.22  
s.22

s.22

Cathe

Catherine Wishart  
Vice President, Community & Student Services  
College of New Caledonia  
Prince George, BC Canada

Phone 250.561.5848 local 5208

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**Meadows, Jennifer L AVED:EX**

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Wednesday, July 20, 2016 7:04 AM  
**To:** Henry Reiser (reiserh)  
**Cc:** Lee Doney; Mary Sjostrom; Marlene Beaulieu (beaulieum); Carroll, Sandra AVED:EX; Annette Altoft (altofta)  
**Subject:** Re: Draft agenda for the 21st

I will be with Sandy in Victoria.

Sent from my iPhone

On Jul 19, 2016, at 7:51 AM, Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)> wrote:

Jason

We are going to arrange a telepresence with Sandra on Thursday and can you either be with Sandra or get to a telepresence facility in Victoria? If so please let me know and I will see if we can get you connected as well. Sandra I will need your contact information in Victoria.

If this does not work I will ask Annette to arrange dial in for a teleconference.

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

<image001.jpg>

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**From:** Fisher, Jason FLNR:EX [<mailto:Jason.Fisher@gov.bc.ca>]  
**Sent:** Monday, July 18, 2016 5:48 PM  
**To:** Lee Doney <sup>s.22</sup>; Mary Sjostrom <sup>s.22</sup>  
**Cc:** Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>; Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>; Carroll, Sandra AVED:EX <[Sandra.Carroll@gov.bc.ca](mailto:Sandra.Carroll@gov.bc.ca)>  
**Subject:** RE: Draft agenda for the 21st

Please see the revised agenda below. Sandy is going to see if she and I can attend by Telepresence.  
Marlene, can you put this into a more formal agenda form and take minutes from this meeting as well?

Jason

---

**From:** Fisher, Jason FLNR:EX  
**Sent:** Friday, July 15, 2016 3:22 PM  
**To:** Lee Doney; Mary Sjostrom  
**Cc:** Marlene Beaulieu (beaulieu); 'Henry Reiser (reiserh)'; Carroll, Sandra AVED:EX  
**Subject:** Draft agenda for the 21st

Draft Agenda for July 21, for review and comment. I will no longer be able to attend in person as I am required to be in Victoria for meetings.

jf

s.13

<image003.png>

Jason Fisher  
Associate Deputy Minister  
Forest Sector  
Ministry of Forests, Lands and Natural Resource Operations  
1011 4<sup>th</sup> Ave, Prince George, BC  
Office: 250.565.4120  
Cell: s.17

## **Meadows, Jennifer L AVED:EX**

---

**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Wednesday, July 20, 2016 9:49 AM  
**To:** Fisher, Jason FLNR:EX; Lee Doney; Mary Sjostrom  
**Cc:** Carroll, Sandra AVED:EX  
**Subject:** FW: Board Discussion Paper  
**Attachments:** s.13  
s.13


All

FYI and if possible I would like to discuss this the meeting tomorrow.

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

College of  
New Caledonia  
[www.cnc.bc.ca](http://www.cnc.bc.ca) 

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---

**From:** Tara Szerencsi (szerencsit1)  
**Sent:** Tuesday, July 19, 2016 4:19 PM  
**To:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Cc:** Sue McAllister (mcallistersue) <mcallistersue@cnc.bc.ca>  
**Subject:** RE: Board Discussion Paper

Hi Henry,

Here is the revised discussion paper. I've also attached some notes for you which might be helpful for the discussion if any of these points come up as questions.

Let me know if you would like me to make any revisions to the paper.

Thanks!

Tara

Page 300 to/à Page 302

Withheld pursuant to/removed as

s.13

**Meadows, Jennifer L AVED:EX**

---

**From:** Avison, Claire AVED:EX  
**Sent:** Wednesday, July 27, 2016 3:38 PM  
**To:** Carroll, Sandra AVED:EX  
**Subject:** RE: [Board] Re: FW: Regional Principals - Qualifications Question

Will follow up

---

**From:** Carroll, Sandra AVED:EX  
**Sent:** Wednesday, July 27, 2016 1:16 PM  
**To:** Avison, Claire AVED:EX  
**Subject:** Fwd: [Board] Re: FW: Regional Principals - Qualifications Question

Can you confirm this is the correct language?

Sent from my iPhone

Begin forwarded message:

**From:** "Henry Reiser (reiserh)" <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Date:** July 26, 2016 at 4:50:36 PM PDT  
**To:** June Clark <[June.Clark@jbclarkco.com](mailto:June.Clark@jbclarkco.com)>  
**Cc:** "board@listserv.cnc.bc.ca" <[board@listserv.cnc.bc.ca](mailto:board@listserv.cnc.bc.ca)>, "Jay Notay (notayj)" <[notayj@cnc.bc.ca](mailto:notayj@cnc.bc.ca)>  
**Subject:** [Board] Re: FW: Regional Principals - Qualifications Question

June

That is correct as this posting has a preference for candidates with an Aboriginal ancestry.

Henry

Henry Reiser  
President  
CNC  
Prince George  
BC

Sent from my iPhone

On Jul 26, 2016, at 4:46 PM, June Clark <[June.Clark@jbclarkco.com](mailto:June.Clark@jbclarkco.com)> wrote:

Thanks, Henry.

The wording appears to be more than a preference. I have been out of the loop for some years on screening for ethnicity, gender or other candidate attributes, but had understood there was a process needed to formally filter applicants.

Warm regards,

June

Sent from my BlackBerry 10 smartphone on the TELUS network.

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 26, 2016 4:06 PM  
**To:** [board@listserv.cnc.bc.ca](mailto:board@listserv.cnc.bc.ca)  
**Cc:** Jay Notay (notayj)  
**Subject:** [Board] FW: Regional Principals - Qualifications Question

June

I am forwarding the response from HR.

The decision to recruit a candidate with a preferred Aboriginal ancestry was based on the high proportion of Aboriginal students in the Western Communities.

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

<image003.jpg>

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**From:** Kimberly Swarts (swartsk)  
**Sent:** Tuesday, July 26, 2016 3:41 PM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Cc:** Jay Notay (notayj) <[notayj@cnc.bc.ca](mailto:notayj@cnc.bc.ca)>; Cathe Wishart (Wishart) <[Wishart@cnc.bc.ca](mailto:Wishart@cnc.bc.ca)>; Marlene Erickson (erickson) <[Erickson@cnc.bc.ca](mailto:Erickson@cnc.bc.ca)>; Marlene Beaulieu (beaulieum) <[beaulieum@cnc.bc.ca](mailto:beaulieum@cnc.bc.ca)>  
**Subject:** RE: Regional Principals - Qualifications Question

Hi Henry,

The person who emailed you mentions that the wording regarding Aboriginal ancestry is only found in the Job Posting, not in the Job Description. This is correct, because not all positions are designated under CNC's Human Rights Special Program (HRSP). We only include that information in the Job Posting if it applies.

In this case Jay applied to the HRSP Committee asking that three positions (Regional Principal – Lakes, Regional Principal – Nechako and Operations Manager – Nechako) be approved to be designated for a "Preferred" exemption under CNC's Human Rights

Special Program. The HRSP Committee (which is a committee comprised of College, Operational and Faculty representatives) agreed to this request.

Under our HRSP we can categorize positions as either Preferred or Restricted, to applicants with Aboriginal ancestry.

On the "Designation of Position under CNC's Special Program" application form, we have a category for Administrators. It is Category D and the language states:

*Category D – Administrator who works at a campus with significant numbers of Aboriginal learners, or with a significant population of Aboriginal peoples in their campus area.*

Then there are two boxes to be checked off:

- *More than 20% Aboriginal students (with a box to be checked if Yes)*
- *Area population above 20% Aboriginal (with another box to be checked if yes)*

There is a further question:

*If a qualified applicant of Aboriginal ancestry is not available will you hire a qualified applicant of non-Aboriginal ancestry? (with boxes to check either Yes or No).*

If Yes, that the position is designated as Preferred. Where it is preferred that this position be filled by a person of Aboriginal ancestry.

If the answer is no, than it is Restricted. Where it is restricted to people of Aboriginal ancestry.

Following please find the language we use in our job postings for the Preferred and Restricted exemptions:

Preferred Language:

- This position requires a person of Aboriginal ancestry who also meets all other necessary qualifications. Should a qualified Aboriginal person not be available for the position, the College will consider non-Aboriginal applicants with other necessary qualifications.

Restricted Language:

- This position requires a person of Aboriginal ancestry who also meets all other necessary qualifications.

I was not involved in Hiring Committee meetings or discussions regarding the decision to apply for the HRSP exemption. Jay and Marlene E. will be able to provide more background on that information.

Please feel free to let me know if you have any questions or if I may be of any help.

Kind regards,

Kim

Kimberly A. Swarts, BA, CHRP  
Human Resources Advisor, Recruitment & Development  
College of New Caledonia  
Tel. (250) 562-2131 ext. 5466

Copies to: Jay Notay, Cathe Wishart, Marlene Erickson, Marlene Bealieu

**From:** Henry Reiser (reiserh)  
**Sent:** Tuesday, July 26, 2016 3:03 PM  
**To:** Kimberly Swarts (swartsk) <swartsk@cnc.bc.ca>  
**Cc:** Jay Notay (notayj) <notayj@cnc.bc.ca>; Cathe Wishart (Wishart) <Wishart@cnc.bc.ca>; Marlene Erickson (erickson) <Erickson@cnc.bc.ca>; Marlene Beaulieu (beaulieum) <beaulieum@cnc.bc.ca>  
**Subject:** FW: Regional Principals - Qualifications Question

Kim

Can you answer this question. Also I thought that the posting should read Recommended Aboriginal Ancestry and not Required Aboriginal Ancestry?

Jay, Cathe and Marlene can you comment?

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

<image001.jpg>

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**From:** [board-bounces@listserv.cnc.bc.ca](mailto:board-bounces@listserv.cnc.bc.ca) [mailto:[board-bounces@listserv.cnc.bc.ca](mailto:board-bounces@listserv.cnc.bc.ca)] **On**  
**Behalf Of** June Clark  
**Sent:** Tuesday, July 26, 2016 2:54 PM  
**To:** [board@listserv.cnc.bc.ca](mailto:board@listserv.cnc.bc.ca)  
**Subject:** [Board] Regional Principals - Qualifications Question

Before I hear about it from the communities, I'm wondering about the rationale that the Lakes and Nechako Principal positions both requiring in the postings that the individual is to be of aboriginal ancestry. The posting wording goes on to say that someone of non-aboriginal ancestry would be considered if there is not an aboriginal person with the necessary qualifications applying. That only appears in the posting – not the job descriptions.

I am imagining that CNC may have applied for and obtained Human Rights exemption due to existing under-representation of aboriginal employees – but don't want to assume the background to this. My real concern is that it may narrow the field of candidates unnecessarily at the front end as qualified non-aboriginal individuals may be deterred from applying.

Please advise.

Warm regards,

June Clark

***JB Clark & Co Inc***

780 Loop Road

Vanderhoof, BC V0J 3A2

[June.Clark@jbclarkco.com](mailto:June.Clark@jbclarkco.com)

Tel Office: 250.567.2150

June Mobile: s.22

Bob Mobile:

---

Board mailing list

[Board@listserv.cnc.bc.ca](mailto:Board@listserv.cnc.bc.ca)

<http://listserv.cnc.bc.ca/mailman/listinfo/board>

**Meadows, Jennifer L AVED:EX**

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**From:** Robert Lee Doney s.22  
**Sent:** Thursday, July 28, 2016 11:02 AM  
**To:** Fisher, Jason FLNR:EX; Carroll, Sandra AVED:EX  
**Subject:** Fwd: s.13,s.17  
**Attachments:** s.13,s.17

FYI.

Sent from my iPhone

Begin forwarded message:

**From:** "Henry Reiser (reiserh)" <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Date:** July 28, 2016 at 10:48:44 AM PDT  
**To:** Robert Lee Doney s.22  
**Subject:** s.13,s.17

Lee

s.13,s.17

Thanks

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22<sup>nd</sup> Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

Page 309

Withheld pursuant to/removed as

s.13;s.17

**Meadows, Jennifer L AVED:EX**

---

**From:** Robert Lee Doney<sup>s.22</sup>  
**Sent:** Thursday, July 28, 2016 3:34 PM  
**To:** Fisher, Jason FLNR:EX; Carroll, Sandra AVED:EX  
**Subject:** Fwd: s.22  
**Attachments:** s.22

You may want to look at this. Lee

Begin forwarded message:

**From:** "Henry Reiser (reiserh)" <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Subject:** FW: <sup>s.22</sup>  
**Date:** July 28, 2016 at 11:01:19 AM PDT  
**To:** Robert Lee Doney <sup>s.22</sup>

Lee

Here is the letter<sup>s.22</sup>

Henry

Henry Reiser  
President  
College of New Caledonia  
3330-22nd Ave.  
Prince George, BC  
V2N 1P8  
Tel: 250-561-5825  
Email [reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)

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-----Original Message-----

**From:** <sup>s.22</sup>  
**Sent:** Tuesday, July 26, 2016 2:01 PM  
**To:** Henry Reiser (reiserh) <[reiserh@cnc.bc.ca](mailto:reiserh@cnc.bc.ca)>  
**Subject:** FW<sup>s.22</sup>

<sup>s.22</sup>

HI Henry

Thanks,

s.22

-----Original Message-----

From: John Bowman [<mailto:bowmanj@cnc.bc.ca>]

Sent: Wednesday, January 09, 2008 2:35 PM

To: s.22

Subject: RE: s.22

Hi<sup>s.22</sup>

I apologize for not taking care of this request sooner.

Attached is an electronic copy of the letter I have directed to your file.

I hope this meets your needs.

John

-----  
John Bowman  
President  
College of New Caledonia  
tel. 250.561.5825  
cel. <sup>s.22</sup>  
fax 250.561.5829

-----Original Message-----

From <sup>s.22</sup>

Sent: January 8, 2008 12:49 PM

To: [bowmanj@cnc.bc.ca](mailto:bowmanj@cnc.bc.ca)

Subject: <sup>s.22</sup>

Hi - just catching up on some stuff again. <sup>s.22</sup>

<sup>s.22</sup>

. Thanks John,

s.22

Email: s.22

Page 313 to/à Page 319

Withheld pursuant to/removed as

s.22

## **Meadows, Jennifer L AVED:EX**

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**From:** Henry Reiser (reiserh) <reiserh@cnc.bc.ca>  
**Sent:** Friday, July 29, 2016 4:12 PM  
**To:** Lee Doney  
**Cc:** Carroll, Sandra AVED:EX  
**Subject:** s.22  
**Attachments:**

Lee

FYI and I have sent you the revised<sup>s.22</sup> in my previous email.

Thanks

Henry

Sent from Surface

**From:** Evelyn Watt (watt)  
**Sent:** Tuesday, July 26, 2016 10:45 AM  
**To:** Henry Reiser

Hi Henry,  
s.22 let me know that you wanted<sup>s.22</sup> information calculated for August 31, 2106.  
Her letter and calculation sheet is attached.  
Let me know if you need anything else and how this is proceeding.  
Thanks,  
Evelyn

College of New Caledonia



*Evelyn Watt BComm CHRP  
Associate Director, Human Resources  
3330-22<sup>nd</sup> Avenue, Prince George, BC V2N 1P8  
Tel: 250-561-5848 Ext: 5238*

Page 321 to/à Page 324

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s.22