

MEETING AGENDA

BCIT BOARD OF GOVERNORS – OPEN

Tuesday October 6, 2026, 1:00 to 2:50 p.m.

- [Join the meeting](#); Meeting ID: 260 606 259 938; Passcode: Hy73i3Ng
- Telephone: [+1 647-794-1704](#); Passcode: 968286299#
- Royal Oak Boardroom - SE40-140, 4551 Wayburne Drive, Burnaby

	Item		Presenter
1.	Call to Order and Introductory Remarks <i>BCIT acknowledges that its campuses are located on unceded Indigenous land belonging to the Coast Salish Peoples, including the territories of the xʷməθkʷəyəm (Musqueam), Selilwətaʔ/Selilwitulh (Tsleil-Waututh) and Skwxwú7mesh (Squamish) Nations</i>	1:00	Chair
2.	Disclosure of Conflict of Interest	1:02	Chair
3.	Approval of Agenda/Consent Agenda (subject to request for discussion) 3.1 Adopt Agenda 3.2 Minutes June 30, 2026 3.3 Education Council Report 3.4 Institute Report 3.5 Sexualized Violence Annual Report 2025/26 3.6 Governance Committee Report 3.7 Student Representative Report MOTION: THAT the Agenda/Consent Agenda for the Open Board of Governors meeting held on October 6, 2026, be approved.	1:05	Chair
4.	Conflict of Interest Presentation by Kacey Krenn	1:10	Chair / C. Hudson
5.	Board Chair's Comments	1:40	Chair
6.	President's Comments 6.1 President's Activities	1:50	J. Zabudsky
7.	Finance 7.1 Financial Information Act – Annual Report Submission (<i>Statement of Financial Information</i>) MOTION: THAT the FY2025/26 Statement of Financial Information for submission to the Ministry of Post Secondary and Future Skills, be approved.	2:05	S. Vdovine / N. Suleman
8.	Academic 8.1 Net Zero Prefabrication Teaching Micro-Factory MOTION: THAT the Net Zero Prefabrication Teaching Micro-Factory business case be approved. 8.2 Program Cancellation: Associate Certificate in Applied Network Administration and Design MOTION: THAT the cancellation of the Associate Certificate in Applied Network Administration and Design, be approved.	2:10	S. Vdovine / J. Figner S. Waberi

	Item		Presenter
9.	Institutional Accountability Plan and Report 2025/26 <i>MOTION: THAT the Institutional Accountability Plan and Report – 2025/26 Report be approved, in principle.</i>	2:15	J. Figner
10.	Bylaws and Governance Manual Revisions <i>MOTION: THAT the revisions to the Board of Governors Bylaws and Governance Manual, be approved.</i>	2:40	Z. Esmail / C. Hudson
11.	Next Meeting and Conclusion December 2, 2026	2:50	-

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EDUCATION
FOR A COMPLEX WORLD.





INFORMATION NOTE October 6, 2026

PREPARED FOR: Board of Governors

ITEM: Disclosure of Conflict of Interest

SUMMARY:

A Disclosure of Conflict of Interest provides an opportunity for Governors to announce if they have a conflict with any of the open and/or closed board meeting agenda item(s).

Governors should refer to the *Board of Governors Bylaws, Part IV – Code of Conduct and Conflict of Interest (page 14)*, and the *Board of Governors' Governance Manual – section 8, Governor Conflict of Interest (page 21)*.

[The bylaws and manual can be found here.](#)



Board of Governors Open Meeting – October 6, 2026

1.0 Call to Order and Introductory Remarks

3.0 Approval of Agenda/Consent Agenda

MOTION: THAT the Agenda/Consent Agenda for the Open Board of Governors meeting held on October 6, 2026 be approved.

List of Motions for Approval

7.1 Financial Information Act – Annual Report Submission (*Statement of Financial Information*)

THAT the FY2025/26 Statement of Financial Information for submission to the Ministry of Post Secondary and Future Skills, be approved.

8.1 Net Zero Prefabrication Teaching Micro-Factory

THAT the Net Zero Prefabrication Teaching Micro-Factory business case be approved.

8.2 Program Cancellation: Associate Certificate in Applied Network Administration and Design

THAT the cancellation of the Associate Certificate in Applied Network Administration and Design, be approved.

9.0 Institutional Accountability Plan and Report 2025/26

THAT, with no significant implications identified by the Ministry of Post-Secondary Education and Future Skills, the Institutional Accountability Plan and Report 2025/26 Reporting Cycle, be approved.

MEETING MINUTES

BCIT BOARD OF GOVERNORS - OPEN

Tuesday June 30, 2026, 1:06 to 2:11 p.m.

Board:

Mike Bonshor, Chair
Don Matthew, Vice Chair
Catherine Boivie
Annabelle Donovan (*Virtual*)
Noor Esmail
Zahra Esmail (*Virtual*)
Colin Jones
Brooks Patterson
Carla Reid
Stepan Vdovine
Shawna Waberi
Claire Wang
Joseph Yuruk

Ex officio:

Jeff Zabudsky, President
Shawna Waberi, Education Council Chair

In Attendance:

Jennifer Figner, Provost & VP, Academic
Chris Hudson, VP, People, Culture & Inclusion
Cynthia Petrie, VP, External
Navida Suleman, CFO & VP, Administration
Kory Wilson, Executive Dir., Indigenous Partnerships & Initiatives
Barbara Kader, EA, Governance

Regrets:

Corry Anderson-Fennell, Board Member
Polina Omelyantseva, Board Member

A quorum was present.

1.0 Call to Order and Introductory Remarks

The Chair acknowledged that BCIT campuses are located on unceded Indigenous land belonging to the Coast Salish Peoples, including the territories of the xʷməθkwəy̓əm (Musqueam), Səlilwətaʔ/Səlilwitulh (Tsleil-Waututh) and Skwxwú7mesh (Squamish) Nations.

2.0 Declaration of Conflict of Interest

Distributed material: Information Note

Members were given the opportunity to declare conflicts, and none were reported.

3.0 Approval of Agenda/Consent Agenda

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT the Agenda/Consent Agenda for the Open Board of Governors meeting held on June 30, 2026, be approved.

3.1 Adopt Agenda

Distributed material: Agenda

3.2 Minutes May 26, 2026

Distributed material: Meeting Minutes

3.3 Education Council Report

Distributed material: Information Note

3.4 Applied Research Ethics Board Annual Report

Distributed material: Information Note, Report

3.5 Oaths of Office

Distributed material: Oaths

The Oath of Office was received from Joseph Yuruk prior to the meeting; Polina Omelyantseva's Oath of Office had not yet been received.

3.6 Governor Appointments

Distributed material: Information Note

3.7 Governance Committee Report

Distributed material: Information Note

4.0 Board Chair's Comments

Mr. Bonshor thanked Board members and management for their contributions over the past year and noted BCIT's strong position following a period of significant institutional change.

5.0 President's Comments

The President thanked the Chair for his leadership, grace, thoughtfulness, and guidance during his time on the Board and as Board Chair. He noted the Chair's continued connection to BCIT as an alumnus and expressed appreciation for his support and availability throughout the year.

The President highlighted BCIT's new partnership with Royal Roads University at the John Horgan Campus in Langford, which will support BCIT's presence in other parts of the province. He noted positive media coverage of the announcement and advised that the first programs are expected to launch in September 2026. He also noted that an Interior Design graduate spoke at the announcement about the value of delivering BCIT programming on Vancouver Island to support local employers and learners. The President further reported strong convocation attendance, with full ceremonies and overflow spaces, and thanked Board members who participated and spoke at the events.

The President noted BCIT's participation in ['Look West: Jobs and Prosperity for a Stronger BC and Canada'](#) provincial strategy discussions, including marine and aerospace sector work. He thanked the Executive team for their efforts in preparing documentation for Board meetings and the Board Secretary for her excellent organization and support to the Board throughout the year.

Reflecting on the year, the President highlighted progress in financial performance, fundraising, labour relations, academic activity, and capital projects. He noted that BCIT is in a stronger financial position, fundraising has advanced during the quiet phase of the campaign, labour negotiations have progressed positively, academic activity remains strong, and major capital projects are advancing.

The President thanked the Executive team for their efforts in preparing documentation for Board meetings and the Board Secretary for her excellent organization and support to the Board throughout the year.

5.1 President's Activities

Distributed material: Information Note

Received.

6.0 Indigenous Partnerships – Strategic Plan Initiatives

Distributed material: Presentation at the meeting

Management provided an update on the Indigenous Vision implementation plan. The work is grounded in truth and reconciliation and is being developed as an action-oriented framework aligned with the Strategic Plan, including accountabilities, timelines, metrics, and practical tools to support schools and departments. The plan will focus on implementation rather than creating a new vision, with templates, guides, and resources to help embed reconciliation across BCIT.

In response to a question regarding the Bachelor of Science in Nursing, management noted that work is underway to support Indigenous learners through prerequisite bridging, curriculum review, and wraparound supports. Partnerships with Indigenous-serving organizations and health-sector partners are intended to improve access, retention, and student success in health programs.

The Board Chair emphasized the importance of continuing and strengthening this work. Management noted that BCIT has an opportunity to demonstrate leadership by developing measurable, system-wide approaches to reconciliation and by building partnerships that support Indigenous learners across the education pathway.

The discussion noted opportunities to strengthen partnerships with provincial First Nations organizations in areas such as health, forestry, energy, and fisheries, where Indigenous organizations are increasingly supporting governance, service delivery, and workforce development.

Management emphasized that investment in Indigenous education and supports advances reconciliation, improves long-term social and economic outcomes, and reflects Canada's constitutional responsibilities to Indigenous peoples. BCIT was encouraged to continue building partnerships with Indigenous peoples and Nations through bold, truth-based conversations and measurable action.

The President noted that Indigenous student enrolment continues to increase, with approximately 2,100 Indigenous students at BCIT compared to more than 1,900 the previous year. He noted that this representation is broadly aligned with the Indigenous population in British Columbia and emphasized the importance of supporting a young and growing Indigenous population through BCIT's programs and partnerships.

7.0 Academic

7.1 Program Cancellation – Diploma in Television and Video Production, and the Diploma in Radio Arts and Entertainment

Distributed material: Decision Note

The Chair of Education Council referred to the material previously circulated. She advised that the proposed cancellations are required to complete previously approved major changes to three diploma programs. The revised structure will provide a common first year, followed by program options in second year, to support

curriculum currency and industry needs. The original credentials must be cancelled in accordance with BCIT's program suspension and cancellation process.

Current students will be supported to complete their existing credential, with individual plans developed as needed. The changes will apply to future student intakes.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT the cancellation of the Diploma in Television and Video Production, and the Diploma in Radio Arts and Entertainment, be approved.

8.0 Finance

8.1 Five-Year Capital Plan FY2027/28 to 2031/32

Distributed material: Decision Note

Management presented the annual Five-Year Capital Plan for submission to the Ministry of Infrastructure following Board approval. The plan includes previously reviewed capital projects, updated for current cost escalation, and is structured in phased, discrete components to align with funding availability and support delivery. Any funded projects would return to the Board through a full business case for approval.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT the Five-Year Capital Plan for FY2027/28 to 2031/32 for submission to the Ministry of Infrastructure, as outlined in Appendix A, be approved.

9.0 Policy

9.1 Banking – Policy #2010, and Banking Procedures - #2010-PR1; Investment – Policy #2030; and Borrowing – Policy #2040

Distributed material: Decision Note

Management advised that the proposed revisions are administrative in nature, primarily to update formatting and align the documents with BCIT's current policy framework. No substantive policy changes were proposed.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the following policies and procedures be approved:

1. Banking – Policy #2010 and Banking Procedures - #2010-PR1;
2. Investment – Policy #2030; and
3. Borrowing – Policy #2040.

9.2 Investment Standards – #2030-PR1

Distributed material: Decision Note

Management advised that the revisions align BCIT's investment standards with the BCIT Foundation's approach and provide clearer direction on the risk and return parameters for investments.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the Investment Standards – Procedures #2030-PR1, be approved.

9.3 Capital Asset – Policy #2004, and the Restricted Fund – Policy #2020

Distributed material: Decision Note

Management advised that the revisions document current administrative practices and clarify internal controls. No changes to the administration of the policies or procedures were proposed.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the Capital Asset – Policy #2004, and Restricted Fund – Policy #2020, be approved.

9.4 Course Credits - Policy #5012, and Assigning Credit to Courses - Procedure #5012-PR1

Distributed material: Decision Note

Management advised that the revisions are administrative and reflect the policy's implementation following its 2024 approval. The changes remove the implementation schedule and add clarifying examples to support consistent application of the policy and procedure.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the Course Credits - Policy #5012 and Assigning Credit to Courses - Procedure #5012-PR, be approved.

9.5 Student Regulations - Policy #5101, and Implementation of Student Regulations - Procedure #5101-PR1

Distributed material: Decision Note

Management advised that a replacement policy has been approved for implementation in the fall, making the existing Student Regulations policy and related procedure obsolete and ready for retirement.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the Retirement of Student Regulations - Policy #5101, and Implementation of Student Regulations - Procedure #5101-PR1, be approved.

9.6 Procedure for the Ethical Use of Animals in Research and Teaching - Procedure #6505-PR1

Distributed material: Decision Note

Management advised that the revision removes an ambiguous sentence from the appeals section of the procedure, as requested by the regulating body following BCIT's accreditation review. The review was completed successfully with no significant issues identified.

IT IS HEREBY RESOLVED, SECONDED AND CARRIED THAT revisions to the Procedure for the Ethical Use of Animals in Research and Teaching - Procedure #6505-PR1, be approved.

10.0 BCIT Foundation

Distributed material: Decision Note

Management provided an update on planning for the BCIT Foundation's next fundraising campaign. Following the success of the Inspire campaign, which exceeded its \$125M goal, the proposed Elevate campaign is being developed as a ten-year campaign with successive three-year micro-campaigns to allow flexibility in response to economic conditions, government priorities, and institutional needs.

The initial micro-campaign is expected to focus on increasing access and capacity for students and supporting industry workforce needs through investments in learning and teaching spaces, equipment, tools, digital infrastructure, and new approaches to applied education delivery. Management noted that approximately \$15M has been raised during the quiet phase.

In response to questions, management noted that the overall campaign target remains under development and is expected to exceed the Inspire campaign goal. The micro-campaign model will allow the Foundation to adapt future fundraising priorities as capital projects, land use strategy, education planning, and government funding decisions evolve.

Management further advised that work is underway to identify campaign cabinet members and engage alumni and industry partners to support fundraising, raise BCIT's profile, and advance priorities that strengthen student access and institutional capacity.

11.0 Next Meeting and Conclusion

The next Board of Governors meeting will be held on October 6, 2026 at 1:00 p.m. The open meeting concluded at 2:11 p.m.

Don Matthew, Chair



INFORMATION NOTE September 29, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Shawna Waberi, Education Council Chair

ITEM: Education Council Report

SUMMARY:

Education Council (EdCo) is bringing forward one program cancellation (*#8.2 Associate Certificate in Applied Network Administration and Design*, in the open meeting material).

EdCo met on September 23, 2026, where they reviewed and discussed the items listed below.

- Council recognized the importance of reconciliation, as they observed that National Day for Truth and Reconciliation on September 30, 2026, nears.
- Shawna encouraged Council and the broader BCIT community to consider ways in which BCIT programs can be made more accessible to learners from across the province, particularly for Indigenous learners where access to education within their respective communities is incredibly difficult. Students are successful when they are supported by their families, communities and culture.

Jennifer Figner, Provost and VP Academic:

- Provided Council with an update on the Education Plan action plan, noting that work continued throughout the summer. The plan will use two complementary approaches: one focused on overarching strategic priorities and the other on sharing effective teaching and learning practices already in use across the Institute.
- The Associate Certificate in Applied Network Administration and Design was recommended for cancellation. The cancellation is the final program from a group of four associate certificates in computing.

Program Reviews:

Final Recommendations & Action Plans:

- Combined review of Advanced Diploma in Technical Arts; Diploma in 3D Modeling, Art, and Animation; Diploma in Digital Design and Development; Diploma in Graphic Communications; Diploma in New Media Design and Web Development: Kenton Low, School of Business + Media (SoB+M), presented numerous recommendations for this multi-program review. This approach allowed redundancies and overlap between the programs to be more easily identified. Key themes from the review include: curriculum and technology updates, and strengthening learning environment through faculty development, industry engagement and collaboration. Kenton acknowledged that the incredible effort required to complete this multi-program review, and recognized the



leadership of Morgan Westcott, Associate Dean for the Digital Arts, Media and Design programs.

- Associate Certificate in Civil Technology and Certificate in Civil Technology: Michael Currie, Interim Dean, School of Construction & the Environment (SoC&E), reported on 17 recommendations focused on curriculum review and updates, reducing total credits to better align with credential requirements, improving program flexibility, strengthening industry connections, and positioning the programs as alternatives for students who encounter challenges in the full-time Civil Engineering Technology diploma.

One-Year Stats Reports:

- Bachelor of Environmental Public Health: Lisa Chu, Dean, School of Health Sciences (SoHS), reported on progress in implementing the program's 14 recommendations. Work is complete on nearly all recommendations, with efforts continuing on faculty development and facility resourcing as part of ongoing program improvement.

Michelle House-Kokan, Programming Committee Chair:

Major Change Proposals:

- Statement of Completion in Digital Photography, SoB+M. This proposal changes the credential to an Associate Certificate and updates the curriculum to better balance digital photography with photo-editing.

Changes to Program Admission Requirements:

- Diploma in Aircraft Maintenance Engineer – M and Diploma in Aircraft Maintenance Engineer – E, School of Transportation (SoT). English-language competency requirements were raised from 50% in English Studies 12 or equivalent (Category 3) to 67% (Category 2). The change responds to persistent challenges among a small but significant number of students in following written and oral instructions and producing legible notes and assignments. It also reflects aviation industry safety standards, for which English-language competency is essential. Implementation is planned for 2028 to avoid affecting students currently on program waitlists.

Morgan Westcott, Education Policy Committee Chair:

Leadership of this team is well-supported by the continuation of the Chair and Vice-Chair of the committee, Morgan Westcott and Trevor Lord, respectively. Appointment of Kory Wilson as a Resource Member will facilitate additional representation from the Indigenous Initiatives and Partnerships Team. Kory joins Tami Pierce, who is a returning Appointed Member.

Work on several priority policies is under way:

- Policy #5103 – Student Evaluation: Two periods of community consultation will take place in November and March to inform updates to this critical policy. Procedures for the application of this policy are complex and intersect with Policy 5104 (below). Target decision date for this policy by spring 2027.
- Policy #5104 - Student Code of Academic Integrity: Work on this policy will progress alongside the Education Plan implementation given the alignment of this policy with Education Plan initiatives related to Academic Integrity.



- Policy #5401 – Program Development and Credentials: Focus group work is underway for the two-year review of this policy that was last updated in March 2024.
- Policy #5405 – Program Suspension and Cancellation: Work continues to progress to meet a fall decision on the updates to this policy.
- Policy #5900 – Educational Technology Policy: This policy was added to the priority list approved by the EdCo Executive Committee, given the significant impact of AI on learning and teaching. Work is in the very early stages – policy champion has been determined. Target decision date is spring 2027.

Erika Ram, Educational Technology and Learning Design Committee Chair (ETLDC):

Leadership of this committee will continue with Erika Ram and Ian Linkletter, as Chair and Vice-Chair, respectively. The committee will continue to support work centered on the impact of generative AI on teaching, learning, assessment, and institutional governance. Priorities for the upcoming academic year will be determined this fall, informed by feedback from the Education Council (and broader BCIT community).

Krista Lambie, Senior Director, Student Success, Annual Report on Academic Integrity:

The annual statistical report on Student Code of Academic Conduct cases for the 2025–2026 academic year was presented. Reports decreased across all violation types except cases involving work purchased or otherwise obtained from another source without proper citation. This category includes work produced using generative AI without authorization or sufficient attribution. Overall violations declined from 834 in 2024–2025 to 617 in 2025–2026. Although no single cause was identified, contributing factors may include a shift from out-of-class to in-class assessments.

Carol Friedrich-Fong, Associate Dean, Academic Quality and Teaching Innovation, Annual Report on Program Reviews:

Program Review work continues to progress as planned, with nearly all program review work complete as scheduled.

Questions are welcomed from the Board of Governors.



INFORMATION NOTE

September 25, 2026

PREPARED FOR: Board of Governors

ITEM: Institute Report

The report summarizes key activities reported as of September 24, 2026, that advance BCIT's [four Strategic Plan commitments](#). It includes developments that occurred before July 18 and upcoming initiatives scheduled after September 24.

- **TRANSFORM TEACHING AND LEARNING**
- **CATALYZE DIGITAL TRANSFORMATION**
- **FOSTER VIBRANT COMMUNITIES**
- **ENRICH PARTNER EXPERIENCES**

TRANSFORM TEACHING AND LEARNING

BCIT Alumni Association (the Association)

In 2026, the Alumni Relations Office supported three **alumni surveys for program reviews** in the Schools of Computing and Academic Studies and Health Sciences, including reviews of the Associate Certificate in Technical Writing and Honours in Biotechnology. The feedback supports continuous improvement and helps keep BCIT programs relevant to industry and workforce needs.

Library Services

At the beginning of the Fall 2026 semester, the library launched a new initiative called The Den. **This new space is designed with accessibility, comfort, and inclusion in mind, providing students with a flexible and welcoming environment beyond the classroom.** Students can use The Den to study, read, connect with others, meditate, practise yoga, recharge, or simply take a break, supporting well-being, belonging, and connection at BCIT.

In August 2026, Ian Linkletter, BCIT Librarian, was nominated for recognition as an Open Education Champion and Fierce Advocate for Student Privacy. The nomination recognizes his advocacy for ethical educational technology and student privacy, as well as his contributions to supporting educators in British Columbia and beyond.

In the last academic year (2025-2026), BCIT librarians reached 4,617 students through 219 library instruction classes, **representing a 25% increase in student participation compared with the same period last year.** This growth expands access to research support and information literacy instruction, helping strengthen the student learning experience across BCIT.

Starting in September 2026, the Library is expanding its peer tutoring program to support students across a broader range of disciplines. **For the first time, we recruited tutors from seven additional program areas,** including Bachelor of Creative Industries, Cardiology, Fish, Wildlife & Recreation, Food Technology, Industrial Instrumentation, Occupational Health & Safety, and Power Engineering. This expansion will extend discipline-specific academic support to more students across BCIT.

Respect, Diversity & Inclusion (RDI)

BCIT finalized and submitted its **Canada Research Chairs (CRC) Equity, Diversity and Inclusion Action Plan**, reinforcing the institute's commitment to equitable access and inclusive excellence in research. The public version will be released later this fall.

BCIT has **completed development of its Accessibility Plan**, establishing a roadmap to identify, prevent, and remove barriers across the institute while meeting provincial accessibility requirements. The final plan is currently undergoing formatting and will be published later this fall.

A new [sexual violence bystander campaign](#) will launch this fall across all five campuses and online, promoting a shared responsibility among members of the BCIT community to prevent and respond to sexual violence.

Teaching and Learning Unit (TLU)

Advancing Inclusive Teaching and Learning: In collaboration with faculty and Student Success partners, the Teaching & Learning Unit (TLU) developed and launched [Universal Design for Learning \(UDL\) resources](#), including a public-facing website and self-paced learning modules for employees. The resources offer practical guidance for applying evidence-informed UDL principles in teaching environments, advancing BCIT's priorities for accessibility, inclusion, student wellbeing, educational excellence, and student success.

Claudine Warburton, Instructional Development Consultant, was awarded an Employee Excellence Award for *Outstanding Contribution – Individual*. This award recognizes individuals who go above and beyond in support of collective goals, and it is a wonderful reflection of Claudine's commitment, generosity of spirit, and impact across our work.

Jacqueline Craig, Co-operative Education Coordinator, was elected to Education Council for her first term, representing the FSA Faculty - School of Transportation/Specialty Faculty seat.

Dr. Kathy Siedlaczek presented her research at the inaugural [Canadian Post-Secondary Quality Assurance Network](#) conference held on June 15 and 16 in Hamilton, ON. Her session was titled "Doing Quality: The (Often) Invisible Work of Quality Practice" and reflected the central argument that quality in higher education is sustained not through compliance alone, but through the ongoing, collaborative work of building shared understanding, trust, and continuous improvement across institutions.

Student Success

Demand for student wellbeing and accessibility supports continues to grow, reinforcing the importance of BCIT's investment in these services. Counselling and Student Development is experiencing particularly strong demand related to anxiety, stress, depression, and relationships. Students report that counselling helps them develop coping skills, gain new perspectives, and make progress toward personal and academic goals, while also identifying a need for expanded availability, flexible appointments, and enhanced support for neurodivergent learners. Partnerships with local counsellor education programs are increasing capacity and strengthening BCIT's reputation as a training site.

Accessibility Services continues to see sustained year-over-year growth in use. Between February and August 2026, the number of active students registered with Accessibility Services increased by 7.3%, while accommodated exams increased by 4.5%, reaching more than 3,100 exams delivered during the reporting period. These trends reflect continued growth in student engagement with accessibility supports and underscore the increasing importance of inclusive learning environments and accommodation services in supporting student retention and success.

Student Success is advancing institution-wide wellbeing priorities through BCIT's Student Wellbeing Action Plan and related strategic initiatives. This October, Student Success will be launching an employee-facing campaign to connect employees with information and resources about student wellbeing and support.

Food security, overdose prevention, and sexualized violence prevention initiatives remain strategic focuses for our health promotion work.

Student Housing continues to play a critical role in supporting student success and enrolment. BCIT Student Housing is fully occupied for the Fall 2026 term, while Tall Timber Student Housing is fully committed for the Winter term and maintains a waitlist. Student Housing is also accommodating 84 Royal Canadian Air Force students studying at the Aerospace Campus; further details about this training partnership appear in the School of Transportation section.

School of Business + Media (SoBM)

Burnaby Campus (BBY), Downtown Campus (DTC)

Term 4 New Media Design and Web Development students recently presented portfolios highlighting the creativity, technical skills, and applied learning developed throughout the program. They shared their projects, creative processes, and career goals with faculty and industry guests, demonstrating their readiness to enter the field. The event also helped students build professional skills and industry connections for successful careers.

School of Computing and Academic Studies

Burnaby Campus (BBY), Downtown Campus (DTC)

Computer Systems Technology (CST) Diploma students received the People's Choice Most Potential for Impact, Most Promising for Climate Impact, and Most Responsive awards at [CityStudio Vancouver's Hubbub event](#) in July. Their first-year projects applied end-to-end AI solutions to real-world issues, demonstrating the practical impact of computing education.

Dr. Marco Ho is using AI to support equity and success in the Computing classroom. Marco's research, supported by what may be **BCIT's first Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Development Grant**, aims to create an AI "study buddy" that can [help students build perseverance, effectiveness, and academic resilience](#).

School of Construction and the Environment (SoCE)

Burnaby Campus (BBY)

Shannon Guichon is collaborating with the **Canada's Michael Smith Canada Genomics Centre** and the Mother Tree Project & Program on a project to advance methods for recovering microbial and fungal DNA from challenging soil samples. The collaboration is developing a novel workflow to uncover biodiversity missed by conventional methods, providing new tools to investigate soil biodiversity and how the biological legacies of historical land management continue to shape ecosystem processes.

On September 10, BCIT announced 272 additional skilled-trades training seats across the Institute. The expansion includes construction trades such as carpentry, plumbing and sheet metal, supporting access to apprenticeship training and helping address industry demand for skilled workers.

School of Energy (SoE)

Burnaby Campus (BBY)

Dr. Mehrzad Tabatabaian published an online book via [Mercury Learning and Information](#), "[Prompt engineering using ChatGPT: Crafting effective interactions and building GPT apps](#)".

June 29 to July 1, Technology Teacher Education faculty member **James Bartz** attended the 18th annual [International Conference on Education and New Learning Technologies \(EDULEARN\)](#) in Palma de Mallorca, Spain, representing BCIT at one of Europe's largest and most trusted education conferences for professionals, researchers and technologists around the world.

This summer, **Yassaman Babae** and a Mechanical Engineering student completed a literature review and produced preliminary bacterial cellulose sheets for the Institute Research Project, *Using Bacterial Cellulose for*

Making Textile Fibers from Wood/Agricultural Waste. **Babae and Tayfun Aydin** are now developing a capstone project to explore bacterial cellulose for stronger fibre-based packaging.

The **Mechanical Engineering** department anticipates **renewal** of their **accreditation status** from the **Canadian Engineering Accreditation Board (CEAB)** by the end of **September**.

The **Electrical Engineering** department has begun a **curriculum renewal** initiative **incorporating industry feedback**, with implementation targeted for 2027.

The **Electrical and Computer Engineering program** completed a **health and safety enhancement** to its **fabrication lab** through installation of new fume extraction equipment.

School of Health Sciences (SoHS)

Burnaby Campus (BBY)

In July, Tammy Hardie, Simulation Specialist, Medical Laboratory Sciences Program, presented “Using AI in Virtual Simulation Development: The Value of Open-Ended Questions for Learners”, at the Canadian Society for Medical Laboratory Science (CSMLS) Lab Educator’s Day.

In August, the Prosthetics and Orthotics Program attended the Orthotics Prosthetics and Rehabilitation Conference (OPRC) in Montreal. Loren Schubert, Program Head, presented on the program’s new flexible learning badge courses on technical fabrication methods in prosthetics and orthotics.

Over the summer, faculty and students from the Bachelor of Science in Nursing (BSN) Program and the School of Health Sciences (SoHS) Simulation Team published their research on debriefing in healthcare simulation. This publication further showcases the excellence of healthcare simulation being led at BCIT.

Kim, H.-S., Munday, J., Law, J., Yang, E., Randhawa, H., Epp, H., & Egert, A. (2026). Beyond one-time feedback: A pilot study on structured feedback in simulation debriefing. *Clinical Simulation in Nursing*, 119, 102053. <https://doi.org/10.1016/j.ecns.2026.102053>

School of Transportation (SoT)

Annacis Island Campus (AIC), Aerospace Technology Campus (ATC), Burnaby Campus (BBY), Marine Campus (BMC)

The Automotive division completed a pilot of blended delivery Automotive Service Technician (AST) Level 1 Apprentice class for Kal Tire students. The pilot was designed to reach remote audience and offer flexible practical demonstration options. Data from the pilot will be used for future course development.

The Aerospace Campus currently serves 84 Royal Canadian Air Force students through dedicated Aircraft Maintenance Engineer training in the Mechanical, Electronics, and Structures disciplines. All participants are accommodated in BCIT student housing for the duration of this workforce-development program.

On September 16, two instructors and the Associate Dean from Marine Campus attended the Arctic Regional Hydrographic Commission 16 conference in Victoria, BC, to explore emerging S-100 hydrographic data standards and their applications in marine navigation. Insights gained from the conference will help inform future curriculum development, ensuring BCIT's marine training programs remain aligned with evolving industry technologies and international maritime standards.

CATALYZE DIGITAL TRANSFORMATION

School of Health Sciences (SoHS)

Burnaby Campus (BBY)

In Spring, Nursing Faculty, Joyce Law, joined the Alberta Machine Intelligence Institute (Amii) Workforce Readiness project as a subject matter expert. Together they developed an open-access Curriculum Resource Package (CRP) for Artificial Intelligence (AI) in Nursing and Healthcare Practice to prepare students to critically and ethically navigate AI in the workplace. This work was presented at Amii's Upper Bound AI Conference and at BCIT Academic Kick Off. School of Health Sciences programs are working to integrate the CRP into their curricula, as well as it being used nationally and internationally.

School of Transportation (SoT)

Annacis Island Campus (AIC), Aerospace Technology Campus (ATC), Burnaby Campus (BBY), Marine Campus (BMC)

In August 2026, the Marine Campus and Kongsberg Maritime, a global leader in Marine Technology and Systems, entered the active implementation phase of the Marine Innovation Simulation Centre of Excellence (MISE) project. The first Propulsion Plant Simulator (PPS) was delivered and is currently being installed, with yet more innovative simulators scheduled to arrive in the coming weeks. Campus-wide upgrades to facilities, network infrastructure, and supporting systems are also underway to support the development of this advanced simulation and training environment.

FOSTER VIBRANT COMMUNITIES

BCIT Alumni Association (the Association)

BCIT Advantage Fair: The second annual fair brought together students, faculty, staff, alumni, and community partners to foster belonging and engagement throughout the student journey and beyond graduation. Featuring 19 external partners, including Alumni Perks providers and sponsors, the event increased partner participation by 58%, grew sponsorship revenue by 254% to \$12,750, and nearly doubled total partner investment to \$16,617. Net proceeds support initiatives that enhance the student experience.

Alumni Perks: The Association continued to strengthen alumni engagement through its Alumni Perks program, which provides students and graduates with exclusive benefits and discounts from affinity and community partners. This year, a BCIT graduate became the first national recipient of a \$5,000 TD Insurance Alumni Perks prize draw, demonstrating the program's value and reach. These benefits encourage graduates to maintain lifelong connections with BCIT.

Government Relations

On July 27, federal Parliamentary Secretary (PS) Annie Koutrakis (Jobs and Families) toured the Aerospace Technology Campus and spoke with students before sitting down with BCIT leadership to discuss how all trades contribute to building Canada and how we can work together to improve access for more students.

On August 10, BCIT and Academic leadership met with Rob Wright, the Deputy Minister of Labour and Associate Deputy Minister of Employment and Social Development Canada to address the need to direct skilled trades funding towards post-secondary facilities and equipment to maintain and increase capacity for workforce development. On August 18, Member of Parliament (MP) Wade Chang and Member of the Legislative Assembly (MLA) Anne Kang visited the 2026 Certificate in Essential Technical Skills for Architecture, Construction and Engineering (ACE Certificate) cohort to learn how this industry co-developed program supports workforce development in the construction sector.

To celebrate the province's financial contribution to the South Campus Infrastructure Renewal Project, MLA's Anne Kang, Paul Choi and Raj Chouhan as well as other provincial representatives attended a construction launch event at the Burnaby Campus on August 28.

Elected officials, Indigenous community representatives and industry partners joined us on September 03 to celebrate the extension of the R2 Rapidbus line from Park Royal to Metrotown making our Burnaby Campus more accessible to North Shore residents.

On September 10, Ministers Adrian Dix and Anne Kang, along with Parliamentary Secretary Paul Choi, announced funding through the Look West Strategy for the 272 additional skilled-trades seats described earlier in this report. The announcement was made with students and faculty from the Piping Department.

Since a B.C. election was called on September 22, we are putting all interactions with BC elected officials on hold until after the election on October 24.

Respect, Diversity and Inclusion (RDI)

Pride BCIT participated in Burnaby Pride, reinforcing our commitment to fostering belonging and supporting 2S/LGBTQIA+ communities.

School of Business + Media (SoBM)

Burnaby Campus (BBY), Downtown Campus (DTC)

David Basche, President of Astria Properties and a graduate of BCIT's Marketing Management – Professional Real Estate program, was recognized in the SITE 2026 40 Under 40 Industrial Leaders. The annual recognition highlights emerging leaders shaping Canada's construction, environment, and energy sectors. David's career in commercial real estate reflects the impact of BCIT graduates across industry and demonstrates how applied education can support long-term professional leadership and success.

School of Construction and the Environment (SoCE)

Burnaby Campus (BBY)

Stefano Pettenon and Shannon Guichon coordinated a cross-program collaboration bringing together Machining, Sheet Metal, Welding, Forest and Natural Areas Management, and Fish, Wildlife and Recreation to design and fabricate specialized peat and sediment corers. Connecting skilled trades with natural resource management, the project created new opportunities for hands-on, field-based learning while strengthening our capacity to study wetland peat deposits, important carbon reservoirs, and support the informed management of sensitive wetland ecosystems.

Beginning in November 2026, the free Leadership Accelerator for Trades Students (LATS) program will help apprentices and emerging trades professionals across British Columbia develop leadership skills, confidence, and professional connections through online learning, coaching, and an in-person capstone.

Zero Energy/Emissions Buildings Learning Centre (ZEBLC) has launched hands-on prefabrication training. The first cohort, a group of students from Bella Bella, learned prefabrication, production and quality-control skills while fabricating high-performance wall panels for the Heiltsuk Passive Home Kit pilot project. The initiative connects hands-on training with real-world housing projects and supports long-term community capacity building.

School of Energy (SoE)

Burnaby Campus (BBY)

June 11 to 14, the **school's Mechanical Engineering BCIT Racing Team** competed in the [Baja SAE competition](#) in Palmyra, New York. The team's MK5 vehicle recorded its fastest-ever 100-foot acceleration time of 4.592 seconds and completed 36 endurance laps, placing 38th among 102 teams. Despite significant

mechanical issues, the team diagnosed the problems, completed major repairs, and returned the vehicle to competition.

This year, **Umme Salsabil**, Program Head for **Industrial Network Cybersecurity (INCS)**, began serving as chair of the [IEEE Women in Engineering \(WIE\) Affinity Group](#)'s Vancouver branch and co-authored six peer-reviewed publications. Her work spans applied research, professional leadership, and cybersecurity education at BCIT.

School of Health Sciences (SoHS)

Burnaby Campus (BBY)

August 25 and 26, SoHS, along with other BCIT departments, participated in the Annual Elders Gathering at the Vancouver Convention Centre. The event was well attended by Indigenous groups from across the province and was a great opportunity to reach out to Indigenous decision makers and potential students.

SoHS held its annual September orientation for new incoming students on September 8. Over 350 new health sciences students gathered in the SE16 Gymnasium to be introduced to each other, BCIT, and SoHS.

Dale Chen, Program Head, Environmental Public Health, was interviewed by [The Squamish Chief](#) regarding the health risks associated with unregulated outdoors saunas and cold plunges. In addition to raising awareness about potential health and safety concerns, he provided guidance on best practices for individuals considering the use of these facilities.

School of Transportation (SoT)

Annacis Island Campus (AIC), Aerospace Technology Campus (ATC), Burnaby Campus (BBY), Marine Campus (BMC)

Between July and August 2026, a small Marine Engine Mechanical course was delivered to a group of 16 Royal Canadian Navy Sea Cadets at Annacis Island Campus. All the participants were successful in that round of training, and they are enrolled for a follow-up six-week advanced course during the summer of 2027. This training initiative is set to expand in the coming year, with a Request for Proposal (RFP) due to be released by the Department of Defense later this Fall.

During the month of August, the Motive Power Center of Excellence at Annacis Island Campus supported the province's efforts to de-carbonize the public transit in large urban centers by providing an on-site Compressed Natural Gas Installer course to Victoria BC Transit technicians.

On September 11, Annacis Island Campus hosted a delegation of technology and trades instructors from Mallorca region of Spain, as four participants of Canadian post-secondary technologist training institutes funded by the Erasmus program.

Following the Provincial Government's announcement to expand the Skilled Trades Training initiative, Motive Power Center of Excellence at Annacis Island Campus has increased training capacity by adding new apprenticeship intakes for the Heavy Mechanical Trades, with four new classes already in progress.

Sara Donnelly, a 2020 graduate of the Bridge Watch Rating - Enhanced program published the book 'Seagoing Women: At Work' which shares firsthand experiences from 33 women who work in various marine careers. Sara will be a guest speaker at an upcoming Bridge Watch Rating graduation ceremony to talk about her experiences since graduating from the program herself.

The school was invited to attend and host an exhibitor booth at the grand opening of the Tesla Service Centre in Vancouver, the largest in North America. BCIT was the only external organization with a display at the event, as BCIT is an education partner in the Tesla START custom apprenticeship program for Automotive Technicians.

ENRICH PARTNER EXPERIENCES

BCIT Foundation

Fundraising Accomplishments: Between April 1 and August 31, the BCIT Foundation raised \$2,411,104. The Foundation also secured an \$800,000 grant from RBC Foundation, pledged over five years, to support the Zero Energy/Emissions Building Learning Centre in the School of Construction and the Environment. In addition, four expressions of interest in planned giving, totalling \$590K, were received in support of programs in the Schools of Transportation, Health Sciences, Computing and Academic Studies, and Business + Media.

Student Wellbeing Action Fund: As we welcome students back to campus following the start of a new academic year, Dr. Jeff Zabudsky, BCIT President will help the Foundation and BCIT Student Life team to launch the Student Wellbeing Action Fund appeal to rally support from the BCIT community starting on September 29. A second internal appeal is scheduled to take place on December 1, Giving Tuesday. The Fund will be the main focus of the Foundation's winter appeal to external donors starting on November 12.

Donor Engagement: Stewarding existing and prospective donors is essential to building lasting support. During the reporting period, the Foundation conducted personalized tours and in-person meetings with the following companies:

- *True Blue, Cansel, DeWalt, and The Dennis & Phylis Washington Foundation:* campus tours in Burnaby.
- *Helijet, RBC, Cascade Aerospace, Chinook Helicopters, and MTU Canada:* campus tours at Aerospace Technology Campus in Richmond.
- *Pacific Pilotage Authority:* tour at the Marine campus to facilitate introduction with award recipients and to inform the company of training technologies and current barriers for student pathways into the Marine industry.
- *Finning:* campus tour at Annacis Island.
- *Pomerleau:* meeting to discuss the Indigenous Remediation initiative for potential funding.
- *Coast Capital Savings:* multiple meetings took place to explore funding opportunities for the Trades Discovery program, resulting in the submission of a proposal in August.
- *McCarthy Properties:* a lunch meeting took place in June with Dr. Jeff Zabudsky, Cynthia Petrie, and Joanna Tong at John and Bill McCarthy's office to cultivate the family for potential support given their extensive philanthropy within the healthcare industry and their close affiliation with BCIT.

School of Business + Media (SoBM)

Burnaby Campus (BBY), Downtown Campus (DTC)

The Bachelor of Creative Industries program marked an exciting milestone with its inaugural Capstone Showcase. Students presented real-world projects developed with local businesses, demonstrating the creativity, innovation, and practical skills built throughout the program. The event highlighted BCIT's commitment to applied learning and industry engagement while celebrating the graduating cohort and supporting faculty.

Sumehar Kaur Jogar, a Digital Marketing & Brand Strategy student at BCIT, recently completed a Digital Strategy internship with the City of Burnaby, marking the first BCIT internship with the City and the beginning of an ongoing partnership to bring more student talent into civic projects. During her internship, Sumehar developed a youth-focused social media strategy and the Mayor's Food Series, an influencer-led pilot designed to engage residents aged 14 to 24 through short-form video content. She also presented the project and its outcomes to Burnaby City Council, including the Mayor and senior staff. The internship highlights the value of BCIT's applied learning model while strengthening connections with community partners and creating new opportunities for students to contribute to real-world projects.

School of Computing and Academic Studies

Burnaby Campus (BBY), Downtown Campus (DTC)

SoCAS's Mitacs research portfolio now spans **more than 20 active industry partnerships**, including Avestec, Norsat, Vancity, and Celayix.

The Forensics Department has received two grants from the Civil Forfeiture Office: \$25k to provide **Sexual Assault Forensic Examination training to nurses from northern and remote communities** in BC, and \$7500 to provide microcredential courses in **Techniques in Crime and Intelligence to law enforcement personnel** in BC.

Our Forensic experts have been called to comment on a range of media stories this summer:

- **Forensic DNA Lab Manager Steen Hartsen** went on **The Big Story podcast** breaking down Investigative Genetic Genealogy – the fascinating technology was back in the spotlight after it led to a suspect in the shocking Toronto Patrick Santos cold case ([starts after 12:07](#)), which was also carried by CityNews Toronto.
- **BCIT Forensic DNA Lab's** work was mentioned widely in [national](#) and [local](#) media for its **role in helping the VPD bring a charge in a 1996 murder**.
- **Dr. Dean Hildebrand, Dean**, SoCAS, spoke to **CBC Halifax** about the likelihood of finding [testable DNA in cremated remains](#). Dean was not optimistic about the possibility of closure for families impacted by a recent ordeal in Nova Scotia.

School of Construction and the Environment (SoCE)

Burnaby Campus (BBY)

Lori Burns, Program Head for the Diploma in Residential Interiors, shared her expertise on aging-in-place design in the Vancouver Sun on August 1. The feature connected her professional practice and BCIT teaching with public understanding of how residential design can support older adults' independence and safety.

School of Energy (SoE)

Burnaby Campus (BBY)

July 16, School of Energy Leadership Team met with [Zurich University of Applied Research \(ZHAW\)](#) to explore future exchange and collaboration opportunities.

August 26 to 28, a delegation from [Dresden University of Applied Sciences \(HTWD\)](#) met with the **School of Energy** leadership team and BCIT **Mechanical Engineering** faculty to advance student and faculty exchanges, applied research collaboration, and a potential dual-degree program. An approved student exchange agreement anticipates HTWD students to join BCIT as early as the Winter 2027.

Electrical Engineering faculty Roger Gale is contributing to two initiatives: the [Public Safety Canada](#) project and the **Advanced Learning Ecosystem** project with [Spartan Controls](#), fortifying BCIT's cybersecurity expertise with connections to both public-sector priorities and industry needs.

In conjunction with **BCIT International**, organized with the Ministry of Education in Taiwan, **School of Energy** hosted two cohorts of students from Taiwan, one on **Applied Engineering** and another on **Environmental Sustainability and Climate Action** between July 13 and August 7.

In July, while hosting the **Industrial Cybersecurity Bootcamp**, supporting Veterans transitioning into civilian careers, we had important dignitaries visit the students: The Honorable Jill McKnight, Minister of Veterans Affairs and Associate Minister of National Defense, and MP Wade Chang, Burnaby Central.

Digital Communications and Wireless Technologies Department Head Rick Davidson and Faculty Jeff Brown have accumulated over \$125K in equipment donations from industry such as WireWerks, Epic Broadband Solutions, OldCastle, Enersys, and Viavi.

School of Transportation (SoT)

Annacis Island Campus (AIC), Aerospace Technology Campus (ATC), Burnaby Campus (BBY), Marine Campus (BMC)

The Automotive division worked with BCIT international recruitment team and hosted a group of Taiwanese students over a four-week period this summer with a focus on clean energy learning.

Activities such as electric vehicle development, hydrogen fuel cell technologies and Automated Driver Assist Systems (ADAS) were explored.



INFORMATION NOTE

September 9, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Jeff Zabudsky, President
Chris Hudson, Vice President, People, Culture and Inclusion

ITEM: Sexualized Violence Annual Report 2025/26

BACKGROUND:

In 2016, the Government of British Columbia passed the *Sexual Violence and Misconduct Policy Act* (the “Act”) to address growing concerns about sexualized violence at post-secondary institutions. The Act mandated that all publicly funded post-secondary institutions develop and implement a sexual misconduct policy by May 2017, along with setting up a mechanism for receiving and responding to disclosures of sexualized violence involving a student.

This annual report represents the period from September 2025 to August 2026.

Governance and Policy

Sexualized Violence Prevention Committee

The Sexualized Violence Prevention Committee (the “Committee”) is co-chaired by the Senior Director of Safety, Security and Emergency Management (SSEM), the Director of Respect, Diversity, and Inclusion (RDI), the Director of Employee Relations, and the Senior Director, Student Success. The Committee meets three to four times per year, or as necessary. Members represent a diverse range of folks including Indigenous Initiatives & Partnerships, Student Success, Labour Relations, Health and Wellness, BCIT Faculty, the BCITSA, and others.

The Committee continues to engage with colleagues within the post-secondary sector to share best practices and discuss ways to prevent sexualized violence at our campuses. Generally, the Committee has agreed to a multifaceted approach designed to address sexualized violence at BCIT, including but not limited to:

- communications and awareness initiatives;
- sexualized violence prevention, education, and training initiatives; and
- initiatives that align BCIT’s response to sexualized violence with evolving best practices.

Sexualized Violence Policy

The BCIT Board of Governors approved the current Sexualized Violence – Policy #7103 (the “Policy”) and corresponding procedure on December 5, 2023. The Policy sets out the process for receiving reports and complaints of sexualized violence and outlines how BCIT responds. It also identifies activities that support education, awareness, training, and response for BCIT employees, students, and visitors. The Committee is planning to review and revise the policy

and procedure once the provincial government has provided additional guidance on how they would like post-secondary institutions to approach the updates.

Responding to the Students Perceptions of Sexual Violence Survey

BCIT-specific results from the Student Perceptions of Sexual Violence Survey highlighted promising data compared to other institutions including perceived lower prevalence of sexual violence, higher perception of safety, and higher trust among students that BCIT is doing enough to address sexual violence. Areas of improvement focused on the need to address everyday sexualized behaviours like jokes and comments, as well as increased training. In response, BCIT has:

- Launched a small poster campaign for Housing and Recreation Services to raise awareness about sexual violence and addressing more nuanced forms of sexual violence.
- Added new content on technology-facilitated sexual violence to the Safer Campuses course.
- Begun to engage with faculty and students in our trades programs to understand experiences of women and gender-diverse students and explore ways we can provide more respectful environments.
- Begun connecting with industry partners to see how we can better support our women and gender-diverse trades faculty, recognizing the disproportionate impact of sexual violence against women and gender-diverse people.
- Connected with other post-secondary institutions to learn different ways to engage and train students.
- Planning additional training to the BCIT community, including an event in commemoration of the National Day of Remembrance and Action on Violence Against Women.

Responding to Sexual Violence

Sexualized Violence Response Team

The Sexualized Violence Response Team (SVRT) is comprised of a member from SSEM; RDI; Student Success; People, Culture, and Inclusion (PCI); and Indigenous Initiatives and Partnerships (IIP). The group meets as needed in response to incidences of sexualized violence at BCIT to help ensure appropriate supports and accommodations are provided to affected individuals. Over the reporting period, the SVRT met throughout the year to consult on various incidents, none of which led to a formal report of sexualized violence.

Annual Statistics

Sexualized violence incidents are recorded in the calendar year in which they occur. The following statistics reflect reports submitted to SSEM, Student Conduct, RDI, and Human Resources during the 2025 calendar year:

Campus	ATC	BBY	BMC	CARI	AIC	DTC	Online	Other	TOTAL
# of Incidents	0	10	0	0	0	0	2	1	13

Additional statistics can be found on SSEM's [Safety Statistics & Reporting page](#).

Anonymous Reporting Platform

BCIT has updated its [anonymous reporting platform for sexualized violence](#) to make the reporting process simpler, clearer, and more trauma-informed. The revised platform uses more accessible language, reduces unnecessary complexity, and better supports community members in choosing whether they want follow-up or wish to report anonymously.

Prevention, Education, and Awareness

Workshops and Education

BCIT delivered sexualized violence prevention and response education to more than 2,300 attendees through 44 presentations and workshops for students, student-staff, staff, and faculty.

Department	Audience	Reach	Focus
Student Life Office	Students	29 presentations 2,000+ students	Student Rights and Responsibilities classroom presentations include content on sexualized violence.
Respect, Diversity, and Inclusion	Employees and students	10 presentations 200+ attendees	Presentations include content on sexual violence within broader education on respectful communication and environments.
BCIT	Employees	5 workshops 100+ participants	Various workshops covered bystander intervention, de-escalation strategies, microaggressions, and the impacts of toxic masculinity.

Participation in workshops and presentations was encouraged in various ways, including embedding presentations during class time, providing food, dedicating time during professional development days, and including the training in onboarding for new Resident Advisors.

Gender Equity in Trades Group

BCIT has launched a Gender Equity in Trades Employee Resource Group to create a dedicated space for women and gender-diverse trades faculty to connect, share experiences, and identify opportunities to strengthen gender equity in trades-related learning and working environments. The group supports ongoing dialogue, collaboration, and practical action to advance safer, more respectful, and more inclusive environments for women and gender-diverse employees and students in trades.

Poster Campaign

Developed and launched a small poster campaign on sexualized violence in Housing, Recreation Services, and SSEM bulletin boards. The campaign was designed to increase awareness of sexualized violence, promote available supports and reporting options, and provide low-barrier prevention messaging in high-traffic student spaces.

BCIT will be launching the [Be More Than a Bystander campaign](#) from Ending Violence Association of BC, which will include posters, social media, and workshops for our community.

Website Updates

BCIT moved its sexualized violence webpages from SSEM to RDI. This reflects the role of the RDI website as a more visible source of information on sexualized violence prevention, response, supports, and reporting pathways. Content was also updated to improve clarity, reflect current processes and supports, and ensure the information is trauma-informed and survivor-centred.

Safer Campuses Course

The Safer Campuses course was updated with new content on technology-facilitated sexualized violence, reflecting the growing role of digital platforms and online spaces in experiences of harm. The course content has also been refreshed to align with current trends, best practices, and BCIT's ongoing commitment to trauma-informed, survivor-centred prevention and response.

For the employee version, 224 employees have accessed the course and 93 employees have completed the course. For the student version, 1,236 students have completed the course.

Upcoming Activities

Over the next year, the Committee has agreed to the following goals:

1. Governance and Policy
 - a. Prepare for the process to revise [Policy 7103 \(Sexualized Violence\)](#) and [Procedure 7103-PR1 \(Response to Sexualized Violence\)](#).
2. Prevention, Education, and Awareness:
 - a. Increase low-barrier education and awareness.
 - b. Launch campaign materials from Ending Violence Association of BC
 - c. Promote the updated Safer Campuses course.
 - d. Support gender equity and safer learning and working environments in trades programs.
 - e. Planning event to commemorate the National Day of Remembrance and Action on Violence Against Women.
3. Improving Reporting, Response, and Data Collection
 - a. Continue to find ways to ensure reporting pathways are easy to understand and trauma-informed.
 - b. Improve how BCIT collects statistics on disclosures and reports across departments.



INFORMATION NOTE September 23, 2026

PREPARED FOR: Board of Governors

ITEM: Governance Committee Report

SUMMARY:

The Governance Committee met on September 22, 2026, to review the policies and procedures for approval to the Board of Governors at its October 6, 2026 meeting.

Reports Submitted for information

Board Chair, Board, Committee, and Governor Self Evaluations: a summary was provided to the Committee of the evaluations given to the full Board of Governors for completion over the summer months. Only seven governors completed the four different evaluations. The report is available in Aprio.

Items for Approval

1. Bylaws and Governance Manual Revisions

Next Regular Committee Meeting

- November 17, 2026, 1:00 p.m.



INFORMATION NOTE September 25, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Joseph Yuruk, Governor - Student Representative

ITEM: Student Representative's Report

SUMMARY:

Easing into the new role, I've endeavoured to explore student perspectives and begin developing ideas to address growing community needs. In that pursuit, I've identified a handful of topics that I believe may be of concern to the Board. I've taken the liberty of initiating discussions with internal leadership to review the institute's approach to these topics and share my own perspectives as a student where possible.

Campus Accessibility Movement:

Students have been expressing concern regarding the accessibility of the BCIT Burnaby campus for the past few weeks. Construction on campus has closed almost a third of student parking spaces, including a significant amount of accessible parking spaces, and has cut off several major pedestrian corridors. The decision to display a new car immobilization device and policy at the campus entrance has also attracted significant backlash.

These developments have led to students initiating a public campaign calling for BCIT to address the issue. As of writing, a petition has amassed more than 600 signatures. Furthermore, a news website run by the BCIT journalism program has published an article on the subject, in addition to a flurry of complaints that have emerged on social media.

Given the scale and pace of this response, I've proactively initiated a discussion with the campus planning team. At the current rate of escalation, however, I believe this topic warrants closer attention from the Board.

Empowering Students in a Complex World:

The current global political climate has profoundly shaped young people's interest in the democratic process. I see this as an opportunity for the institute to model the kind of transparency and accountability students expect from their public institutions, by examining our own practices with the same standard.

With that in mind, I met with the elections team, who I'd like to recognise for being very receptive and open to new ideas from students, to share a few suggestions for improving transparency in our internal democratic processes. This conversation is ongoing, and I'll bring any recommendations relevant to the Board's purview back as they take shape.



INFORMATION NOTE

September 17, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Chris Hudson, VP, People, Culture and Inclusion

ISSUE: Conflict-of-Interest Presentation by Kacey Krenn, Partner at Harris & Company

APPENDICES:

1. Appendix A: Board of Governors Bylaws – Code of Conduct and Conflict of Interest excerpt
2. Appendix B: Board of Governors Governance Manual – Conflict of Interest excerpt
3. Appendix C: Annual Conflict of Interest Disclosure

SUMMARY:

Kacey Krenn will lead a presentation and Board discussion on conflicts of interest, including how Governors can identify and address potential conflicts. Adherence to the Guidelines is a condition of service for Governors.

Kacey advises and represents private and public employers on all aspects of the employment relationship. In particular, she focuses on grievances, human rights issues, wrongful dismissals, discrimination claims, policy reviews, and employment agreements. She has appeared before the Supreme Court of British Columbia and the BC Court of Appeal, as well as the BC Labour Relations Board, the Canada Industrial Relations Board, the BC Human Rights Tribunal, and the Workers' Compensation Appeal Tribunal.

Kacey has over a decade of experience working with small, medium, and large federal and provincial clients, predominantly in the post-secondary, film and television, and high technology sectors.

Kacey is co-chair of the firm's Higher Education group.

You can find more on Kacey's recognition and speaking engagements [here](#).

PART V – CODE OF CONDUCT AND CONFLICT OF INTEREST

Reference:
Date:

Board of Governors Bylaws
October 6, 2026

(Excerpt from the Board of Governors Bylaws)

1. GENERAL

The Board is responsible for the overall stewardship of the Institute, ensuring the Institute complies with governing policies, bylaws, and procedures. The Board is expected to comply with all applicable laws and regulations, and to align with the highest ethical and moral standards.

The Board will promote a culture of integrity at the Institute directly, through its own actions, and indirectly, through its interactions with the Institute's administration, Education Council, employees, and students. Governors must refrain from any conduct that calls into question the integrity of the Institute, the Board, or themselves.

Fiduciary Duty

Governors owe a fiduciary duty to the Institute: they are required to act honestly and in good faith, with a view to the best interests of the Institute. Governors must therefore:

- not place self-interest or the interests of others ahead of the Institute's best interests;
- not take personal advantage of opportunities coming before a Governor while performing their duties unless the opportunity and interest are disclosed, and the Institute expressly permits it;
- avoid conflicts and disclose to the Board any facts or situations which may create a conflict or perception of a conflict; and
- not disclosing any confidential or non-public information relating to the Institute or its affairs (including its employees, or students), or discussions that occurred in an In Camera meeting of the Board or its committees.

Internal Governors who are elected due to their position as employees or students at the Institute are not delegates. While internal Governors may express and consider those interests and concerns, internal Governors have the same duty as appointed Governors to always act in the best interests of the Institute.

2. CODE OF CONDUCT

Duty of Care

Governors also owe a duty of care to the Institute to exercise the degree of care, skill, and diligence that would be reasonably expected of a Governor on a board of a comparable organization. This means that Governors should:

- attend all regularly scheduled Board meetings (including Board retreats or planning sessions), and Board committees on which the Governor serves;
- diligently review all material provided in advance of Board meetings and where appropriate, request information that would allow the Governor to properly participate in the Board's deliberations, make informed judgments, and exercise meaningful oversight;
- participate fully and frankly in the deliberations and discussions of the Board and its committees, applying reasoned judgment to each issue; and

- be generally knowledgeable about the academic, business, and political contexts affecting the Institute.

Given the Board best fulfills its obligations to the Institute if the diverse views of its Governors are voiced, Governors are expected to present their views in a respectful and tolerant manner and to be unbiased when considering other approaches or perspectives. However, once debate on issues is over and Board decisions are made, Governors are expected to support the Board's position.

When the Board becomes aware of serious allegations against a Governor, the Governance Committee will be called to consider the matter and may make recommendations to the Board Chair for a decision. If required, the Governance Committee may seek assistance of the HR Committee. This process may arise whether the allegations involve an alleged violation of BCIT policies or conduct away from or within BCIT that could create a conflict with the Governor's fiduciary duty to the Institute or put the reputation of the Institute or the Board at risk.

If the Governor who is the subject of the allegations is a Governor of the Governance Committee, they shall recuse themselves from the meeting and shall not vote on any decisions on the matter. The Governance Committee shall consider steps including but not limited to the following:

- requesting a response from the Governor in question;
- seeking advice from counsel;
- arranging for mediation between the complainant, if applicable, and the Governor;
- engaging an external investigator if the matter is not already subject to investigation; and
- temporary suspension from the Board, or a reduction in Board duties and/or participation, until the investigation is complete.

Any action taken will be subject to Board Chair approval

3. CONFLICT OF INTEREST

"conflict of interest" or "conflict" means any situation in which:

- a Governor or a related person has a direct or indirect personal interest in an existing or proposed transaction, contract, agreement, or arrangement with the Institute;
- a Governor's or related person's personal, financial, corporate or other organizational duties influence, or reasonably appear to influence, the Governor's obligations to the Board;
- Board discussions involve labour negotiations, grievances or other labour relations activities involving a related person who holds, or is expected to hold, a faculty, support, or management staff position;
- a related person holds a position with another institute or organization that could benefit from confidential Board information; or
- the Board determines that the circumstances constitute actual, potential, or perceived conflict of interest.

Governors must avoid:

- using their Institute position to advance personal interests or the interests of any related person, business associate, partnership, corporation, union, or person to whom the Governor owes an obligation;
- benefiting, directly or indirectly from an Institute transaction over which the Governor can influence decisions;
- taking personal advantage of an opportunity available to the Institute unless the Institute has clearly and

irrevocably declined it and the opportunity is also available to the public;

- using their Institute position to solicit clients for the Governor's business, or for a business connected to a related person, close friend, business associate, partnership, corporation, union, or a person to whom the Governor owes an obligation; and
- any situation that creates, or may appear to create, a conflict that could interfere with the Governor's judgment in acting in the Institute's best interests.

No Limitation

No contract, constitution, bylaw, governorship, appointment, election, or other circumstance relieves a Governor from the duties described above or from a liability imposed by law for negligence, breach of duty, or breach of trust.

Disclosure of Conflict

For matters considered, or to be considered, by the Board, every Governor must disclose actual or potential conflicts and any relationship with another who has such a conflict. *Refer to the Board Governance Manual for the full process.*

The Governor must disclose the conflict at or before the first meeting after becoming aware of it.

Disclosure may be made in writing or verbally at the meeting and must be recorded in the minutes by the Executive Assistant.

- Any Governor who believes that another Governor or related person has an actual or potential conflict regarding a matter before the Board must identify the concern to the other Governor at the first opportunity. If the Governor does not declare the conflict, the matter must be brought without delay to the Board Chair in writing.
- If the concern involves the Board Chair, the matter must be referred to the Vice Chair, who will act as Board Chair and bring it to the Board to determine whether a conflict exists.
- A Governor uncertain whether they have an actual or potential conflict must fully disclose the nature and extent of the interest and ask the Board to determine whether a conflict exists.
- In either case, the Board will determine by majority vote of Governors present and be entitled to vote whether a conflict exists. A Governor whose conflict is at issue must not vote.
- A student or employee may raise a possible conflict with the Board Chair by providing a written description and any relevant documents. The Board Chair will determine whether a conflict exists or refers the matter to the Board. If the concern involves the Board Chair, the matter must be referred to the Vice Chair, who will act as Board Chair.
- If a conflict is disclosed or discovered after a decision, the Board will determine whether the conflicted Governor influenced the decision. If so, The Governor must be recused and the Board will reconsider, confirm, rescind, or vary the decision.

A Governor with a conflict in relation to a matter before the Board will:

- not vote on that matter, but be counted for quorum whether excluded from the meeting in respect of the matter; and
- withdraw from any Closed, In Camera or Open session during discussion and voting on the matter, unless the Board Chair asks the Governor to remain only to state a position or answer questions, at the Governor's discretion.

If a Governor votes despite the above provisions, that vote will not be counted.

Specific Conflicts

A conflict of interest exists for elected Governors when discussions or decisions:

- directly affects a specific educational program or service in which a Governor, whether as a student, faculty or support staff member, or related person, is or is expected to be enrolled or employed;
- relate to labour negotiations, grievances or other labour relations matters involving elected Governors or their constituency; or
- directly or indirectly affect, or could affect, the Institute's dealings with an organization in which the Governor or related person has a financial interest or position of influence;
 - for these discussions or decisions, a conflict exists when the Governor or related person is a shareholder, director, officer, owner, or limited or general partner of a corporation, society, partnership, association, or group;
 - however, a Governor is not considered a shareholder, owner, partner, or financially interested solely because they hold units in managed investment funds.

Committees

Conflict of Interest provisions apply to all Board committee proceedings and to any person the committee Chair considers a committee Governor, principal advisor, or employee.

Office

A Governor may also hold office with the Institute and is not disqualified from contracting with the Institute, provided they comply with these Conflict-of-Interest provisions.

Board Action

If a Governor breaches these bylaws, the Board may take any of the following actions:

- censure;
- requesting the Governor's resignation from the Board;
- for an appointed Governor, recommending rescission of the appointment; and
- other actions determined appropriately by the Board, including legal remedies.

8. Governor Conflict of Interest

Reference: Board of Governors Governance Manual
Date: October 6, 2026

(Excerpt from the Board of Governors Governance Manual)

Guidelines

These Conflict-of-Interest Guidelines provide practical guidance for Governors and Officers. The Bylaws remain the authoritative legal source.

Appointed Governors must avoid conflicts that could impair, or reasonably appear to impair, the independence, integrity, or impartiality of their role, and should follow [applicable CABRO](#) and BCIT conduct guidance.

The Guidelines apply to all Governors and Officers of BCIT. They supplement, and do not replace, any statutory or common law duties or obligations.

Governors and Officers must comply with applicable legal requirements, maintain high ethical standards, and avoid conflicts or perceived conflicts.

Compliance with the Guidelines is a condition of service for Governors and Officers.

These Guidelines support sound judgement but cannot address every circumstance. When uncertain, Governors and Officers must act in BCIT's best interests and seek guidance from the Chair.

Duties

Governors and Officers must act in BCIT's best interest, honestly, in good faith, and with care, prudence, and diligence. They must stay informed, use their expertise responsibly, maintain confidentiality, and comply with the Act and other legal duties.

Governors and Officers should arrange their affairs to avoid conflicts and any appearance that their judgement may be affected.

Applying the Bylaws

This section provides implementation guidance only; the Bylaws govern for definitions, examples, disclosure obligations, voting restrictions, and remedies.

- Governors or Officers speaking for themselves personally or for another organization should make clear they are not speaking for BCIT.
- Before accepting an external role that may create a conflict with their duty to BCIT, Governors and Officers should discuss it with the Chair.
- Governors and Officers must disclose, and update business interests as required.

Protocols for Dealing with Conflicts of Interest

Governors and Officers should disclose actual, potential, or perceived conflicts as early as possible.

Disclosure should be made to the Chair, or to the Vice Chair if the matter involves the Chair. Officers should also inform the President where required.

After disclosure, the Chair will determine how to manage materials, participation, voting, and any Board review.

Meeting procedures must be consistent with the Bylaws and recorded in the minutes. The Executive Assistant will record the disclosure and any departure and return times in the minutes.

If a Governor or Officer knows that a Board or committee topic may place them in conflict, they should ask the Board or Committee Chair not to provide background materials on that topic. The Chair will convey the request to the Executive Assistant.

If a Governor or Officer identifies a conflict after receiving background materials, they should return the materials to the Executive Assistant and notify the Chair or the Committee Chair.

Where materials are withheld, the Chair will inform the Board or committee. This applies to conflicts involving background materials as well as discussion or decisions.

Raising and addressing a Conflict-of-Interest Issue

A Governor or Officer who identifies a possible conflict involving another Governor or Officer should raise it promptly with that person and, if unresolved, with the Chair. Concerns involving the Chair should be raised with the Vice Chair. A student or employee may raise a possible conflict with the Chair in writing, with any related documents. The Chair will determine whether a conflict exists or refers the matter to the Board.

The Chair or Vice Chair if the concern involves the Chair, may investigate before asking the Board to determine whether a conflict exists. If the Board determines that no conflict exists, the Governor or Officer may participate fully in the matter.

The Board may manage a conflict by restricting access to materials, limiting participation, requiring recusal, or taking other appropriate steps.

The Executive Assistant will record the decision and any participation restrictions in the minutes and ensure related materials are withheld where required.

Annual Declaration

Governors must submit the annual *Conflict-of-Interest Declaration* form (see section 19. Appendix M - *Conflict-of-Interest Declaration*) to the Executive Assistant.

Conflict Identified After a Decision Is Made

If a conflict is discovered after a matter has been considered, it must be declared through the Chair and recorded at the first opportunity. The Board will determine the appropriate resolution.

Post Service Restrictions

Following the conclusion of their service with BCIT, Governors remain bound by their duties of confidentiality and loyalty and must not disclose, use, or permit the use of confidential information obtained through their Board service for their own private interest, the interest of their employer, or the interest of any other person or organization.

Appendix M - Annual Conflict of Interest Disclosure

Reference: Board of Governors Governance Manual
Date: October 6, 2026

As part of your commitment as a Governor or Officer with the Board, you are required to acknowledge that you have read and understand BCIT's Conflict of Interest for Governors and Officers (the "Code") and agree to comply with it. You are required to disclose your directorships, trusteeships, private interests, and other information relevant to BCIT's conflict of interest Bylaws and guidance for Governors and Officers.

This statement discloses information as of *(date)* _____

I, _____ *(print name)*, declare that:

1. I have read and considered the Conflict-of-Interest provision in the BCIT Board of Governors' Bylaws and Governance Manual, and I agree to conduct myself in accordance with its terms.
2. Other than disclosed below, I do not have relationships or interests that could compromise, or appear to compromise, my ability to exercise judgement in the best interest of the Institute.
3. A Conflict of Interest (as defined in the Bylaws and Governance Manual) with my duty as a Governor of BCIT may arise because:

4. **Confidentiality**
All information provided to BCIT is kept confident. Under certain circumstances, some information may be released subject to the provisions of the [Freedom of Information and Protection of Privacy Act](#) or other applicable laws.

This declaration will be kept for a minimum of two years after an individual ceases to be a Governor or Officer of BCIT.

5. **Acknowledgement**
I hereby declare that the information provided herein is complete and correct to the best of my knowledge and belief. **If, at any time following the signing of this Acknowledgement, there are changes to the information given herein, either by way of additions or deletions, I will promptly file with BCIT a new disclosure statement describing such changes.**

Signature: _____



Board of Governors Open Meeting – October 6, 2026

5.0 Board Chair's Comments - Verbal

6.0 President's Comments - Verbal



INFORMATION NOTE September 25, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Jeff Zabudsky, President

ITEM: President's Activities

Reporting to the Board of Governors, highlights of the President's activities from June 30 to October 5, 2026. While this document highlights activities that Jeff Zabudsky took part in, some of the activities are also referenced in more detail in the Institute Report located elsewhere in the Board package.

July 6, 2026

- Follow-up meeting with representatives of Victaulic, an international piping manufacturing company, Danica Djurkovic, and deans from the School of Energy, and School of Construction and the Environment.
- Visit to the Burnaby Campus DNA Lab with guests Hon. Nina Krieger, Minister of Public Safety and Solicitor General and Hon. Terry Yung, Minister of State for Community Safety and Integrated Services.
- Virtual meeting with Christina Zacharuk, CEO, Research Universities' Council of British Columbia (RUCBC).

July 7, 2026

BC Business House networking event hosted by the Government of British Columbia, Invest in Canada and Invest Vancouver.

July 8, 2026

- Virtual meeting with Doug Campbell, board chair, Public Post-Secondary Employers' Association.
- Meeting with Paul Vogt, former president, College of the Rockies.
- Meeting with Ken Armour, president, Skilled Trades Training Council of British Columbia (STTC) and Maggie Matear, president, Selkirk College and board chair, STTC.

July 13, 2026

Meeting of the provincial government's Look West BC Maritime Workforce Table.

July 14, 2026

- Virtual meeting with Tolga Yalkin, CEO, BC Financial Services Authority.
- Attended a lunch with participants in the BCIT Cyber Catalyst bootcamp for Canadian military veterans.

- Hosted a visit to the Burnaby Campus from Hon. Jill McKnight, federal Minister of Veterans Affairs, who came to meet participants in the BCIT Cyber Catalyst bootcamp.

July 15, 2026

- Virtual meeting of the United Way BC Campaign Cabinet.
- Virtual meeting with Aiman Flahat, Superintendent, Halton District School Board in Ontario.

July 16, 2026

Meeting of the Invest Vancouver Management Board.

July 22, 2026

Introductory meeting with the newly appointed Chinese Consul General in Vancouver, Fu Fengshan.

July 23, 2026

Business Council of BC Executive Roundtable with Ministry of Health Deputy Minister, Cynthia Johansen.

July 24, 2026

Meeting with Dr. Diane Purvey, interim president, Kwantlen Polytechnic University (KPU) and tour of the KPU Trades Campus (KPU Tech) in Cloverdale.

July 27, 2026

- Virtual meeting with Dr. Neil Fassina, president, Okanagan College and Dr. James Mandigo, president, University of the Fraser Valley.
- Hosted a visit to the Aerospace Technology Campus for MP Annie Koutrakis, Parliamentary Secretary to the Minister of Jobs and Families.

July 28, 2026

Ministry of Post-Secondary Education and Future Skills funding announcement at Kwantlen Polytechnic University with Premier Eby and Minister Sunner as hosts.

July 30, 2026

- BC Post-Secondary Sector Chairs and Heads Meeting.
- Meeting with John Leech, former CEO, Applied Science Technologists and Technicians of British Columbia.

July 31, 2026

- Meeting of the provincial government's Look West BC Aerospace Workforce Table.
- Lunch meeting with Noor Esmail, member of the BCIT Board of Governors, and other senior representatives from Stantec.
- Meeting with Ajay Patel, president, Vancouver Community College.

August 5, 2026

Virtual meeting with Christina Zacharuk, CEO, Research Universities Council of BC.

August 10, 2026

Jeff and other BCIT representatives met with Rob Wright, deputy minister, Employment and Social Development Canada regarding technical training capacity needs.

August 11, 2026

Meeting with Skilled Trades Training Council presidents and Trevor Hughes, Deputy Minister, Post-Secondary Education and Future Skills regarding incremental federal funding to support trades training capacity.

August 13, 2026

- Meeting with Jacquie Griffiths, president, Invest Vancouver.
- Meeting with Daniel Roizman, CEO & Co-Founder, UME.Studio, a learning and remote training platform headquartered in Vancouver

August 14, 2026

Attended graduation ceremonies at the BCIT Marine Campus of the Marine Engineering and Nautical Sciences Program cadets from 2022 and 2023.

August 18, 2026

Virtual meeting with representatives of the Toronto-based Public Policy Forum regarding their Build Big Talent initiative.

August 20, 2026

Meeting between presidents and other representatives of BCIT and Okanagan College regarding Aircraft Maintenance Engineering programming.

August 25, 2026

Meeting with Centre for Digital Media representatives Ted Gervan, president, and Bill Tam, board chair.

August 27, 2026

- Colleges and Institutes Canada member call with presidents: Your Priorities in Provincial and Territorial Negotiations on Skilled Trades Capacity.
- Drop In visit to the Zero Energy/Emissions Building (ZEB) lab to see hands-on microfactory sampler training with students from the Heiltsuk Nation.

August 28, 2026

BCIT hosted a visit to the Burnaby campus from local MLAs to highlight the provincial government's investment in the South Campus Infrastructure Renewal along with other projects funded recently and currently underway.

September 1, 2026

PACIU meeting with Korky Neufeld, provincial opposition post-secondary critic.

September 2, 2026

Business Council of British Columbia BC Municipal Election Panel with Earnscliffe.

September 3, 2026

Translink event hosted at the BCIT Burnaby Campus celebrating the inauguration of the new R2 RapidBus route, which travels from Metrotown to North Vancouver via BCIT.

September 4, 2026

Attended graduation ceremonies at the BCIT Marine Campus of the Marine Engineering Advanced Diploma program.

September 8, 2026

- MBWA
- Virtual meeting with Christina Zacharuk, CEO, Research Universities Council of BC.

September 9, 2026

- Post-Secondary Employers' Association Annual General Meeting
- Follow-up meeting with representatives of the McCarthy family, local philanthropists.

September 10, 2026

BC government "echo announcement" with MLAs Adrian Dix and Anne Kang in attendance, focusing on the BCIT portion of the \$241 million skilled trades investment announced in May.

September 15-16, 2026

Polytechnics Canada National Strategy Group meetings in Ottawa, where a series of annual consultative meetings held with senior federal government officials took place.

September 18, 2026

- Executive Committee meeting of the Skilled Trades Training Council of BC.
- Attended an employee ice cream social that took place at the Marine Campus.
- Attended the Beedie Foundation's "Beedie Rocks" annual charitable concert event.
- MBWA

September 19, 2026

- BCIT Alumni Association Lunch with the President, where Jeff connected with association board members and spoke to BCIT priorities and key developments.
- Chinese National Day Reception.

September 22, 2026

Meeting of the provincial government's Look West BC Aerospace Workforce Table

September 23, 2026

- Meeting between the BCIT president and board chair and representatives of the provincial Crown Agencies and Board Resourcing Office.
- Took part in select World Rivers Day events at BCIT
- Took part in the annual BCIT Indigenous Garden Harvest celebration and feast over the lunch hour.
- BCIT Foundation AGM and board meeting.
- BCIT Foundation Celebration of Impact, where student award recipients and donors, along with BCIT leadership, BCIT Foundation Board and school representatives, gather directly to celebrate the meaningful impact of donor support and student success.

September 24, 2026

- Business Council of BC Executive Roundtable with MLA Gavin Dew, Opposition Critic for Finance.
- Greater Vancouver Board of Trade board meeting and Annual Chair's Reception

September 25, 2026

- Greater Vancouver Board of Trade Indigenous Opportunities Forum
- Attended an employee ice cream social that took place at the Downtown Campus
- MBWA

September 28, 2026

- Attended an employee ice cream social that took place at the Aerospace Technology Campus
- Meeting of the provincial government's Look West BC Maritime Workforce Table.

September 29, 2026

King's Trust Canada celebration in Victoria hosted by the BC Lieutenant Governor.

October 1, 2026

President's Connect meeting with senior management leaders at BCIT.

October 2, 2026

Meeting of the Invest Vancouver Management Board.

October 5, 2026

Virtual meeting with Christina Zacharuk, CEO, Research Universities' Council of British Columbia (RUCBC).



DECISION NOTE September 23, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Navida Suleman, CFO and VP, Administration

ISSUE: *Financial Information Act* – Annual Report Submission (Statement of Financial Information)

APPENDIX:

1. Appendix A: Financial Information Act Return for the year ended March 31, 2026

RECOMMENDATION:

THAT the FY2025/26 Statement of Financial Information for submission to the Ministry of Post Secondary and Future Skills, be approved.

BACKGROUND:

The Audit and Finance Committee (AFC) approved the report at its September 22, 2026, meeting for submission to the Ministry by its September 30, 2026, deadline.

In accordance with the *Financial Information Act* (FIA) and the *Financial Information Regulation* (FIR), corporations under British Columbia jurisdiction are required to prepare and submit a Board-approved Statement of Financial Information report (the “SOFI” report) within six months following their fiscal year end. BCIT’s FY2025/26 report is due to the Ministry of Post Secondary and Future Skills by September 30, 2026. Following Ministry review and approval, the report is to be made publicly available, which is expected on or around October 30, 2026. Because the Board has delegated authority to the AFC chair to approve the SOFI, it can be submitted to the Ministry to meet its September 30 deadline, however subsequent approval by the Board is still required based on wording within the FIA and BCIT’s Board Manual.

SUMMARY:

BCIT has compiled the FY2025/26, included as Appendix A. To keep the package concise, Appendix A does not include BCIT’s Audited Consolidated Financial Statements. The full report submitted to the Ministry will include the following:

- FIA Compliance Letter
- BCIT Audited Financial Statements (*excluded from Appendix A*)
- Exhibit A: A reconciliation of all payments made for salary and non-salary expenses to BCIT’s audited consolidated financial statements.

- Exhibit B: Employees earning more than a prescribed amount, the total remuneration paid to the employees and the total amount paid for expenses; the prescribed amount is currently set at \$75,000. All employees earning less than this threshold are reported as a consolidated total.
- Exhibit C: Board of Governors remuneration and expenses
- Exhibit D: Amounts paid to each supplier of goods or services during the fiscal year that exceeds the prescribed amount, and a consolidated total of all other payments made to suppliers of goods or services; the prescribed amount is currently set at \$25,000
- Exhibit E: Severance agreement provided to excluded staff
- Exhibit F: A summary of BCIT's debts
- Exhibit G: A summary of guarantee and indemnity agreements
- Exhibit H: Statement of financial information approval

Management completed a series of review procedures in preparing the SOFI report to support its accuracy, completeness, and compliance with applicable requirements. These procedures included reasonableness reviews of employee salaries based on position and prior-year compensation, review of significant expense claims for compliance with BCIT policy, review of the vendor listing for completeness and appropriateness, and random sample testing.

In accordance with the BCIT Board Governance Manual, the Chair of the Audit and Finance Committee has delegated authority to review and approve the SOFI report on behalf of the Board of Governors, subject to subsequent approval by the Board. To meet the September 30, 2026, submission deadline, the SOFI report will be submitted to the Ministry following approval and sign-off by the Audit and Finance Committee Chair. The report will then be presented to the BCIT Board of Governors for approval on October 6, 2026.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

FINANCIAL INFORMATION ACT RETURN

FOR THE YEAR ENDED MARCH 31, 2026



BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

3700 Willingdon Avenue
Burnaby, British Columbia
Canada V5G 3H2

bcit.ca

Management's Report

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

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

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Audit and Finance Committee of the Board. The Audit and Finance Committee meets with management, the internal auditors and the external auditors at least 5 times a year.

The Institute's internal auditor has the responsibility for assessing the management systems and practices of the Institute.

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

On behalf of British Columbia Institute of Technology

Navida Suleman
Chief Financial Officer and Vice President, Administration
September 23, 2026

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
CONSOLIDATED FINANCIAL STATEMENTS AND OTHER FINANCIAL INFORMATION
AS AT MARCH 31, 2026

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BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
RECONCILIATION OF TOTALS OF EMPLOYEES' REMUNERATION AND
EXPENSES AND ACCOUNTS PAID WITH TOTAL OF EXPENDITURES
REPORTED ON THE STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT A

EXHIBIT A

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

RECONCILIATION OF TOTALS OF EMPLOYEES' REMUNERATION AND

EXPENSES AND ACCOUNTS PAID WITH TOTAL OF EXPENDITURES

REPORTED ON THE STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2026

PAYMENTS

Employees' Remuneration	Exhibit B ^(a)	\$	253,446,400
Employees' Expenses	Exhibit B		4,614,166
Board of Governors, Remuneration	Exhibit C		23,815
Board of Governors, Expenses	Exhibit C		1,313
Accounts Paid	Exhibit D		257,366,491
			515,452,185

ITEMS NOT INCLUDED IN PAYMENT AMOUNTS

Changes in Accounts Payable and Accrued Liabilities	\$	(8,765,802)	
Changes in Inventories	\$	70,864	
Student Awards	\$	6,989,312	
Subsidiary Expenditure	\$	116,632	
Capital Expenditure	\$	(88,596,293)	
Amortization	\$	36,967,031	
Others	\$	(891,676)	
			(54,109,932)

TOTAL OF EXPENDITURES PER STATEMENT
OF OPERATIONS

\$ 461,342,253

^(a) Exhibit B does not reconcile to the operational statement section of salaries and wages, as the operational statement includes exhibit B, C, and other items that are part of payroll but may not be for an employee.

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

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF EMPLOYEES' REMUNERATION AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT B

Name	Remuneration	Expenses
Abadi, Eiman Vafaei Najaf	112,715	1,418
Abaya, Nicole	88,901	5,722
Abdel-Hai, Mahmoud	190,435	5,687
Abdelhamid, Yousry Salaheldin	116,909	2,097
Abdel-Salam, Mohamed	105,360	-
Abebe, Zelalem Abay	89,679	7,605
Abraham, Tarunika R	101,695	2,087
Abulaban, Hiam	116,299	2,926
Achtemichuk, Jonathan Lee	145,811	1,584
Adamski, Barbara Karen	83,473	-
Agboluaje, Aishat	103,578	136
Agrawal, Nikhil	119,981	6,746
Aguirre Amador, Luz Darinka	143,985	7,383
Agurilla, Rose Bert Valdez	100,574	1,770
Ahlawat, Swati	80,931	1,706
Ahmed, Muhammad Jamil	110,919	10,224
Ahn, Haesung	99,870	2,366
Aibin, Anna	106,330	3,580
Aibin, Michal	141,857	25,674
Ajji, Ranbir	82,317	7,761
Akar, Tuba	100,944	-
Akers, John	117,809	-
Al Jibouri, Ali	131,904	673
Alami, Yasamin	156,784	2,274
Alards-Tomalín, Julia Anna June	127,441	5,720
Albadry, Mohamed	88,926	7,480
Albino, Patricia Lynn	131,988	2,436
Aldiab, Motasem	115,556	-
Alemi, Mohammad	138,538	22,153
Ali, Kieran	95,334	8
Ali, Zulfiqar John	124,064	11,832
Alibeigi, Pejman	100,185	346
Alizadeh, Hesam	92,040	-
Allen, Lisa	108,054	4,000
Alokhina, Maryna	75,723	72
Alphonso, Myles	125,091	60
Al-Rousan, Nabil	135,540	-
Alva Dimas, Alejandra Soleil	97,013	710
Alves Maciel, Clara Danielly	80,225	415
Ambrose, Catherine Anne	116,299	3,623
Amintabar, Amirhasan	116,299	332
Amiraslany, Mina	122,043	5,479
Anand, Aparajita	105,384	5,228
Anand, Kishore	85,055	-
Anderson, Clifford Dwayne	88,937	2,744
Anderson, Earl	118,209	12,793
Anderson, Eric Mark	116,299	5,022
Anderson, Ken F	101,951	-

Name	Remuneration	Expenses
Anderson, Kenner Robert Warrior	91,926	1,671
Andrews, Bryan	94,976	1,898
Andrews, Myra	140,008	2,794
Angelidis, Joanna	84,127	30
Anooshehpour, Iman	82,138	-
Anthony, Bruce	99,110	1,360
Anvari, Daniel	100,202	16
Apic, Sandra	123,629	219
Arcega, Victor	136,727	3,045
Argo, Brent James	115,556	1,418
Armstrong, Jessica	87,644	426
Arntsen, Erik Peter	115,604	2,893
Arreola, Marte Antonio	118,897	1,674
Arsenault, Justine Elizabeth	80,931	3,495
Arumugam, Sarathchandrasinha	105,513	32
Askari, Vahid	125,080	1,368
Asperin, Kristoffer Romeo	80,931	1,401
Atha, Joanne	176,954	2,334
Atterton Ratcliffe, Wade	87,647	-
Atwood, Lucinda	102,777	-
Augustine, Preethi Rachel	75,488	-
Avila, Victor Hugo	105,397	2,592
Awad, Ahmed	120,569	1,885
Axford, Lynn Alayne	120,434	950
Aydin, Tayfun	113,318	2,850
Azevedo Silva, Camila	89,866	390
Azmitia, Juan Jose	232,690	12,886
Babae, Fatemeh Yassaman	101,987	2,303
Bachert-Burke, Heidi	94,146	-
Bachrich, Simon Lewis	130,752	22
Badshah, Mohammed Izaaz	126,534	3,814
Bahr, Rebekah Lynn	83,066	2,641
Baillie, Robert A J	99,401	44
Bainbridge, Sarah	138,394	17,743
Bains, Gurpreet	118,669	-
Baker, Lance Edward	86,305	166
Baker, Robert William	116,145	1,292
Baldry, Janice	178,205	-
Baldwin, Daemon	140,081	6,203
Baldwin, Kevin John	117,809	-
Bambilla, Vernice Shayne	91,248	190
Barclay-Estrup, Kirsty	116,299	2,709
Barekat, Fardin	102,012	2,228
Baril, Laurence	99,658	-
Barnes, Elspeth Marjorie	120,434	3,284
Barnes, Keith Gregory	105,283	2,763
Barrett, Nadine Ellen	99,391	4,571

Name	Remuneration	Expenses
Barrett, Scott Bruce	75,723	100
Barron, Chelsea Joanna	114,896	366
Bartley, Phillipa Jane	136,186	92
Bartz, James Thomas	134,395	18
Bassan, Jonathan	133,898	2,766
Bassey, Marie	78,202	813
Bassi, Puneet	88,331	4,533
Bates, Noel	110,850	249
Batista Fernandes, Barbara	90,010	238
Bayliss, Richard	124,430	262
Bearss, Erica Claire	86,020	-
Beatson, Rodger P	116,299	-
Beatty, Cheryl Lynn	116,299	-
Beatty, Graham	127,139	-
Beauchamp, Michelle A	120,330	-
Beaulne, Matthew Marcel	103,683	92
Begley, Shauna Lyn	153,471	1,540
Behradkia, Ali	91,888	1,051
Belbin, Samantha	82,431	392
Bell, Donald Wesley	117,800	-
Bellaire, Thomas Lloyd	97,987	11,061
Bellamy, Byron Douglas	137,666	106
Belloc, Lindsay D	75,723	154
Bendickson, Stephanie Victoria	109,129	602
Benson-Mandl, Claire	107,539	84
Benz, Kellan	95,182	593
Berenbaum, David Brian	110,508	-
Beresford, Peter	120,285	2,905
Bergen, Nathan Samuel	114,672	3,822
Berinde, Vasile Dumitru	126,519	-
Berladyn, James	133,548	14,816
Bernsen, Robyn Nicole	99,642	9,113
Berrington, David Arthur	167,704	3,442
Berry, Helene Antoinette	116,496	1,162
Bersabal, Donabella	145,500	567
Beyenir, Serhat	135,663	8,710
Bhagaria, Kabir K	124,572	854
Bhatia, Gurleen Kaur	115,769	2,404
Bhatti, Rita	98,384	-
Bhinder, Ramandeep Kaur	93,039	2,573
Billing, Laura	116,449	3,730
Binns, Dawn-Marie	120,434	6,320
Bird, Geoffrey Curtis	138,648	3,593
Birk, Leana	77,231	-
Bjur, Jason	104,330	2,838
Black, Christopher David	82,310	-
Blaison, Yves	117,809	17

Name	Remuneration	Expenses
Bode, Peter	140,223	1,469
Boehm, Jochen	116,299	-
Bojic, Marija	113,899	8,664
Bolding, Ryan	95,603	5,155
Bonetti, Stephen Dante	96,454	2,935
Borer, Kristin Ashley	116,337	2,217
Borisoff, Jaimie	159,856	440
Borman, Pamela J	115,556	-
Borsoi, Kevin James	77,807	2,492
Bortignon, Roger	124,309	1,493
Boskovic, Sanja	165,194	18,334
Boucher, Taurra Raquel	126,247	-
Bourke, Eamonn	130,625	556
Bourke, Heather Lynn	119,691	328
Bourke, William Michael	120,434	4,415
Boyd, Dave	114,977	-
Brar, Tarnpreet	100,574	-
Bratch, Kirandeep Kaur	77,585	7,497
Braun, Robert David	117,809	-
Bravo, Maria Teresa	116,299	2,452
Brereton, Justin	115,409	-
Bretschneider, Patricia Xiuhtenyotz	114,384	-
Brett, Jason Albert	118,475	343
Brewer, Elodie Bronwen	79,975	6,861
Brewer, James P	122,147	3,005
Bridge, Michele	133,910	8,207
Brine, Tanner	114,521	5,919
Bringeland, Dawne Colleen	109,182	-
Brochu, Russel Philip	98,977	44
Brocklehurst, Deidre Anne	109,007	1,268
Brown, Ashley	76,370	525
Brown, Michael Sidney	85,591	94
Brown, Nicole	97,802	1,613
Brown, Paula Naomi	179,890	51,090
Brown, Roderick A E	119,141	39
Bubb, Kelly Sian	95,847	393
Bubersky, Daryl Yoshiki	110,303	-
Buchanan, Douglas	115,556	2,592
Buckton, Timothy Lorne	102,200	-
Burlock, Clarence	176,681	16,525
Burns, Elliot James	106,574	3,465
Burns, Lori Lynne	80,836	-
Buschau, Tanya	144,549	2,473
Bushnell, Judy	116,299	2,673
Bussanich, James Walter	95,808	5,170
But, Ivan Tak Chung	101,271	5,627
Butorac, Dennis Frank	117,809	-

Name	Remuneration	Expenses
Butterfield, Linda	132,154	1,463
Caballero, Janelle	105,637	1,091
Cai, James Jianmin	156,885	2,147
Callangan, Salvador P	82,329	67
Calvert, Denise Laura	184,220	1,343
Cambon, Chris	82,528	3
Campbell, Lesley	98,163	1,786
Campbell, Sarah Alexandra Grinstead	86,832	373
Canicula, Richard III	93,563	1,437
Cantu, Eduardo	149,416	7
Cao, Michelle	91,324	61
Carandang, Yvan	77,688	-
Carde, Terri	158,387	5,378
Cardiff, Treena Catherine	159,898	4,617
Carlyle, Craig	113,347	108
Carney, Lydia	104,340	-
Carrese, Gino	129,260	10,322
Carter, Lucas Vaughn	77,297	-
Carter, Michelle	119,773	8,265
Casas, Eduardo Fernando	116,592	2,025
Case, Tiffany	112,519	5,124
Castillo, Jordan	114,644	-
Cater, Luke	94,872	372
Chacon, Erick Antonio	119,691	5,966
Chahal, Gurmeet Kaur	103,229	1,342
Chan, Anthony Y	131,125	64
Chan, Carmen Elizabeth	80,779	256
Chan, Colleen Chin Veon	116,299	2,966
Chan, David K	116,299	8
Chan, Jeanie Cori	153,769	21,011
Chan, Michael	109,828	9,366
Chan, Sze Wai	76,736	-
Chan, Timothy Rudolph Kam Bong	75,715	77
Chander, Harmesh Lal	117,809	24
Chandler, David	117,809	21
Chang, Liou Chun	146,301	5,232
Chang, Xue Feng	96,982	1,416
Chapin, Nathaniel Victor	177,383	8,150
Chaves Duque, Juana	87,030	6,053
Chavoshi Jolfaee, Simin Sadat	191,256	-
Chen, Dale Zhu Dong	114,419	3,393
Chen, David Jianwei	133,789	2
Chen, Emily	97,004	364
Chen, Hai Bing Kevin	124,373	4
Chen, Xiang	86,424	-
Chen, Yuna	100,717	1,931
Cheng, Christina	88,540	58

Name	Remuneration	Expenses
Cheng, Christine OnPui	92,912	16
Cheung, Amy W C	112,204	3,076
Cheung, McKen	114,606	257
Chiang, Hsuan	78,773	63
Chiang, Te Hsin	120,425	1,966
Chien, Chia Wen	80,360	-
Child, Christopher	114,901	2,703
Chilibeck, Colin Nicholas	117,809	-
Ching, Gloria	76,370	2,272
Chng, Bee Yin	102,697	5,669
Cho, Yoonie	77,343	1,653
Chohan, Amardeep Kaur	107,825	1,465
Chong, Kenneth	117,809	-
Chong, Phyllis Lok-Ting	118,982	1,700
Choo, Yap Yin	218,873	6,703
Chou, Hobert	130,337	3,583
Chou, Natalie	100,635	887
Chou, Wen-Chen	106,140	11,170
Chow, Kevin Andrew	117,627	-
Chown, Bradley	116,407	-
Choy, Nicole	131,594	2,301
Chu, Agathe	121,949	2,205
Chu, Lisa Wai Ming	212,051	42,850
Chun, Nora Yu Wa	121,269	1,021
Chung, Aldrich Martin Ching	121,470	3,161
Chung, Arthur	101,314	602
Chung, Chok Fei Aimee	117,349	1,793
Cichon, Frank H	129,961	6,369
Cioata, Stefan	128,421	3,075
Ciobanu, Olivian	116,299	3,646
Clark, Connie Elizabeth	137,019	12,662
Clarke Roe, Lorraine	118,786	1,045
Clement, Shera Raquel	212,387	3,984
Cliff, Andrew	114,393	-
Cochrane, James	111,103	-
Codrington, Christian	136,641	91
Cohen, Sarah	117,098	-
Cohen-Fernandez, Anayansi Cecilia	116,299	5,448
Collins, David Shaun	101,206	2,580
Collins, Giselle	126,641	2,615
Collins, Karen Dawn	197,850	1,023
Coman, Gheorghe	131,697	21,593
Cook, Desmond A	96,993	880
Cook, Jeremy Alexander	122,424	-
Cook, Michael Paul	91,929	125
Cooper, Cherie Lynn	125,193	418
Cooper, Stephen Michael	79,743	389

Name	Remuneration	Expenses
Cordua-von Specht, Winona	135,375	2,877
Cormack, Terence Hugh	101,958	157
Corrado, Francesco	79,529	652
Correa, Vannessa Ashley	80,353	989
Cortese, Joseph Marco	117,318	7,503
Cosh, Joseph Wayne	145,889	4,127
Coughlin, Michael	77,277	-
Cowan, James David	107,364	1,105
Craig, Jacqueline	101,576	1,372
Craxton, Christopher Charles Stuart	103,695	36
Cree, Ryan Laurent	119,875	3,216
Critchley, Michael David	98,084	7,377
Cromarty, Braeden	75,763	105
Crompton, Kelsey	106,763	3,619
Cronmiller, Amy Katherine	118,472	4,611
Cudihee, Kevin	128,128	4,322
Culham, Shaun	116,299	2,468
Currie, Michael Joseph	164,159	212
Cuzzola, Giovanna	84,709	268
Dabeet, Antone	114,403	807
Dabell, Joanne L	95,653	3,120
Daeizadeh, Ali	114,967	13
Dailey, Mark J	107,407	2,132
Darnell, Jesse Cameron	120,629	99
Davids, Carsten	118,207	3,181
Davidson, Richard Alan	119,160	1,111
Davis, Charles E	116,466	108
Davoodi, Alireza	127,266	-
Daxon, Ray	92,824	1,464
De Azevedo, Jonas Arantes	117,809	-
De Stefano, Diane Santos	113,872	970
De Zen, Raimonda	197,981	5,202
Debuen, Jennifer Lynn	93,039	2,191
Dehaan, Jean	122,435	9,257
Dehghani Estarki, Maryam	142,824	50
Delibalta, Fabienne Daniele	138,435	7,846
Delorme, Robert	116,299	3,398
Deluca, Filippo	75,723	72
Denike, Jaime	106,769	1,735
Deo, Ajeshni	97,629	5,614
Deol, Rajen Singh	104,617	226
Deville, Alyssa Ruth	96,315	295
Devlin, Deacon J	137,341	-
deVries, Raymond Jacob	120,434	1,192
Dey, Tuhin Subhra	125,514	4,120
Dezvareh, Siavash	109,239	4,098
Dhaliwal, Arvinder Singh	93,824	-

Name	Remuneration	Expenses
Dhaliwal, Paulwinder	85,541	2,279
Dhanji, Armaan	120,975	4,087
Dhanoa, Kusum Vir Kaur	78,685	-
Dharmaratne, Shanali	108,129	19
Dhesi, Maninder Kaur	85,066	1,272
Dhillon, Harleen Kaur	99,573	331
Dhiman, Kamal	160,175	1,273
Dhothar, Semirdeep	84,587	6,653
Dhungana, Alok	117,809	24
Di Bella, John	99,289	2,050
Di Marco, Carmine	115,618	16,942
Dian, Farzin John	126,354	2,351
Dickinson, Adam	103,490	5,841
D'Ilio, Adrianna	116,299	2,007
Dimitrov, Nanda	119,803	8,248
Din, Tariq Mahmoud	124,904	664
Diopita, Ritchie Araza	117,809	44
Dishman, Dylan Douglas	118,465	108
Dixon, Scott	127,796	-
Djambazov, Viara	80,931	3,079
Djoric, Natasha	99,410	-
Djurkovic, Danica	253,290	10,063
Doad, Harb	118,426	24
Doig, Jen	96,608	7,307
Dominguez, Glenda Elizabeth	99,943	97
Dominguez, Raul Q	87,864	63
Dong, Jufang	87,122	63
Dorn, Wilhelm Paul E	117,809	-
Dornan, Marjorie Jessica Ashley	83,013	8,303
Dorocicz, Irene	116,299	3,150
Dosanjh, Angie	139,368	-
Dosanjh, Ramandeep Kaur	93,561	6,046
Dotto, Jonathan	97,392	2,319
Dougall, Rory Hadyn	99,937	3,995
Downey, Ryan Patrick	120,525	394
Doyle, James	138,608	-
Doyon, Marie Ann Suzanne	116,075	179
Draper, Danny Scott	117,809	-
Drexler, Paul	94,548	88
D'Silva, Neshay	99,079	4,358
D'Souza, Colin	85,380	1,878
Ducharme, Lea	113,129	-
Duffey, Patrick	121,767	2
Duffy, Simon Paul	115,547	-
Duffy, Supipi	107,502	2,239
Dumont, Bonnie Yin Line	95,335	-
Duncan, Troy W	98,535	3,193

Name	Remuneration	Expenses
Dunfield, Eric Robert	103,229	3,861
Dunn, Cameron Douglas	95,014	17
Dunn, David	161,296	3,845
Dunphy, Kevin	121,044	14,382
Duso, Angela Beatrice	81,529	258
Eady, Erin	88,877	-
Eckert, Janine Mary	91,601	-
Edwards, Bernadette Therese	168,864	7,880
Edwards, Blake	122,562	3,862
Edwards, Skai	103,916	1,434
Edwards, Timothy J	76,581	-
Egan, Gerard M	155,902	7,439
Egert, Amanda Grace	125,955	26,494
Elgert, Rodney G	78,310	92
Eliassen, Noah	117,809	-
Elliott, Jennifer	159,198	3,541
Elliott, Liza	75,254	121
Elmasry, Medhat	122,153	-
Elmes, Nicolas Agostino	91,733	-
Emery, Trevor	109,542	1,136
Emes, Allan	117,809	161
Emmett, Cheryl	117,053	3,285
Eng, Eugene Jan Keung	121,767	3,064
Eng, Kenneth	238,340	7
Ennis, Brian James	93,567	1,080
Epp, Heather Carolyn	117,180	17,056
Epstein, Kyla	131,147	17,070
Erho, Gregory Allan	117,809	1,426
Erickson, Lynn Cecile	120,434	4,009
Estevez-Vilanova, Diego Samuel	75,488	-
Etkin, Alan	106,140	4,210
Evans, Connie Joan	120,434	1,919
Evans, Erika	91,301	298
Evans, Jonathan	110,449	2,054
Ewald, Thorsten	127,482	2,628
Fairey, Kathleen	136,723	959
Fajardo, Edward Ricardo	130,302	9,165
Farooq, Mohammed	136,634	2,020
Farrell, Sonja	91,888	-
Faruki, Mubasher	174,004	19,363
Fasan, Maria Pia	103,274	4,140
Faulkner, Kimberly Lee	85,120	-
Fekety, Julian	109,589	3,175
Felgner, Michael Bernd	117,800	-
Fell, Amy Raine	122,662	8,003
Feng, Fengtian	108,872	10,206
Fenton, Caitlin	86,505	1,789

Name	Remuneration	Expenses
Ferdosian, Masih	107,364	2,825
Ferguson, Arron	118,738	150
Fernandez, Melia	122,170	1,845
Ferrier, Malcolm	128,506	2,383
Ferros, Scott	105,397	1,942
Fiddler, Derek	104,990	15,959
Figner, Jennifer Lyn	275,953	11,425
Filek, Gregory David	101,841	7
Fillion, Stacy Ryan	95,182	2,275
Fine, Brenda	116,299	-
Finn, Steve	150,483	1,730
Fiore, Pasquale	116,299	6,564
Fitzpatrick, Adrian Thomas	113,402	2,456
Flynn, Mark	134,250	1,580
Fok, Yuliia	93,727	6,123
Foley, Vincent	79,452	-
Fong, June	116,977	-
Fong, Michael Anthony Craig	88,937	1,471
Foote, Ian Donald	106,026	758
Forcier, Andre Michael	89,508	83
Forero Lozano, Felipe	117,761	1,490
Forrest, Christopher Sean	133,362	1,444
Forsyth, Robert B	116,299	-
Foster, Jessica	88,623	4,394
Fourie, Johan George	99,492	7,012
Fowler, Amalia Elizabeth	91,888	160
Fowler, Paul R D	138,794	-
Fox, Nicholas Gerard	185,310	559
Francois, Patrick G	117,809	-
Franklin, Devon	127,243	12,430
Fraser, Robert	81,327	-
Fraser, Shelley	146,159	864
Frawley, Emily Anne	94,768	2,092
Friday, Kelly	144,751	824
Friedrich Fong, Carol	130,812	1,848
Friesen, Autumn Joan Blahaj	75,154	69
Friesen, Erin Nicole	120,434	4,271
Frisque, Andrea	170,351	17,481
Fromm, Zuzana	195,148	912
Fry, Eric	146,097	7,337
Fryer, Chad	100,705	1,000
Fung, Celene Sze-Ying	123,129	89
Gacek, Caroline Laura	104,353	12,332
Gajdics, Sylvia A	127,154	15,295
Gale, Roger	140,167	1,331
Gallagher, Trevor Andrew	100,341	34
Galli, Michael	142,141	77,880

Name	Remuneration	Expenses
Galloway, Conan Dale	142,713	1,977
Galway, Robert Sean	116,299	6,415
Gandham, Inderprit Kaur	101,695	6,026
Ganeff, Christopher Edmond	128,990	11,995
Gao, Xinling	86,702	2,002
Gao, Zhuo	105,675	409
Garcha, Priya	75,488	42
Gardiner, Christopher	123,912	28
Garic-Komnenic, Sanja	116,299	4,244
Gasbarro, Marion	111,358	2,213
Gatrell, Ian C	95,019	2,239
Gaudet, Michel	111,380	13
Gavin, Jordan David	81,814	874
Genio, Shaun Luis	106,026	2,147
German, Christine Page	107,104	99
German, Martin	117,809	-
Gervais, Jessica	85,353	-
Gessaroli, Jerome	121,241	5,596
Getz, Daniel	143,392	406
Ghaderyan, Joutiar	131,056	-
Ghaffari, Farzan	116,299	-
Ghazanfari Hashemi, Samaneh	99,628	562
Ghomari, Tamara	129,047	1,000
Ghuman, Manraj Singh	90,817	73
Gibson, Robin	127,094	680
Gill, Balbir	139,628	2,605
Gill, Deepa Kaur	78,243	16
Gill, Kam	105,397	857
Gill, Kiren	87,952	80
Gill, Sireka	106,338	1,449
Gilles, Stephen William	122,255	1,455
Gillman, Christopher Bryce	113,677	12,380
Gladish, Carl	115,081	356
Glashoff, Melissa	77,009	50
Gnoato, Teresa Lynne	120,434	1,739
Gobin, Leah	131,141	4,399
Godia, Flordeliza	114,969	12,279
Goetz, Adam Lawrence	90,241	-
Goetz, Christopher Gregor	92,824	1,388
Golder, Katherine J	116,299	4
Goldlist, Amy Rachel	155,637	1,672
Gonzalez, Enrique	133,974	12,058
Goodwin, David Anthony	101,055	1,857
Gopaul-Singh, Rodan	96,370	-
Goquingco, Julia	79,703	144
Goradia, Bhaveena	80,931	4,997
Gordon, Joseph Terry	177,492	3,959

Name	Remuneration	Expenses
Gorgosilich, Denise G	144,419	405
Goudarzi, Kamran	97,004	-
Gowans, Carley	75,892	-
Gowans, Lisa Alice	119,691	14,114
Grace, Deirdre Alexandra	116,299	3,554
Gracias, Marian	116,299	2,609
Grant, Jason Matthew	117,800	-
Gray, Aaron	95,748	155
Graziano, Bryan	123,062	36,075
Greene, Nicole Jennifer	91,612	1,150
Greig, Matthew Robert Edwin	105,397	2,891
Gresat, Chris	139,632	14
Grewal, Gurminder Singh	127,841	792
Grewal, Inderdeep Kaur	119,215	1,306
Grewal, Navneet Kaur	87,497	1,386
Gribov, Shulamit	95,276	-
Griffin, Alison Elaine	118,699	2,501
Griffith, Christopher	118,818	2,265
Griffiths, David Stuart	117,942	1,264
Grimes, Richard J	104,493	2,410
Grof, Edward Julius	137,279	1,077
Grone, Steven James	124,575	6,620
Guichon, Patrick J	132,256	1,575
Guichon, Shannon	79,531	31
Guirguis, Mazen M	86,979	-
Guo, Quan	228,012	-
Gutica, Mirela	125,922	384
Gwilliam, Matthew	99,658	118
Hadikin, Peter	143,863	1,437
Hafez, Aladin	122,590	-
Hagan, Scott	116,675	74
Haire, Richard Joseph	133,319	15,942
Hajikolaee, Kambiz Haji	125,080	1,818
Haldorson, Kelby Paul	101,811	-
Hall, Christopher John Leslie	100,393	63
Hall, Ike	143,408	5,879
Hall, Jacob James	77,007	1,848
Halsted, Nigel B	120,434	4,475
Halvorsen, Erica Jane	128,728	15,453
Ham, Kyung Seh	77,939	193
Ham, Paul	75,488	-
Hambrook, Dale	112,864	2,017
Hamer, Melissa	103,771	2,371
Hammami, Mohamed Ikbel	96,276	1,431
Hammermuller, Aline	88,165	1,276
Hancock, Todd N	97,215	3,810
Handford-Perronnet, Silken	81,475	143

Name	Remuneration	Expenses
Hannah-Suarez, Maria	118,473	2,809
Hansen, Peter Michael	97,928	-
Harder, Michael	149,656	4,769
Hardie, Tammy Ann	115,556	10,840
Harper, David	97,800	81
Harrington, William	95,182	-
Harris, Chris	95,749	-
Harris, Victoria	105,051	-
Hartlaub, Russell	152,809	3,305
Hartsen, Jennifer	93,630	1,595
Hartsen, Steen	123,136	3,137
Hartwig, Chelsey Dionne	93,962	864
Hashemi, Kousha	112,745	64
Haupt, Cornelis	95,182	-
Hausmann, Matthew Philip	138,496	1,834
Haward, Bradley	79,703	144
Hawkins, Michelle	106,769	1,559
Hawksworth, Derek Justin	76,433	15
Hawley, Samantha	91,888	1,924
Hawthorne, Eric	106,140	518
He, Ming Yan	117,809	-
Heath, Norah Desiree-Mew	108,211	-
Heba, Daniela	115,813	8,253
Hebert, Alexandre	129,264	2,686
Heino, Angela Nicole	114,338	-
Hemraj, Taavita	95,269	1,772
Henderson, Gary Elmer	118,418	-
Henderson, Mary	106,026	1,181
Heng, Susan	116,299	3,050
Hennessey, Craig Adam	116,299	4,616
Herle, Keith A	115,556	4,374
Hernandez Navarro, Denisse Ixtchel	80,197	3,879
Heshmatzadeh, Maryam	126,685	-
Heslup, Simon	115,337	494
Hewlett, Robert G	172,279	8,768
Hildebrand, Dean	212,343	11,759
Hildebrandt, Karl Heinz	112,904	1,180
Hill, Benjamin	96,688	1,285
Hill, Michael J	139,269	9,039
Hill, Rochelle	129,555	5,623
Hiller, Lorena Ruth	116,299	1,073
Hingston, Adrian Owen	92,324	-
Hite, Dorothy Meredith Reeder	103,293	-
Ho, Andre Shi Kit	85,819	-
Ho, Marco	96,916	5,080
Ho, Mary	165,568	4,646
Ho, Pak Wai Caris	76,352	2,184

Name	Remuneration	Expenses
Ho, Sarah Pui-Fong	115,556	8,421
Ho, Stephen	129,922	2,342
Hodge, Gabriel Joel Victor	94,084	215
Hodges, Michael	118,561	3,034
Hodgkinson, Douglas Glen	117,809	-
Hodgson, Tara D	120,434	171
Hofler, Connor	121,482	2,363
Hogg, David Joseph	101,637	607
Holloway, David Michael	120,434	15,567
Holman, Jeremy	107,364	-
Hope, Alison	82,176	1,978
Hopkins, Kimberley Anne	124,809	2,177
Horsfall, Tim	88,937	4,618
Hoseini, Shadi	99,600	502
Hosier, Brian	109,781	-
Hosseini, Seyyed Aliasghar	103,074	-
House-Kokan, Michelle Anne Marie	142,781	1,516
Howard, Jacqueline	105,605	4,089
Howatt, Trudi	115,287	1,098
Howells, Mike J	117,809	-
Howey, Clay Alden	115,556	4,517
Hreich Panagiotopoulos, Helene	115,556	2,769
Hu, Chunxi	95,960	20
Huang, Chi En	164,339	599
Huang, Meng Liang	102,417	652
Hudson, Christopher Alan	265,090	1,348
Hughes, Heather Grace	108,349	6,893
Hughes, Kristine Elizabeth	118,473	2,224
Hui, Lai Yin	107,740	557
Hunter, Aaron	149,380	24,521
Hunter, James Arthur	124,495	7,530
Hunter, Jennifer	106,026	548
Hunter, Kyle	82,142	5,539
Hunter, Rachael Ann	167,629	-
Hunter, Russ	97,873	-
Hur, Roger William	113,307	713
Huynh, Tan Tran Nhat	79,436	1,624
Iapalucci, Daniel Angelo	75,388	95
Icoz, Kirksal	117,809	172
Ilsever, Yalcin Joe	79,145	-
Innes, Colby	93,393	5,091
Ip, Alexander Benson	88,619	28
Ip, Chi Hang	79,493	-
Islam, Nouroul	150,061	7,416
Iulianella, Nikolas Antonio	119,409	2,670
Ivaz, Goran	83,545	84
Ives, Kim	116,299	860

Name	Remuneration	Expenses
Izgerean, Laurie Jean	126,248	-
Jackson, Andrew W	105,397	2,922
Jackson, Antoinette Francis	104,617	94
Jackson, Breena Lee	125,736	30,655
Jacobs, Esti	124,073	-
Jacobs, Ryan Joseph	127,081	416
Jahanfar, Mohammadali	82,552	-
Jaling, Philip	94,098	8
Jamal, Naifin	93,039	2,093
Jamensky, Derek Allan	116,299	2,765
James, Bradley William	95,182	-
James, Jeanine	105,397	3,332
James, Nathan Gray	121,759	191
Jang, Anne	101,099	4,427
Jang, Won-Seok	152,559	-
Jangodaz, Ashkan	92,117	-
Jannesar, Shervin	113,209	1,527
Jassal, Sukhjeet Singh	194,496	13,305
Jeffery, Tamara	104,641	3,779
Jefford, Kevin Martin	118,360	-
Jeffreys, Yvonne	146,746	7,842
Jelic, Anna	116,299	-
Jensen, James Phil	110,228	44
Jetha, Farah	141,691	2,817
Jin, Zhenji	125,288	-
Jit, Naleen	117,809	-
Jit, Naveen Chandra	124,356	-
Jivraj, Ashif	122,885	7,150
Jiwani, Armin	95,705	95
Joe, Christopher Gat Ying	111,188	3,994
John, Daniel Curtis	119,691	6,424
Johnson, Brocklen	96,225	-
Johnson, Jeremy Marino	94,358	-
Johnson, Kent N	105,397	2,509
Johnson, Lara Lynn	273,475	8,273
Johnson, Ryan	101,695	-
Johnson, Valerie Marie	110,284	3,982
Johnston, Bonnie	127,815	9,331
Johnston, Robert Norman	130,459	38
Jolly, Kunal	79,087	1,520
Jones, Antonella	102,969	-
Jones, Caitlin Denise	103,534	1,231
Jones, Colin Arthur Philip	114,899	-
Jones, Timothy	106,140	2,815
Jones, Vince N	124,607	9,720
Jones, Yvette	119,128	1,820
Joo, Heesu	88,085	1,416

Name	Remuneration	Expenses
Jopling, Tom	137,810	1,775
Jordan, Tessa	104,697	-
Jose, Liza	186,637	472
Joseph, Peter	94,675	6,479
Joseph, Stefan W	115,893	4,179
Joseph, Zaa Derik Gammel	116,299	5,881
Joshi, Crystal	90,791	3,732
Jovic, Dusko	103,350	2,101
Jubb, Stephen	117,644	5,837
Jung, Lisa	152,512	1,580
Jung, Sung Moon Stanley	117,809	-
Kader, Barbara	98,762	826
Kadkhodayan, Hamid	93,901	112
Kaese, Jacqueline Lee	119,215	9,890
Kahlon, Harjothe	102,075	1,968
Kaisara, Gothusang	112,520	437
Kalaichelvan, Sahibah	92,374	-
Kambo, Amardeep Singh	110,284	4,083
Kan, Angela Chi Yan	75,577	-
Kan, Susanna Sie Wun	115,556	2,054
Kandola, Jasendeep	81,332	2,220
Kaneko, Ken	113,129	64
Kao, Elizabeth	218,098	2,377
Karakilic, Vanessa Anna-Louise	86,434	2,809
Karimi Sharif, Hamed	124,770	-
Karlstedt, Kyle	128,141	-
Karppinen, David Leroy	99,010	-
Kary, Amy Carmen	116,299	2,150
Kassam, Farzad Farid	104,319	2,522
Kassteen, Inge	163,877	864
Kaur, Chamandeep	100,185	49
Kaur, Harpreet	115,604	-
Kaur, Ravnit	114,764	7,079
Kaur, Sukhan Preet	80,119	144
Kaynezhad, Anna	96,036	119
Kazakoff, Maximilian	107,630	742
Keilbart, Ken K	94,654	1,907
Kelly, Shannon	122,629	-
Kempt, Jacob	101,138	9,606
Kennedy, Kathryn Joan	158,608	5,867
Kent, Cynthia Velma	136,132	641
Kerr, Jennifer	129,991	29
Kerrigan, Jill	120,434	3,445
Keshavarz, Rouzbeh	150,853	791
Khazei, Caroline Joanne	120,434	7,329
Khelifi, Djamel	116,299	-
Khezzadeh, Maryam	105,360	350

Name	Remuneration	Expenses
Khramov, Alexander	116,360	-
Killer, Leanne Marie	105,397	-
Kim, Diane	100,185	5,495
Kim, Ho-Sup	109,378	-
Kim, James	125,789	661
Kim, Lerna	80,931	-
Kim, Siwon	120,434	1,355
Kim, Sungho	107,249	910
Kirby, Kirsten	79,266	-
Kirkley, Jessica	79,089	4,307
Klassen, Derek	117,809	-
Kliemantat, Miranda Ruth	94,666	3,458
Klundt, Allison	116,299	1,885
Koehler, Amanda Jean	114,669	2,715
Koh, Chiu Fong Eunice	118,000	780
Koirala, Anish	155,411	1,585
Kojwang, David Ogwen	122,234	1,987
Koke, Thomas E	112,636	2,779
Kominko, Svitlana	130,899	12,216
Komzakova, Iva	83,911	2,598
Kong, Jennifer Yimnong	146,088	759
Kong, Susan	80,931	-
Konieczny, Kristin Alicia	107,506	6,130
Kononenko, Marina	90,241	1,236
Koo, Tony	130,584	1,629
Kooner, Harinderpal	108,826	1,878
Kooner-Basanti, Harjot Kaur	116,299	10,132
Kornienko, Anna	113,872	10,897
Kovacic, Diana K	139,846	2,944
Kovalova, Viktoriia	153,320	22,060
Krampitz, Paul	77,691	-
Krapchan, Ludmila	118,006	4,814
Kreut, Bob James	139,090	8,788
Kristoff, Wendy	90,437	28
Ku, Bill Yuk Piu	76,633	79
Kuan, Steven Yet Wui	160,935	2,357
Kuligowski, Ireneusz	94,407	4,211
Kuo, Hsin Hen	109,065	788
Kurji, Zahra	119,691	10,439
Kurooparan, Kulepa	95,269	7,569
Kuyer, Millie Tess	90,367	5,456
Kwan, Chi-Hsing	93,275	2,748
Lachocki, Michael James	85,372	1,000
Lacuna, Maria	121,654	880
Ladubec, Marcie	111,806	220
Laguio, Joselito Espiritu	124,226	2,134
Lam, Angela	94,888	2,117

Name	Remuneration	Expenses
Lam, Bernie	105,701	2,717
Lam, Joyce King Yen	105,978	5,517
Lam, Simon	151,041	10,212
Lamarre, Mary Elise Johanne	115,556	4,185
Lambie, Krista	161,577	1,308
Lane, Thomas F	119,464	6,555
Lang, Clinton	99,658	-
Lary, Anna	124,187	10,152
Lashar, Baljit	96,177	-
Lau, Claudia Pak Ka	109,760	4,529
Lau, David Kai-Bong	105,397	4,503
Lau, Ying Yin	110,284	1,058
Law, Joyce Chung Sze	103,583	12,769
Laws, Kiersten	98,582	2,080
Laxton, Vince	203,214	751
Lazar, Izabela	164,402	-
Lazarus, Benjamin Louis	103,989	169
Lazenby, David J	138,787	96
Leal, Mary Antoinette	88,375	-
Leaney, Cindy Ann	127,979	16
Leathers, Jonathon	127,678	1,276
Leblanc, Louise Ellen	115,556	-
LeBreton, Wendy Lee Anna	97,262	1,800
Leduc, Renee Yvonne Marie	86,853	12
Lee, Aaron Matthew	128,184	-
Lee, Adelaide	88,937	32
Lee, Angie	103,602	135
Lee, Chi-Lu	80,716	2,270
Lee, Kimberly Alice	116,299	8,705
Lee, Melinda	80,931	2,295
Lee, Mina	95,168	1,027
Lee, Paul Shih Hsuing	88,417	1,697
Lee, Ray Chiang	157,313	918
Lee, Stephen Joseph	116,299	4,095
Lee, Vicki Man-Ling	80,931	1,367
Lee, Ya-Wei	77,917	-
Legault, Jean-Yves Sylvio	97,988	1,628
Legault, Rene Arthur	119,889	128
Lei, Jinyu	120,434	2,973
Lemieux, Derek	191,573	114,170
Lemon, Fiona Catherine Isabel	103,229	-
Lesmeister, Trevor	121,895	2,275
L'Esperance, Bruno	116,299	1,525
Leszczynski, Jocelyne	114,993	1,282
Leung, Boris Yiu Chung	116,299	3,990
Leung, Chi Wai Wilson	137,960	8,183
Leung, Henry	118,006	4,900

Name	Remuneration	Expenses
Leung, Ryan Kin Lun	115,576	-
Leung, Sze Ki	79,225	1,344
Lewis, Ann Sharon	108,552	521
Li, Bo	120,434	1,158
Li, Jie	146,825	5,697
Li, Roxy	75,173	2,184
Li, Ruby Yanjing	78,271	3,483
Li, Yan Judy	190,460	6,033
Li, Yun	118,719	2,719
Licastro, Sandro V	110,067	2,871
Lien, Craig	117,698	-
Lilburn, Sean Riley	93,352	-
Lima, Celso Dario	105,702	-
Lindberg, Richard Charles	118,216	931
Lingbaoan, Jennifer	102,647	236
Link, Bruce D	118,191	-
Linkletter, Ian R	114,403	2,318
Linn, Patrick Jamie	114,726	150
Little, Joy	84,561	65
Liu, Eddie	105,397	48
Liu, Evelyne	114,180	6,737
Liu, Jinfeng	79,485	-
Liu, Ranmeng	86,703	46
Liu, Yingpei	88,959	-
Liu, Yuchang	88,623	75
Lo, Jennifer Y.H.	89,597	-
Lo, Julie A	88,937	32
Lo, Quin Wai	116,299	-
Lo, Tsz Him Ivan	85,507	-
Lobo, Stephen A	119,691	1,467
Logan, Andrew Gordon	121,767	-
Loomba, Reena	79,743	-
Lopes Lemos, Leonardo	105,397	5,629
Lopez, Ma Camille	79,294	2,255
Lord, Trevor Dean	118,738	16,271
Lount, Jingjing	126,557	2,296
Low, Kenton Hubert	201,655	431
Low, Vivienne Bik Fong	138,610	722
Lowe, Jimmy Kok Leung	102,674	2,824
Lowe, Michael Andrew	131,388	2
Lowe, Pey J	93,436	-
Lu, Fang	98,920	2,271
Lubiw, Nataalka	180,279	126
Luk, Marita	140,836	9,600
Lukits, Stefan	144,472	3,970
Lungu, Oleg	117,283	4,580
Luong, Ngoc Lan	116,299	3,583

Name	Remuneration	Expenses
Lush, Georgina Jayne	87,086	5,919
Luster, Larry N	93,039	1,340
Lvovski, Ilia	139,026	3,125
Ly, Nguyet Vien	75,723	-
Ma, Gilbert Kai-Fay	111,507	4,998
Ma, Hao	111,216	-
Ma, Hillgan	123,719	-
Ma, Wendy W N	96,635	1,940
Macapili, Raymond Bacero	93,561	2,709
MacDonald, Madelyn Cypris	97,952	3,126
MacDonald, Ross	105,397	118
MacDougall, Joshua	119,783	1,784
Macey, Elizabeth	107,249	-
Machhein, Jessie Francois	125,385	124
Machhein, Richard Andreas	95,452	-
MacLean, Steven Richard	104,214	-
Madigan, Jeffrey Edward	90,736	-
Madigan, Jennifer	131,549	31,860
Magantino, Davis	90,070	1,401
Magliery, Thomas	120,007	2,568
Mah, Calvin	93,031	140
Mailey, Warren A.	94,872	32
Major, Leslie Joan	205,461	3
Maki, William	115,453	1,529
Manbachi, Moein	125,758	10,029
Manson, Katherine Ann	156,029	21,975
Manson, Tiia	130,312	3,838
Marcantuoni, Marco	83,030	-
Marchiori, Lucy Maria	105,362	7,776
Marin, Bogdan Nicolae	130,468	-
Mark, Kenneth Chow	116,299	-
Marken, Kenneth Gerald	123,956	971
Markvoort, Anne Marion Brine	121,019	3,129
Marshall, Carolyn Jane	95,269	722
Marshall, Kaitlin	105,761	4,433
Martin, Brodan	102,483	1,179
Martina, Carol	122,737	-
Martino, Robert	115,980	128
Masehoor, Tahmina	94,067	8,136
Matheson, Anna C	117,990	4,240
Mathee, Pierre	154,960	1,735
Matthews, Richard	122,348	-
Mattu, Kuldeep	88,937	2,912
Matz, Mi Young	80,931	2,491
Maxwell, Alexander C	130,043	-
Mayer, Hunter W	100,472	2,931
Mazepa, Lindsay Denise	136,753	-

Name	Remuneration	Expenses
McCartney, Ryan	85,207	126
McClain, Steven Allen	103,801	4,595
McClarty, Bridget	91,747	7,938
McClelland, Lee	91,888	51
McConnell, Andrew W	148,128	-
McCrae, Rod	117,809	66
McCutcheon, Jodie Anita	124,195	5,149
McDonald, Shannon Adelia	92,475	706
McDonnell, Aidan	88,019	96
McElroy, Alex	129,350	1,109
McGee, Patrick Henry	142,789	1,927
McGuinness, Michael Walter	116,962	-
McInally, Phil J J	127,886	519
McInnis, Erin Michelle	78,771	2,892
McIntosh, Kristi	131,032	10,911
McKave, Dallas Larion	95,182	-
McKay, David Jonathan	90,513	48
McKoryk, James Johnson	129,390	591
McLachlan, Melissa	131,442	44
McLean, Russell Harland	105,556	8,529
McLellan, Cynthia Jeanne	115,796	6,167
McLeod, Sarah Jean	120,434	-
McMartin, Kenneth James	95,182	-
McNinch, Nathan	116,290	-
McNulty, Robert W	106,140	4,744
McWilliam, Mary	126,663	3,697
Meagher, Carrie Leah	124,473	15,140
Medeiros, Pablo	88,671	148
Meegan, Linda Marie	120,690	-
Mehrian Esfahani, Amir	82,716	624
Mehrotra, Samarth	92,937	1,633
Melo, Michael Costa	114,649	2,938
Men, Zhipeng	76,253	-
Mendes, Diego	78,916	4,535
Mendez, Victor	124,989	747
Menon, Preseedha	116,299	2,023
Merali, Zainub Zena	135,447	86
Mercer, Matthieu Shaw	120,278	3,280
Merchant, Sandra May	116,299	2,373
Messer, Bryan John	121,767	29
Miles, Richard Paul	183,225	10,774
Miller, Keith Lawrence	111,207	231
Mirza, Shameem	88,623	830
Moaddab, Ali	97,013	6,831
Mohamed Thangal, Sayed Naseel	82,808	79
Mohammad Vali, Ali	92,824	19,565
Mohammad, Rafiuzzaman	102,973	200

Name	Remuneration	Expenses
Mojarrab, Abbas	122,396	-
Molinari, Joao	155,141	2,556
Monks, Michael Andrew	147,922	28
Moore, Jason Nicholas	123,696	2,889
Moore, Jennie Lynn	155,191	1,861
Moores, David	93,563	3,619
Moothoo, Hazrah Letchimy	82,568	60
Mora, Rodrigo Alberto	120,418	1,318
Morco, Maritoni Q.	82,081	-
Morgan, Orrett	121,853	7,510
Morita, Somrudee	77,343	916
Moshrefzadeh, Joubin	133,440	-
Mostafavi, Shiva	79,493	42
Motut, Daniel R	96,278	81
Muhle, Kristopher	93,360	1,021
Mulder, Michael John	144,623	1,268
Muldoe, Crystal	78,968	4,239
Mulligan, Lindsey Jan	92,824	869
Mullis, Steven Patrick	117,809	-
Munday, Davinder	131,614	-
Munday, Jasica Kulvinder Kaur	95,269	327
Murie, Randall	117,218	3,783
Murphy, Andrey	117,809	-
Murphy, Eilish Bridget	99,572	1,853
Murphy, Megan Jean	116,299	3,770
Murray, Hannah Charlotte	88,623	293
Mustafa, Aiman	116,299	-
Mutis, Catherine Josephine	108,101	2,320
Myers, Haley Anne Catherine	86,866	3,007
Nadeau, Joseph Louis	78,870	80
Naderi, Mahsoo	154,598	2,583
Nahal, Gurinder	91,888	1,873
Naicker, Nitasha	142,784	4,612
Naidesh, Don William	120,473	1,159
Nakamura, Mark Shugo	126,418	6,534
Nakamura, Takashi	112,486	-
Nakui, Erica	104,275	3,288
Nash, William Thomas	128,256	3,747
Nason, Robert H	84,975	3,793
Nates, Heather	104,935	1,469
Nath, Rohitendra	108,325	2,675
Nath, Vnit Vinesh	219,612	29
Nayak, Jay Kamalkumar	92,525	314
Nelson, Sarah	137,254	3,862
Netherton, Scott E	121,082	2,094
Nevard, Jon Douglas	121,552	-
Neville, Sarah	116,437	9,357

Name	Remuneration	Expenses
Newman, Jennifer Lynn	98,582	2,042
Ng, Aaron Yu Hin	84,879	1,859
Ng, Fiona	140,223	1,209
Ng, George Edward	117,809	3,047
Ng, Kar Lun	109,532	4,830
Ng, Mark Ying-Wai	125,373	-
Ng, Steven	146,472	2
Ng, Wai Wah	105,360	1,167
Ngai, David Sik Chong	111,518	27
Nicholson, Shauna Lee	118,473	7,001
Nielsen, Evan	104,596	7,393
Nierop, Angela Leanne	106,026	668
Nikfetrat, Koorosh	96,564	6
Nishimura, Kim	116,299	1,320
Noel, Randall Keith	77,486	63
Nolin, Julie Diannah	155,284	951
Noronha, Kevin	186,360	8,102
Noureddin, Bornha	123,495	520
Novakovic, Julie	116,299	-
Nussbaumer, Alison	202,861	4,721
Nyaeme, Bassam Adam	260,672	-
Obradovic, Vaso	85,119	3,391
O'Brien, Rory	104,668	2,056
Oching, William Erneo	116,299	5,124
O'Donovan, Kimberley Anne	84,222	7,334
O'Donovan, Miriam D	81,029	2,348
Ogden, Stephen Andrew	77,435	-
Ogundare, Olusegun John	124,531	3,651
Oh, Janine Tracey	95,678	4,277
Ohm, Won Suk	113,872	1,863
Okochi, Tomoko	92,803	-
Olding, Cameron J	95,182	-
Oliver, Patrick	89,692	1,178
Oller, Karina Fenequito	92,824	2,431
Olsen, Christina Renee	113,218	30
Olson, Dyrrian	88,936	3,519
Olson, Hayley Paula	95,273	14,623
Olszewski, Adrienne Ginger	116,299	9,131
O'Mahony, Jennifer Louise	113,129	-
On, Jessica Kay	90,225	2,195
O'Neill, Donna	119,691	5,671
Ontkanin, Juraj	138,077	4
Oraji, Rahim	157,278	-
Orr, Carly Yan Chi Wong	107,442	4,725
Ostermann, Henry K	110,970	-
Otto, Jeffrey	117,297	14,628
Ouwerkerk, Brooke	77,336	48

Name	Remuneration	Expenses
Overgaard, Mark	117,809	1,364
Owen, Sean William Albert	120,870	-
Oye, Russell H	146,432	8,437
Pace, Manon H	140,782	4,512
Padda, Navjot Kaur	102,061	281
Palizban, Heydarali	150,230	16,114
Pandey, Anurag	139,536	8,679
Pandey, Bishnu Hari	116,299	-
Panduri, Gisella	104,617	1,236
Pannu, Amrita	100,185	1,199
Papps, Kristine	112,666	4,850
Paraninfi, Anna	107,003	142
Pare, Francois-Xavier	116,299	-
Parker, Jeffrey Malcolm	78,714	-
Parker, Lara	166,181	1,600
Parks, Kenneth	123,615	-
Parliament, Deb	116,628	99
Parmar, The Estate of Jaspal Kaur	174,873	84
Parr, Greg	112,892	1,333
Parry, Sandra Jeanne	115,556	1,558
Parsakish, Ramin	126,078	-
Parsons, Laurel	79,493	-
Pascual, Joan	116,848	10,871
Passos, Maria Rosario	94,534	8,565
Paterson, Scott J	117,809	11
Patterson, Jody	116,299	12,178
Pavle, Andrew James	108,054	150
Paxton, Christie	125,320	485
Payrastra, Heather Jane	93,039	6,159
Peacock, Jordan Dan	95,182	-
Penkala, Robert	114,445	-
Penner, Travis Sean	108,148	2
Penner, Vincent Jonathan	100,274	3,063
Penny, Michelle	95,276	4,249
Peralta, Billy	105,498	10,606
Pereira, Agnelo Lucio	167,039	1,844
Pereira, Julie Marie	75,068	68
Perry, Justin Kenneth	97,876	6,065
Perry, Steven John	212,988	23,146
Peters, Madison	90,496	16
Peterson, James	124,300	418
Petrie, Cynthia D.	275,213	11,374
Petrov, Olga	125,336	10,038
Petruik, Ezra Alexander	91,888	57
Pettenon, Stefano G	129,757	69
Phelan, Richard C	125,799	2
Phipps, Rosalind Anne	113,913	5,509

Name	Remuneration	Expenses
Pho, Julien Nguong-Triet	105,830	815
Picher Kelly, Melissa Marie	108,395	992
Pichugin, Ivan	121,138	5,857
Pierce, Tami	136,834	15,725
Pigeon, Erica	75,723	1,731
Pillay, Alysha	98,582	1,624
Pilotte, Ryan C	114,338	92
Piper, Deloris	166,055	200
Pirvu, Ciprian	145,645	11,267
Piva, Jeffrey Anthony	104,055	2,232
Podut, Alexandru	117,809	24
Poehlke, Josh Anthony Austin	117,800	-
Poelzer, Denise De Vita	119,691	726
Pogrebinsky, Igor	88,937	7,367
Pointon, Barry W	116,299	5,583
Polkki, Markus	90,403	1,056
Pollon, Simon	150,438	-
Pon, Jason S	103,323	1,711
Pongracz, Tamara Eden	101,595	2,572
Poon, Joanne	113,886	1,853
Poonoosamy, Klint	96,169	1,630
Popoola, Sarah	95,671	1,021
Power, Deborah	80,663	14,247
Powszedny, John Eric	122,253	7
Prakash, Anthony R	117,800	-
Prentice, Megan	105,953	6,061
Preston, Robert Andrew	107,249	683
Prior, Roger Michael	117,809	-
Pudlak, Izabela	84,604	16
Purewal, Manpreet	85,507	3,922
Quazi, Hijab	110,931	4,754
Quiring, Gretchen	120,450	-
Quraishi, Omair	255,648	9,842
Rahimi, Sayed Israr	100,379	6
Rahman, Md Mahbubur	98,582	562
Rai, Parmjit	121,656	255
Rai, Reena Kaur	108,611	-
Rajabi, Mohammad Ali	124,348	2,050
Raju, Marshall Kevet	95,603	2,291
Rako, Frank	79,073	63
Ralph, Andrea Christine	103,644	2,416
Ram, Erika Ashley	106,527	1,377
Ramani, Akila	104,329	-
Ramazzini, Soraida	113,677	3,191
Ramer, Phillip Edward	160,714	663
Randall, Bruce A	108,791	379
Randhawa, Tejinder	153,066	-

Name	Remuneration	Expenses
Ransome, Douglas Bruce	120,434	7,371
Raoufi, Cyrus	143,448	4,632
Rashedi, Hoda	87,780	-
Rawji, Hala Fatima	139,755	850
Read, David Bruce	156,632	3,517
Reaugh, James Jonathon	150,516	-
Redmond, David	117,809	380
Rees, Glynda Joan	121,436	23,301
Regacho, Isaiah	83,752	68
Regan, Kendal Lea	123,150	5,885
Reid, Lyle Hanford	117,809	-
Reinert, Richard R	131,215	5,069
Renkema, Gabriela	75,070	1,577
Renzullo, Tracey Catherine	146,851	8,152
Rerup, Chris Werner	75,488	24
Riahi, Fatemeh	94,350	416
Ribble, Kevin G	115,556	7,539
Richardson, David Andrew	123,081	38
Richardson, Spencer	107,994	162
Richter, Charlene	136,893	3,281
Riddle, Betty Poi Lin	100,238	6,348
Riley, Tami R	120,434	13,633
Rimanic, Louise	115,556	2,254
Riquelme, William	86,091	128
Rivera, Polly	81,674	709
Roberts-Jones, Phillip	99,926	3,406
Robertson, Fraser Iain	165,215	1,517
Robinsmith, Michael Joseph	175,285	-
Rockall, Matthew	133,861	-
Rockel, Danielle	151,060	1,562
Rodrigues Sikich, Grace	113,532	955
Rogers, Kathy Jane	77,683	-
Rohaly, Michael Robert	79,205	144
Roland, Armarn	121,498	3,126
Rolos, Arvin Rinaldo	81,932	263
Roma, Nicole Mary	109,511	7,645
Romalo, David	81,487	5,146
Romanisson, Michael	83,671	80
Rosario, Ivan Alano	105,397	3,391
Rouse, Cameron Sean	104,552	3,952
Rowan, Edwin	94,885	2,264
Rowley, David William	99,080	-
Rowsom, Kristy Anne Sarah	106,026	1,489
Rozman, Paul	116,299	-
Rubalcava Vargas, Tatiana Aigul	115,547	1,324
Rukavina, Tony Martin	95,182	43
Runnings, Brett	123,416	32

Name	Remuneration	Expenses
Russell, Jacquie	120,690	1,462
Ruzic, Goran	171,981	4,059
Ryan, Catherine J	116,299	31
Saberi, Hassan	119,348	-
Sabeti, Shadi	99,385	776
Saczuk, Eric	125,291	22,855
Safoniuk, Mike	123,641	680
Sajid, Ghulam Mustafa	120,735	13
Salahinejad, Maryam	123,770	8
Sallaway, Bria Danielle	78,477	-
Salomons, Elizabeth	77,483	-
Salsabil, Umme	113,746	78
Samra, Bilawaldeep Singh	78,130	3,106
Samra, Rajpinder S	121,266	-
Samrai, Baljit	121,788	19
Sandhu, Harjot	125,921	1,264
Sandhu, Ranjit Singh	120,131	-
Sangha, Parmjeet	101,124	2,741
Sanjuan, Antonio	116,299	-
Santi, Arlene	80,931	3,870
Sarwal, Sanjeev Kumar	117,809	3,954
Satoglu, Shan	120,434	4,064
Sattari, Behrouz	92,824	46
Savithri, Jalaja	102,012	1,151
Sawicz, Shaun Michael	93,563	14
Sawyer, Paul	115,557	-
Schatz, Rachel	117,689	344
Scheibel, Stephen	116,725	-
Schenkel, Martin	107,249	-
Schmidt, Britta Kirsten	89,692	6,830
Schnurr, Frank	116,299	2,421
Schubert, Loren Bryan	147,356	3,597
Schultz, Christina Anika	79,624	-
Schultz, Jeff Todd	115,556	-
Schulz, Kenneth Bradley	92,133	1,001
Schutte, Lauren Blythe	122,641	4,035
Scott, Cristina	79,841	8,211
Scott, Ian	95,182	928
Scott, Nicholas William	80,140	-
Scott, Robert	98,753	2,016
Scutt, Greg	120,434	109
Seixas Castela Viegas, Joao Vasco	116,299	3,290
Sekhon, Ajmer	104,533	-
Sekhon, Anoop	116,299	1,861
Selesky, Kevin	125,789	-
Semenowich, Kevin Douglas	92,210	2,878
Senthilkumaran, Abhirami	83,105	3,580

Name	Remuneration	Expenses
Seto, Jarrett	75,030	48
Shahabi, Bahareh	119,384	4,083
Shang, Yina	78,171	40
Shannon, Christopher Andrew	125,982	200
Sharda, Harroop Kaur	118,558	6,996
Shariat-Zadeh, Minoo	116,299	9,665
Shariff, Ambreen Nasardin	80,931	3,628
Sharpe, Daniel Neville	115,347	4,840
Shauer, Barbra Lee	113,792	12,561
Shawer, Saad	113,899	-
Shelest, John Grant	90,820	8,186
Shell, Sydney	95,269	995
Shellard, Joan	116,299	-
Shema, Yves Rene	93,561	-
Shen, Shih-Yang	106,140	4,476
Shen, Wei-Jen	183,119	3,048
Shepherd, Matthew	117,948	-
Shergill, Manpriya Kaur	82,132	1,104
Sheridan, Kimberly Dawn	75,505	95
Shiels, Christine	87,640	2,481
Shokoufi, Majid	103,330	562
Shore, Gary	130,064	5,719
Siddiqui, Mujeeb	138,170	3,450
Sidhu, Carmine	93,039	37
Sidhu, Jatinderpal Singh	142,448	5,366
Sidhu, Maejor	98,148	1,758
Sidjak, Craig Thomas	163,174	209
Siedlaczek, Kathy	194,717	13,185
Siljander, Mark David	117,270	1,368
Silveira, Annie	120,861	719
Simmons, Charles E	141,437	-
Simpson, Ying	89,679	2,195
Sinclair, Shaun	120,434	2,355
Singer, Zachary	93,561	80
Singh, Amoldeep	97,231	-
Singh, Anika	100,419	1,492
Singh, Gurdial	92,669	595
Singh, Manpreet	85,379	1,036
Singh, Stephan	94,675	1,177
Singh, Sukhwinder	88,926	10,106
Singh-Dhulam, Preshan	119,589	16
Siu, Christopher	116,299	3,458
Siu, Hau Nei	101,378	-
Sivia, Gagandeep	111,208	16,031
Sivia, Kulwinderjeet Kaur	125,385	7,236
Skinner, Gillian Elisabeth	105,887	525
Skipper, Philip	119,198	168

Name	Remuneration	Expenses
Slogan, James Randolph	97,017	2,989
Smith, Adrian Erle	95,762	1,664
Smith, Charlene	107,552	2,930
Smith, D'Arcy Dewolf	194,819	48
Smith, Don	118,819	-
Smith, Douglas E	121,441	148
Smith, Jan	189,923	14,905
Smith, Kavan Ann Binnie	96,646	1,711
Smith, Martin Frank	121,768	4,559
Smith, Mathew	171,832	5
Smith, Wayne Michael	101,695	-
Snider, Timothy Allen	130,832	-
So, Janet	105,397	11,784
Soasti De la Cruz, Jorge Patricio	81,405	-
Soedhwa, Viresh	81,932	3,500
Sokolov, Nikolai Vasilievitch	134,555	14,221
Sokolova, Antonina	118,942	10,765
Solomon, Joshua Buckley	87,929	2,358
Son, Jessica	89,446	1,014
Song, Huimin	127,796	15,845
Soulis, Hugh	75,488	-
Soulsbury, Kevin	120,861	-
Sowinski, Tomasz	97,453	1,143
Speers, David W A	99,186	2,917
Sreenath, Remya	129,500	7,422
Sriram, Aarati	98,582	-
Stanisavljevic, Dusan	124,563	-
Stanley, Holly	126,953	73
Starck, Laura	79,341	1,795
Steiner, Robert	129,128	-
Steller, Dennis Matthew	103,229	12,461
Stenyugina, Irina Aleksandrovna	87,699	-
Stewart, Alan J	88,937	3,667
Stewart, Christina Dianne	75,654	-
Stewart, Heather G	114,081	80
Stewart, Kathryn	116,299	-
Stewart, Ronald John	109,542	2,193
Stirling, Nathan	97,752	692
Stogryn, Randeep	78,307	1,762
Storm, John Kenneth	116,299	41
Stott, Laurie Jeanette	123,045	3,082
Strange, Martin Alexander	115,598	699
Streimer, Arlen Randall	126,104	-
Stropky, David M	93,294	2,004
Strujenco, Victoria	116,284	2,793
Su, Qing Chun	93,413	3,987
Suh, Seungbeom	95,182	4,908

Name	Remuneration	Expenses
Sujadi, Ira Gustiana	97,178	1,021
Sulatycki, Elizabeth Krystyna	76,212	3,237
Suleman, Navida M	273,676	16,334
Sull, Sarbjit	93,039	-
Supeene, Robert Jules	95,182	24
Susanthan, Subramaniam	104,450	53
Sutherland, Lenalda	134,775	326
Sweeney, Edward Michael	107,502	-
Sy, Hong	105,384	5,708
Syed, Tahira	90,951	3,201
Szafran, Thomas	123,176	36
Sze, Aaron	75,723	57
Tabatabaian, Mehrzad	116,299	830
Tafti, Reza	166,108	-
Taheri Kahnamouei, Jalal	112,823	55
Taheri, Pooya	103,969	46
Tait, Alexander Steven	90,013	1,537
Talebi, Hamidreza	139,851	10
Talman, Jennifer	161,456	1,851
Talukdar, Sudip	120,434	2,330
Tam, Nancy Wai-Mun	115,556	5,340
Tamanna, Omid	88,937	4,272
Tan, Amy Sui Ming	78,895	2,592
Tan, Vernie	76,592	43
Tanchak, David	169,300	644
Tang, Emily Pui Sun	118,858	18,300
Tang, Huafeng	107,004	63
Tang, Yang	117,748	96
Tanoh, Germain	157,278	29
Tapp, Charles	98,582	-
Tashdjian, Raffi	95,731	-
Tavaszi, Elena Alina	105,397	3,807
Taverner, Tarnia	116,299	663
Taylor, Bryan	117,809	-
Te, Richard Co	115,755	-
Telang, Abhilash	88,937	1,613
Ternes, Robert	115,409	-
Thiessen, Gordon D	115,556	4,504
Thomas, Heather	84,979	-
Thomas, Peter Cyril	115,546	-
Thomas, Ryan R	117,809	1,000
Thompson, Bruce	160,782	4,671
Thompson, Christopher George	106,026	1,340
Thompson, Debbie	114,338	-
Thompson, Kristine	148,912	188
Thompson-Jendrysek, Blair	117,809	144
Thursby, Sheena	100,185	1,117

Name	Remuneration	Expenses
Thurston, Mary Kay	119,691	1,743
Ticehurst, Kelly Anne	104,617	5,634
Tikkanen, David	128,533	1,069
Tipton, Travis Blair	145,540	2,792
Tirado, Maria	120,000	8,569
Tiwana, Supriya	88,597	467
Tolentino, Rudymar	75,935	153
Tomie, Brynn	106,601	3,711
Tong, Big Wah	205,301	3,247
Toor, Paviter Singh	126,534	3,145
Tooyserkani, Zahra	115,263	23
Torillo, Maria	101,463	473
Torrance, M Tracey	79,703	144
Townsend, Christopher E	80,931	43
Trigo, Rachel	76,871	1,643
Trost, Robert	107,353	3,562
Tsao, Haruna	97,785	-
Tuck, Ronald Alexander	79,675	17
Turnbull, Joanne Janice	101,077	89
Turnbull, Sonja	83,582	-
Turner, Donna Ewun	156,012	8,655
Turniawan, Thomas Larry	82,395	1,153
Tzou, Tsung-Han	103,229	3,731
Udevi-Aruevoru, Chinyelu Theresa	78,875	-
Umeugo, Fortune	118,843	570
Unruh, Amanda	110,056	1,227
Upton, Anthony Richard	115,838	6,762
Vail, Laura	197,821	17,253
Valouche, Jasmine Catherine	106,026	4,297
Van Beest, Harry Clement	98,843	-
van Ginkel, Cynthia Elizabeth	131,754	3,013
van Jaarsveld, Izelde	179,886	7
van Jaarsveld, Marlize Ingrid	231,044	7
Vance, Kenneth Bryon	97,988	172
VandenBerg, Tena	140,223	1,021
Vaney, Michael	141,613	7
Vankayala, Vidyasagar	170,791	3,078
Varaich, Pawandeep Singh	114,075	2,148
Vasquez, Edward Michael	196,457	3,531
Veenstra, Megan	94,089	6,075
Verbeem, Jeffery John	116,299	12,039
Verner, David Hamilton	116,299	3,242
Vicic, Marko	116,021	6,729
Vilches, Kirsten Ruth	92,445	1,781
Vilches, Theresa	95,269	2,614
Villatoro, Martha Lucia	80,141	144
Virk, Gurjeet	88,367	5,907

Name	Remuneration	Expenses
Vo, Quang	115,081	-
Vohra, Neera	140,816	7,529
von Aulock, Maryna	115,828	7,091
Voo, Dianna Swe Keat	85,066	951
Voong, Pei Sei	81,818	-
Vorliceck, Simon	122,257	12,067
Vuong, Elaine	122,043	1,393
Vurdela, Richard	138,527	25
Waberi, Shawna Marie	120,425	12,910
Wadge, Soizic	117,395	720
Wahl, Gregory	96,192	13
Waite, Lisa Marie Christina	113,677	5,810
Wajzer, Agata	87,000	1,279
Walker, Rick G	91,771	-
Walker, Stephen	100,185	8,103
Walls, Kevin Christopher	95,182	-
Walsh, Sean Allan	184,367	167
Walters, Rod G	117,809	133
Wan, Gary Chung Kei	97,587	-
Wang, Chong	89,140	1,729
Wang, Guojian	106,140	63
Wang, Hao	105,397	714
Wang, Jiang	80,624	80
Wang, Susan Xiuying	112,626	5,532
Wang, Xiaodong	106,863	9,342
Warburton, Claudine	123,666	54
Ward, Bradley	100,185	1,258
Warren, Peter	122,905	-
Waslewsky, Deanna	93,561	2,735
Watson, Craig	94,375	-
Watts, Jared	124,619	-
Wealick, Steven Mark	95,179	13
Webb, Darlene	134,191	2,547
Weber, Sarah Marie	80,931	-
Weckworth, Peter	106,121	1,998
Wei, Albert Ho Min	116,299	4,762
Wei, Caleb Shun Tao	117,809	-
Weibley, Bryce Edward	75,715	1,128
Weintraub, Jennifer	117,264	7,650
Weisner, Jesse William	110,551	1,918
Wenzel, Carol Lorraine	118,253	2,798
Werring, Bethany	97,004	3,088
Westcott, Morgan Shaun Fraser	185,478	25,799
Whittle, Erin Elizabeth	117,282	2,478
Whyte, Michael Jasper	124,242	2,313
Wiebe, Brian Michael	136,029	4,061
Wiebe, Christopher Rolf	114,086	3,948

Name	Remuneration	Expenses
Wiebe, Douglas S	121,695	2,742
Wiebe, Murray Douglas	107,249	44
Wilder, Jason William	200,545	2,776
Willcock, Tracy	117,809	2
Williams, Gareth Donovan	95,182	2
Williams, Justin	199,315	73,175
Williams, Marikka	84,782	-
Williams, Mark	117,005	1,337
Williams, Stephanie	86,333	26
Wills, Anita Suzanne	113,129	-
Wilson, Danielle Elizabeth	176,350	2,539
Wilson, Jessica Lee	92,374	49
Wilson, Kacey	116,249	257
Wilson, Kory	218,334	36,358
Wimmers, Guido	150,233	16,437
Wojcik, Eva	79,229	1,090
Wolf, Deborah Anne	116,299	1,839
Wolf, Jennifer Robbins	102,304	4,832
Wolfe, Patrick	96,170	6
Wong, Chin Fai	85,602	181
Wong, Gary Gar-Kuy	89,708	468
Wong, Jaclyn	80,931	1,028
Wong, Judy Kim Gee	75,655	1,585
Wong, Michelle Leticia	101,695	-
Wong, Philip Gordon	142,460	8,892
Wong, Shannon	133,726	4,226
Wong, Stanley	117,809	-
Wong, Thomas Ryan	122,581	10,511
Wong, Tim Y	75,723	65
Wong, William Ching Lim	102,599	795
Woo, Elaine Nyuk Kiau	136,344	1,186
Woo, Robyn Louise	116,299	1,295
Wood, Christopher Mackay	96,074	32
Wood, David G	113,239	9,540
Wood, Timothy	117,809	-
Woodbridge, Kenzie Ann	106,140	2,212
Woodley, Douglas	130,002	-
Woodley, Jordan N	117,809	875
Woods, David	116,299	-
Worrall, Roberta	91,549	245
Wray, Iona	100,308	6,005
Wright, Christopher K	118,596	873
Wyllie, Wayne	97,988	373
Xu, Yang Xin Zi	127,639	1,549
Yagodkin, Evgenyi	76,113	42
Yallouz, Alexandra Marie	163,387	12
Yamamoto, Valencia	114,338	-

Name	Remuneration	Expenses
Yang, Ke	89,692	-
Yang, Yuqi	110,798	1,153
Yao, Yuan	92,824	2,733
Yasir, Areeb Soo	117,809	2
Yatlo, Sergiy	119,660	-
Yau, Terry Yin Sheung	119,691	10,788
Yee, Tommy Kuo-Yu	79,703	144
Yeung, Negar	105,730	874
Yim, Jeffrey Wayne Hong	119,357	4,713
Yip, Yuen Wah	100,662	6,055
Yong, Hui Ling	117,532	6,110
Yoo, Richard C	125,799	-
Yoon, Stephanie	104,617	3,417
Young, Jason Ivan	165,562	952
Youssef, Rageey	138,738	2,272
Yue, Susan	79,703	144
Zabudsky, Jeffrey David	366,242	27,079
Zanatta, Sandra L	80,931	3,540
Zandhabibi, Houman	106,137	1,450
Zhang, Dai	116,299	7,753
Zhang, Huizhong	79,703	391
Zhang, Lei	161,951	-
Zhang, Qi	96,323	2,227
Zhang, Xiaohui	91,732	1,474
Zhang, Xinggao	105,934	607
Zhong, Weiqi	79,583	38
Zhou, Feixue	105,629	6,178
Zhu, Bowen	93,632	789
Zhu, Jian Gang	120,028	-
Zikakis, Lindsey	97,803	107
Zlotnik, Janet Erin	116,299	21
Zumpano, Franco	90,114	3
ZZ --- Salaries under \$75000	72,839,133	-
	<u>253,446,400</u>	<u>4,614,166</u>

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF BOARD OF GOVERNORS, REMUNERATION AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT C

EXHIBIT C

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

STATEMENT OF BOARD OF GOVERNORS, REMUNERATION AND EXPENSES

FOR THE YEAR ENDED MARCH 31, 2026

Name	Remuneration	Expenses ^(a)
Bonshor, Michael Alan	2,500	-
Esmail, Noor Ud Deen	2,000	-
Wang, Claire	2,000	-
Anderson-Fennell, Corry Lynn	2,000	-
Davidson, Bobby Lloyd	2,000	263
Boivie, Catherine Aczel	2,000	-
Matthew, Donald John	2,000	263
Vdovine, Stepan	2,000	-
Bell, Cora-Lynn	1,665	-
Patterson, Brooks R	1,330	263
Esmail, Zahra	1,330	263
Donovan, Annabelle Patricia	1,330	263
Ballantyne, Leah	665	-
Enns, Robert L	665	-
Wang, Zilong	330	-
		-
Total:	23,815	1,313

^(a) These approved expenses are made up of professional membership fees.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF ACCOUNTS PAID
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT D

SUPPLIER'S NAME	EXPENSES
0932956 BC Ltd	30,555
3EP Consulting	26,141
3Si Risk Strategies	26,421
7T Maintenance Services Ltd	151,249
A Craig & Son Painting	168,340
A.C.T. Equipment Sales Ltd	37,069
Aaron Sportack	68,870
Academica Group Inc	36,446
Access Copyright	92,917
Access Information Management of Canada	73,391
Accreditation Canada	115,998
Acklands Grainger Inc	166,529
ACML Management Western Limited	986,043
Active Air Industries Ltd	25,453
ADP Distributors Inc	50,330
Advocate Consulting Inc	89,061
Affinity Systems Ltd	134,741
Aibin.Ai	76,800
Ainsworth Inc	575,880
Air Canada	32,257
Air Liquide Canada Inc	406,757
Aircraft Spruce & Specialty	36,116
Airplus Industrial Corp	27,469
Alara Consultants Inc	28,416
Alfred Horie Construction Co. Ltd	1,851,166
Alliance Nav Inc	49,750
Allmar Inc	26,364
Alveole	28,504
Amazon	518,074
AME Consulting Group Ltd	127,728
Andrew Sheret Ltd	48,576
Anisoft Group Inc	180,799
Aplin & Martin Consultants Ltd	46,422
Apple Canada Inc	388,926
Applyboard Inc	927,811
Apporto Corporation	283,507
AppsAnywhere, Inc	275,262
Aprio Inc	29,820
Architecture49 Inc	1,825,216
Arctiq Canada Inc	286,098
ASCM Western Canada Chapter	231,141
Aspect Structural Engineers Canada	42,139
ASSA ABLOY Entrance Systems	119,163
Associated Health Systems Inc	137,536
AVI-SPL Canada Ltd	656,762
AXYZ International Inc	44,400
B.E. Wallace Products Corp	98,837
Baker Bros Construction	55,623

SUPPLIER'S NAME	EXPENSES
Barry-Hamel Equipment Ltd	139,307
Bartle & Gibson	37,106
Bayer Inc	87,442
BC Association of Institutes and Universities	83,657
BC Communications Inc	67,190
BC Electrical Association	41,297
BC Hydro	3,597,050
BC Infrastructure Benefits Inc	106,379
BCIT Student Association	243,221
BCNET	1,930,361
Bell Canada	67,873
Best Buy Canada Ltd	49,984
Best Service Pros	6,150,137
Bill Dow and Associates	142,011
Blackbaud	109,537
BMI Globaled Ltd	36,815
Bosch Building Technologies Inc	928,050
Boyden Vancouver	41,868
Bright Can-Achieve Ltd	57,550
BTY Consultancy Group Inc	26,775
Burnaby Irrigation Ltd	36,400
C.E.S. Engineering Ltd	51,849
C3Plan Professional Services Ltd	46,200
Camosun College	885,839
Canada Border Services Agency	111,807
Canada Co Ltd	25,284
Canadian Appliance Source Limited Partnership	38,958
CANNEPP Boiler Room Technologies Ltd	694,322
Canstar Restorations LP	584,347
Cardinal Health Canada Inc	47,843
Cardinal Path	213,977
Carscadden Stokes McDonald Architects Inc	115,036
Cascade Raider Holdings Ltd	85,934
Cascade Roofing & Exteriors Inc	322,466
CBVL Robotics Inc	57,677
CCA Financial Company	592,868
CDW Canada Corp	915,219
Cengage Learning Canada Inc	168,749
Certus Holdco Inc	51,000
Chamco Industries	56,382
Charter Telecom Inc	4,993,579
Chartwells	352,216
Cheelcare	26,441
Chevron	37,124
Chinook Helicopters (1982) Ltd	230,939
Citron Hygiene	82,844
City of Burnaby	3,346,709

SUPPLIER'S NAME	EXPENSES
City of North Vancouver	32,676
City of Richmond	148,758
City of Vancouver	39,512
City Wide Environmental Cleaning	69,589
CityStudio Vancouver	200,000
Clark Wilson LLP	40,862
Coast Lonsdale Quay Hotel	350,172
Coast Mailing Services Ltd	28,253
Coastal Mountain Fuels	25,906
Colleges and Institutes Canada	91,482
Colliers Project Leaders Inc	347,549
Columbia Glazing Systems Inc	43,815
Comm100 Network Corporation	30,567
Compass Group Canada	795,535
Comptia, Inc	27,141
Compugen Inc	2,794,827
Concord Parking Ltd	809,000
Connected Intelligence (Canada) Ltd	94,500
Consulab Educatech Inc	500,904
ConvergePoint Inc	36,256
Cordance Operations LLC	55,359
Cority Software Inc	143,695
Corsmed AB	68,799
Council of Prairie and Pacific University Libraries	122,663
Coursedog Inc	171,768
Creative Door Services	43,317
Creative Energy Vancouver Platforms	85,123
CSA Group	379,324
CT Control Temp Ltd	180,656
CWB Group - Industry Services	41,661
Cyber Impact	29,358
D2L Corporation	148,730
Decussate Consulting Services Inc	224,034
Deepnet Security Limited	26,559
Dekor Glass (1996) Ltd	66,845
Delage Architecture & Design	94,902
Dell Software Canada Inc	43,625
Deloitte LLP	235,725
Deltec Electric Ltd	506,376
DePerla Design	31,815
DHL	47,343
Dicks Lumber	95,426
DigiCert Ireland Limited	53,559
Digi-Key Corporation	83,374
Distek Inc	58,045
Douglas College	51,790
Dynamic Rescue Systems Inc	131,760

SUPPLIER'S NAME	EXPENSES
E B Horsman & Son Ltd	133,451
Eaton Industries (Canada) Company	44,808
Ebay	27,115
EBSCO Canada Ltd	63,886
Ecopest Inc.	120,134
Edusteer Global Inc	34,650
Electude International B.V.	35,535
Elevate Healthcare Inc	164,086
Elliott-Matsuura Canada Inc	163,201
Ellucian Technologies Canada ULC	234,282
Elsevier Inc	174,009
EMCO Corporation	149,453
Enterprise Paper Co. Ltd	68,559
Entity Mechanical Ltd	610,095
Enviro-Tech Mechanical SVC Ltd	209,191
ESRI Canada Limited	38,598
Euna Solutions Inc	39,579
Evoke Building Engineering Inc	47,247
Expert Facility Services Ltd	106,885
eXplorance Inc	76,973
F.A.S.T. First Aid & Survival Technologies Limited	60,025
Famic Technologies Inc	48,380
Fasteel Industries Ltd	112,652
Festo Didactic Ltd	855,159
Finlink Construction Ltd	1,096,792
Fisher Scientific	125,740
Flash Sports Incorporated	27,022
Flynn Canada Ltd	33,580
FortisBC Energy Inc	886,422
Fraser Health Authority	772,629
Frontera Geotechnical Inc	90,822
Fulcrum Management Solutions Ltd	29,966
G Trasolini Contractors Ltd	267,591
Gap Wireless Inc	44,382
Gateway Casinos & Entertainment Ltd - Delta Burnaby Hotel	39,414
GBS Construction Managers Inc	76,446
GeoScan Subsurface Surveys Inc	46,564
Gibraltar Holdings Ltd	337,707
Glacier Media Digital Limited Partnership	85,990
Global Gas Detection Inc	46,767
Global Industrial Canada	27,229
Global Payments	329,445
Goodheart-Willcox Publisher	69,867
Gordon Aulenback Ltd	98,078
Gow Jarrett Millard Venture Development Ltd	119,979
Grace Y.H. Chan	33,662
Graphically Speaking Services Inc	439,336

SUPPLIER'S NAME	EXPENSES
Great Big Solutions Ltd	37,748
Greater Vancouver Board of Trade	110,200
GreatVision Construction Ltd	25,355
Gregg Distributors BC Ltd	179,529
Griff Building Supplies Ltd	77,044
Groove Identification Solutions	124,861
Growth Media North America Inc	179,532
GTSimulators by Global Technologies	55,197
Guard.me International Insurance	38,861
Guillevin International Co.	115,856
Gunnar Pacific Agencies Inc	124,768
Haebler Construction Projects Inc	21,068,510
HangZhou YuShu Technology Co., Ltd	28,757
Harris & Company	319,179
Hedgehog Technologies Inc	192,772
Heidelberg Canada Graphic Equipment	35,803
Hemlock Printers Limited	77,826
Heritage Office Furnishings	1,763,883
Homewood Health Inc	121,113
Horizant, Inc	111,217
Hoskin Scientific Limited	47,437
Houle Electric Ltd	330,066
Houston Landscapes Ltd	48,347
Howard Carter Lease Ltd	198,641
Hunter Engineering Company	81,662
Hunter Glass & Aluminum Ltd	26,171
I.D.R Commercial Construction Management Inc	995,925
IBA Dosimetry GmbH	44,184
ICBC	113,667
iDesign 365 Ltd	25,525
IEEE	57,765
Ignite Technical Resources Ltd	183,955
IKEA	26,022
Image Group Inc	112,968
Imperial Dade Canada Inc	355,277
InDro Robotics Inc	39,218
InnoCast Concrete Ltd	67,113
Innovative Interfaces Incorporated	56,023
Innovative Signage Inc	138,468
Institute of Internal Auditors	37,806
Instrumentation Laboratory Ltd	25,094
Insurance Institute of Canada	42,032
Interior Health Authority	39,055
International SOS Canada Assistance	194,022
IPT Publishing & Training Ltd	41,504
ITM Instruments	72,395
J. Martinez Project Management Consulting	113,986

SUPPLIER'S NAME	EXPENSES
JAMF Software	26,033
Jerry Mesner Consulting	68,040
John Wiley & Sons Canada Limited	172,906
Johnson Controls Canada LP	34,881
Johnston Research Inc	55,668
Jones & Bartlett Publishers Inc	91,454
Jones Lang LaSalle Real Estate Services Inc	26,250
Justice Institute of BC	516,901
Kalesnikoff Mass Timber Inc	234,777
KC Overseas Education Private Limited	80,868
Kerr Wood Leidal Associates Ltd	149,906
Kim Spencer-Nairn	25,725
Kincaid Holdings Ltd	3,253,652
King's Printer	131,518
KMS Tools & Equipment Ltd	158,435
Kone Inc	243,233
Konecranes Canada Inc	40,545
Kongsberg Digital Simulation Ltd	901,708
Kontur Geotechnical Consultants Inc	180,761
KPMG LLP	77,718
Kuda Equipment Ltd	206,929
L & J Graphics Corporation	32,359
Labster Inc	55,846
Leavitt Machinery Canada Inc	116,240
LEC Quantity Surveying & Project Management Inc	260,610
Ledcor Construction Ltd	22,875,080
Life Technologies Inc	277,955
Linde Canada Inc	63,456
Linkedin Corporation	47,405
Login Canada	290,713
Luuceo Consulting Inc	105,008
Mac Tools Canada Inc	113,523
Mack Kirk Industries Ltd	167,664
Macquarie Equipment Finance Ltd	2,247,023
Manulife Financial Company	13,756,202
Maple Leaf Disposal Ltd	386,144
Marjorie Co Law Corporation	190,126
Marketing Artificial Intelligence Institute LLC	48,639
Mark's Work Wearhouse Ltd	33,035
Marsh Canada Ltd	225,556
Masonlift Ltd	123,030
Matcon Underground Utilities Ltd	347,178
Mathworks Inc	39,729
Matrix Video Communications Corp.	43,920
Maxon Computer Inc	27,052
Maxwell Floors Ltd	262,334
McElhanney Ltd	185,901

SUPPLIER'S NAME	EXPENSES
McFarland Marceau Architects Ltd	352,295
McGraw-Hill Ryerson Limited	182,982
McMaster-Carr	25,539
MD Creative Design Agency Inc	111,393
Medron Medical Systems Inc	50,490
Merrick Machine Co	150,110
Meta Platforms Inc	53,756
Metagnosis Consulting Inc	30,450
Metro Compactor Service Inc	70,003
Metro Motors Ltd	116,070
Metro Testing & Engineering Ltd	99,049
Meubles Foliot Inc	1,467,827
Michael Madill	99,561
Microserve Business Computer Services	3,574,451
Microsoft Canada Inc	198,556
Millennium Computer Systems Ltd	230,928
MilliporeSigma Canada Ltd	27,969
Minister of Finance	8,496,616
Mitacs Inc	160,125
MIZA Architects Inc	160,717
Mohawk College of Applied Arts and Technology	50,000
Moriyama & Teshima Architects	785,307
Multivista Construction Documentation ULC	102,756
NAPA Auto Parts	81,278
National Graphic Solutions Inc	38,332
National Project Management Inc	208,520
ND Graphics Inc	26,063
New City Solutions Inc	81,875
Newcomp Analytics Inc	267,141
NHI Consulting	145,035
NicheVision Inc	26,561
Northern Alberta Institute of Technology	107,198
OCLC Inc	62,773
Office of Macfarlane Biggar Architects + Designers	2,561,804
Okanagan College	71,809
OMB Architects	47,983
OMD Canada	1,543,966
OMNI Hazmat Consulting Inc	29,858
OnSolve LLC	87,146
Open Door Ventures CCC Ltd	50,715
Othram, Inc	285,838
Ouiwood Timberworks Ltd	75,757
Outerbridge Consulting	82,063
Oxoid Company	38,483
Pace Solutions Corp	44,938
Pacific Air Filter Ltd	28,534
Pacific Flying Club	1,827,128

SUPPLIER'S NAME	EXPENSES
Pacific Maintenance Services	33,626
Pacific Western Paints Ltd	55,933
Paladin Security Group Ltd	5,649,101
Panglobal Training System	325,449
Park Place Technologies Canada ULC	98,723
Pattison Outdoor Advertising	52,550
PCL Constructors WestCoast Inc	14,264,773
Pearson Canada Inc	435,544
PEMAC Asset Management Association of Canada	25,435
Pension Corporation	23,891,267
Perkins Will Canada Architects Co.	546,980
Philips Electronics Ltd	36,408
Pickering Safety Inc	29,585
Pinchin Ltd	130,163
Pistil Enterprises Ltd	71,557
Polycrete Restorations Ltd	30,270
Polytechnics Canada	103,357
Post Secondary Employers' Association	106,690
Powerschool Canada ULC	28,835
Predom Construction	83,475
Premier Landscaping Inc	444,810
PriceWaterhouseCoopers LLP	181,952
Primary Response	52,649
Prime Boiler Services	212,966
PrismRBS LLC	37,625
Procom Consultants Group Ltd	206,758
Progressive Educational Systems	154,938
ProQuest LLC	92,067
Providence Health Care	192,234
Qiagen Inc	73,450
Quadlogic Meters Canada Inc	36,507
Qualtrics	36,810
R F Binnie & Associates Ltd	407,437
R.P. Electronics	25,104
Rafael Santa Ana Architecture Works	48,317
RDH Building Science Inc	40,003
Read Jones Christoffersen Ltd	31,605
Receiver General for Canada	14,701,966
Redpath Relocations Inc	65,641
Refrigerative Supply Limited	73,738
Regal Controls Limited	34,382
Regenbogen Renovation Ltd	48,078
Reimer Hardwoods Ltd	57,819
Restwell Mattress Company Ltd	110,361
Richelieu Hardware Canada Ltd	29,919
RICOH Canada Inc	1,986,229
Riverside Energy Systems	61,478

SUPPLIER'S NAME	EXPENSES
Riverwest General Contractors Ltd	45,981
Robots Done Right LLC	33,045
Rob's Forklift Repair Inc	39,900
Rocky Point Engineering Ltd	98,963
Roco Build Construction Inc	518,569
Roots & Rivers Consulting Inc	73,500
Roper Greyell LLP	28,385
RSM Canada Consulting LP	364,298
Rugge Consulting Inc	89,759
Russel Metals Inc	91,306
S & S Insurance Services Ltd	135,000
S&P Global Market Intelligence	39,959
SailPoint Technologies	203,451
Salesforce	78,682
Samco Printers Ltd	44,721
Samuel Yun Tone Chen	70,481
Sasco Contractors Ltd	650,598
SavATree Canada Inc	40,656
School District No 35 Langley	76,913
School District No 36 Surrey	87,972
School District No 42 Maple Ridge - Pitt Meadows	32,242
Sel Schweitzer Laboratories Inc	64,854
ServiceNow, Inc	556,831
Showtime Event & Display	25,283
Siemens Healthcare Limited	297,281
Silver Fern Education Consultants PTY Ltd	97,500
Simon Fraser University	279,916
Simtronics Corporation	25,030
SISA Energy Ltd	60,270
Smith Industries Ltd	27,187
Snap-On Tools Of Canada Ltd	161,599
Snowcap Contracting Ltd	132,243
Spartan Controls Ltd	40,712
Spears Sales & Service Ltd	50,015
SPI Health and Safety Inc	33,078
Spicers Canada ULC	38,701
Sprout Social	39,092
Squiz Inc	96,481
Standard Building Supplies Ltd	41,199
Stantec Architecture Ltd	438,829
Staples Professional Inc	345,942
StarRez, Inc	136,657
Stephane Laroye Architect Inc	29,400
Steris Inc	50,539
Still Creek Press	92,755
Still Interpreting Inc	292,204
Sudden Technologies	438,187

SUPPLIER'S NAME	EXPENSES
Summit BIM Consulting Ltd	49,875
SW Event Technology	61,095
Sybertech Waste Reduction Ltd	65,013
Symplicity Corporation	30,135
T2 Systems Inc	57,351
Taylor & Francis Group LLC	49,454
TCB Education Consulting LLC	305,896
TD Precision Steel Works Ltd	39,508
Technical Safety BC	93,433
TELUS Corp	763,860
Tensory Technologies, Corp	93,800
Tesla Motors Canada ULC	71,899
Tetra Films Inc	47,250
The F.A. Bartlett Tree Expert Company	174,299
The Home Depot	90,008
The Master Group Inc	48,835
The Software Consulting Group Inc	120,750
Thinkspace Architecture Planning Interior Design Ltd	87,726
Third Eye Productions Ltd.	35,398
Thirdwave Bus Services	27,637
Thomas Skinner & Son Ltd	44,665
Thomson Reuters Canada	70,663
Thurber Engineering Ltd	60,666
Timothy Chung, TC Visuals	29,815
Tina Jeanette Aquash	25,116
Total Energy Systems Ltd	488,618
Total Power Limited	44,721
Trades Training Consortium of British Columbia	33,713
Trane Canada ULC	374,667
Transworld Imports Inc	40,752
True North Implementation	55,666
Uline Canada Corporation	248,309
Universal Traffic (1611) Ltd	30,512
University of British Columbia	84,380
University of Manitoba	231,156
UPS Canada	110,801
UpToDate	42,074
Urban Arts Architecture Inc	192,688
Urban Impact Recycling Ltd	51,576
Vametric Corp	53,425
Vancouver Coastal Health Authority	197,895
Vancouver International Airport Authority	89,534
Vancouver Island Health Authority	131,692
Verta Safety Systems Inc	56,644
Viking Fire Protection Inc	546,251
VWR International Co	245,686
W3 Design Group	62,142

SUPPLIER'S NAME	EXPENSES
Weldcor Supplies BC Inc	88,262
Wesco Distribution-Canada Inc	25,833
West Coast Janitorial Supplies Ltd	28,380
Westburne West	109,365
White Rabbit Creative	59,991
Wood In Form Specialty Products Ltd	31,583
Worksafe BC	537,128
X10 Technologies Inc	411,206
ZZ --- ACCOUNTS UNDER \$25,000	17,886,446
	<u>257,366,491</u>

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF SEVERANCE AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT E

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF SEVERANCE AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

The number of agreements made during the 2025/26 fiscal year with employees excluded from coverage under collective agreements was 18.

The range of equivalent months' gross salaries represented by the severance agreements was 1 to 18 months.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF DEBTS
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT F

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

SCHEDULE OF DEBTS

FOR THE YEAR ENDED MARCH 31, 2026

Debentures:

Additional Debt

Certificate Number	Maturity Date	Rate	Balance 31-Mar-26	Accumulated Sinking Fund	Balance 31-Mar-25	Annual Payment
BCCD-25	Jun, 18, 2042	4.30%	36,695,000	6,143,000	36,968,000	1,111,000
BCCD-47	Dec, 18, 2055	4.45%	35,667,000	293,000	-	823,000
			72,362,000	6,436,000	36,968,000	1,934,000
Capital Lease Obligations			21,923,000	-	24,440,000	2,518,000
			94,285,000	6,436,000	61,408,000	4,452,000

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT G

EXHIBIT G

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

The number of guarantee and indemnity agreements in force which required Ministry of Finance approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation (B.C. 258/87) during the 2025/26 fiscal year was 37.

There were no Guarantee Agreements approved during the year.

List of indemnities approved during the year by Risk Management Branch of the Ministry of Finance:

Indemnity Agreement	Date Approved
1 His Majesty the King in Right of Canada, as represented by the Minister of Foreign Affairs acting through the Department of Foreign Affairs, Trade and Development	Apr 03, 2025
2 Red River College Polytechnic	Apr 03, 2025
3 His Majesty the King in Right of the Province of British Columbia, represented by the Ministry of Children and Family Development	Apr 10, 2025
4 His Majesty the King in Right of the Province of British Columbia as represented by the Minister of Public Safety and Solicitor	Apr 16, 2025
5 Mitacs Inc.	Apr 17, 2025
6 Canadian Standards Association, operating as CSA Group	Apr 25, 2025
7 Health PEI	Aug 20, 2025
8 Pattison Outdoor Advertising LP	Aug 20, 2025
9 Moneris Solutions Corporation	Dec 11, 2025
10 His Majesty the King in Right of the Province of British Columbia, as represented by the Minister of Post-Secondary Education and Future Skills and The Government of Manitoba, as represented by the Minister of Advanced Education and Training	Feb 23, 2026
11 Canadian Internet Registration Authority	Feb 25, 2026
12 The Home Performance Stakeholder Council Association	Feb 25, 2026
13 Amazon.com.ca, Inc.	Jan 13, 2026
14 The Business + Higher Education Roundtable	Jan 13, 2026
15 Union of BC Municipalities	Jan 15, 2026
16 Oracle Canada ULC	Jan 26, 2026
17 His Majesty the King in Right of Canada as represented by the Minister of Employment and Social Development styled as Minister of Employment, Workforce Development and Labour	Jul 30, 2025
18 Articulate Global, LLC	Jun 09, 2025
19 British Columbia Hydro and Power Authority	Mar 06, 2026
20 Selkirk College	Mar 09, 2026
21 The Canadian Red Cross Society	Mar 26, 2026
22 BorderPass Corporation	May 01, 2025
23 His Majesty the King in Right of Canada, as represented by the Minister of Women and Gender Equality and Youth	May 01, 2025
24 Rogers Communication Canada Inc.	May 12, 2025
25 Co-operative Education and Work Integrated Learning Canada (CEWIL)	May 16, 2025
26 British Columbia Hydro and Power Authority	May 29, 2025
27 Adobe Inc.	Nov 10, 2025
28 Metro Vancouver Regional District	Nov 10, 2025
29 Lakeridge Health	Nov 13, 2025
30 His Majesty the King in Right of the Province of British Columbia	Oct 02, 2025
31 His Majesty the King in Right of Canada as represented by the Minister of Health through the Public Health Agency of Canada	Sep 05, 2025
32 His Majesty the King in Right of the Province of British Columbia, represented by the Minister of Social Development and Poverty Reduction	Sep 05, 2025
33 Vancouver Community College and Member Institutions	Sep 05, 2025
34 TD Life Insurance Company	Sep 10, 2025
35 Adobe Systems Incorporated	Sep 18, 2025
36 The Mohawk College of Applied Arts and Technology	Sep 22, 2025
37 His Majesty the King in Right of the Province of British Columbia represented by any Minister	Sep 25, 2025

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF FINANCIAL INFORMATION APPROVAL
FOR THE YEAR ENDED MARCH 31, 2026
EXHIBIT H

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF FINANCIAL INFORMATION APPROVAL
FOR THE YEAR ENDED MARCH 31, 2026

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

A handwritten signature in black ink, appearing to read 'Stepan Vdovine', with a large loop at the start and a horizontal line extending to the right.

Stepan Vdovine
Chair of Audit and Finance Committee

Date: September 23, 2026



DECISION NOTE September 23, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Jennifer Figner, Provost and VP Academic

ITEM: Net Zero Prefabrication Teaching Micro-Factory

APPENDIX:

1. Appendix A: Fabrication and Temporary location of the Prefab Teaching Micro-Factory Business Case

RECOMMENDATION:

THAT the Net Zero Prefabrication Teaching Micro-Factory business case be approved.

BACKGROUND:

At its September 22, 2026 meeting, the Audit and Finance Committee reviewed the business case and recommended Board approval.

BCIT's School of Construction and the Environment has designed a temporary teaching micro-factory on the Burnaby Campus that will serve as a demonstration and innovation platform for prefabricated construction. The micro-factory supports BCIT's leadership in modern construction education and aligns with the commitment to Indigenous reconciliation.

The purpose of this business case is to seek approval to temporarily locate the Net Zero Prefabrication Teaching Micro-Factory on Site NE-26 at BCIT's Burnaby Campus for a pilot period of two years (with a possible 1-year extension contingent on approval by Metro Vancouver and City of Burnaby).

Institute Implications:

In late 2024, the BCIT Zero Energy Buildings (ZEB) Learning Centre was approached by the Heiltsuk Climate Action (HCA) team to help bring their Passive House Kit project to completion. The HCA secured funding from Natural Resources Canada to build local capacity in Bella Bella for the design, fabrication, and construction of prefabricated Passive House buildings. Central to their proposal was the development of a pilot project involving the design and fabrication of a culturally appropriate prototype home, accompanied by a training program that would enable local community members to replicate the process and construct additional homes in the

future. To achieve this requirement, HCA retained the BCIT ZEB Learning Centre under a contract valued at approximately \$250,000.

Building on this partnership, the ZEB Learning Centre successfully secured additional funding (approx. \$1M) through PacifiCan and Colleges for a Resilient Recovery (C2R2) to design the Net Zero Prefabrication Teaching Micro-Factory and associated microcredential.

The new prefab educational equipment has been in NW-03, Room 101, since April 2026. Since that time, the ZEB Learning Centre has received numerous concerns and complaints from various stakeholders, including reports of safety-related incidents. The concerns are not related to the equipment itself, but rather to the limited space in the current location.

The most effective way to reduce the risk of future incidents and improve overall safety is to relocate the Micro-Factory equipment from its current location to NE-26. This would provide a more appropriate operating environment, improve access and circulation within the building, and significantly reduce health and safety risks for students, staff, and visitors. The move also supports the longer-term vision of eventual relocation of the Micro-Factory to the Heiltsuk nation.

The total cost of the project is \$1.625M, with \$0.246M being operating. External capital funding confirmed is \$1.41M and the operational start-up as well as ongoing costs will be absorbed in the existing operating budget.



Net Zero Prefabrication Teaching Micro-Factory School of Construction & the Environment

Business Case for Fabrication and Temporary location of the Prefab Teaching Micro-Factory

Burnaby Campus British Columbia, Canada
September 15, 2026

S U M M A R Y

Project Name:	School of Construction and the Environment BCIT Net Zero Prefabrication Temporary Teaching Micro-Factory at NE26		
Project Director:	Joe Cosh	Project Manager:	Daniel Reyes
Issued:			
Start Date:		End Date:	

A C A D E M I C S P O N S O R

Jennifer Figner, Provost & Vice President, Academic
 British Columbia Institute of Technology Vice President Academic
 3700 Willingdon Avenue
 Burnaby, British Columbia V5G 3H2

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EXECUTIVE SUMMARY

Governments across Canada are investing in modern methods of construction to address housing shortages, improve productivity, and accelerate delivery of affordable energy-efficient housing. In support of these priorities, BCIT's School of Construction and the Environment (SoCE) has been designing a temporary teaching micro-factory on BCIT's Burnaby Campus that will serve as a demonstration and innovation platform for prefabricated construction.

With support from PacifiCan, BCIT has successfully completed the initial design and technical development phase of the project. Specialized prefabrication equipment has been procured and temporarily installed in the BCIT High Performance Building Lab. These milestones satisfied the requirements of the initial funding agreement of approximately \$1 million, which concluded on March 31, 2026.

The remaining work is to provide a temporary site on the Burnaby Campus where the already-funded equipment can be installed, commissioned, and operated properly. Without a suitable location, BCIT cannot fully realize the educational, industry engagement, and community partnership benefits associated with the externally funded investment.

The Micro-Factory supports SoCE's leadership in modern construction education and aligns with BCIT's commitment to Indigenous reconciliation. The facility is anchored by a Net Zero Prefab Housing Microcredential developed in partnership with the Heiltsuk Climate Action Team. This three-course program explores how prefabrication can support culturally appropriate, durable, and energy-efficient housing solutions for rural and remote Indigenous communities. Development of the microcredential curriculum is fully funded through the Coalition of Colleges for a Resilient Recovery (C2R2).

The purpose of this business case is to seek approval to temporarily locate the Net Zero Prefabrication Teaching Micro-Factory on Site NE-26 at BCIT's Burnaby Campus for a pilot period of two years (with a possible 1-year extension contingent on approval by Metro Vancouver and City of Burnaby). Funding required to install the Micro-Factory at the proposed location, including supporting infrastructure, is provided through external sources.

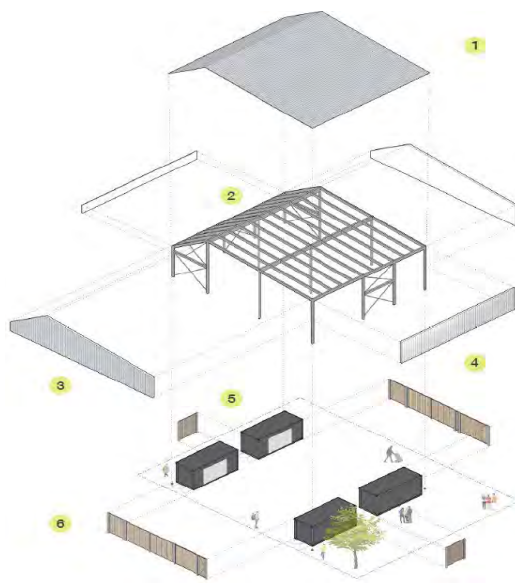


Figure 1.0 – Key Components of the BCIT Teaching Microfactory

The micro-factory consists primarily of four shipping containers (Fig. 1.0, num. 5) and specialized prefabrication equipment that have already been purchased through external funding. During the BCIT pilot period, one container will be replaced with a state-of-the-art modular mass timber demonstration hub, also already funded through external sources. This additional modular element will enhance industry engagement while providing significant learning opportunities for BCIT students.

For the NE-26 location, a temporary roof (Fig. 1.0, num. 1-4) and fencing system (Fig. 1.0, num. 6) is required, with some level of electrical connection to the BCIT grid and a stormwater system.

Together, these elements reinforce BCIT's role as a future-focused educator and training innovator through advancing prefabricated housing in British Columbia and strengthening Indigenous-led housing capacity and workforce development.

BACKGROUND

Problem / Issue Statement

Aligned with government and industry requirements to modernize the construction sector, the School of Construction and the Environment is advancing education and training opportunities to support the upskilling of construction professionals and BCIT students alike in modern prefabricated construction systems. To achieve this, exposure to and opportunities for hands-on experience in a real manufacturing environment is required.

The BCIT Burnaby Campus has a significant challenge related to available space to accommodate the equipment and workflow systems required to replicate the emerging prefab industry. While new spaces are in development, including the Trades & Technology Complex and the Robert Bosa Carpentry Pavilion, the SOCE will miss an incredible opportunity to be leaders in this space if we wait too long before we act.

With initial funding, the SOCE was able to secure the equipment and develop curriculum, but the challenge of space on campus remains. In the absence of finding a solution, the SOCE risks student safety and falling behind industry, creating opportunities for other Institutes to step in to address this need.

Current Situation

In late 2024, the BCIT Zero Energy Buildings (ZEB) Learning Centre was approached by the Heiltsuk Climate Action (HCA) team to help bring their Passive House Kit project to completion. The HCA secured approximately \$1.2 million in funding from Natural Resources Canada (NRCan) to build local capacity in Bella Bella for the design, fabrication, and construction of prefabricated Passive House buildings. Central to their proposal was the development of a pilot project involving the design and fabrication of a culturally appropriate prototype home, accompanied by a training program that would enable local community members to replicate the process and construct additional homes in the future.

Through its Community Energy Plan, the HCA has identified a need for approximately 200 additional homes to address current and projected housing demand. While the Passive House Kit project is only one component of a broader housing strategy, it is realistic to envision the initiative contributing to the delivery of up to 30 new homes over time. To support these capacity-building efforts from a training and education perspective, HCA retained the BCIT ZEB Learning Centre under a contract valued at approximately \$250,000.

Building on this partnership, the ZEB Learning Centre successfully secured funding (approx. \$1M) through PacifiCan and Colleges for a Resilient Recovery (C2R2) to begin designing the Net Zero Prefabrication Teaching Micro-Factory and associated microcredential. Funding has been leveraged to purchase prefabrication tools and equipment, shipping containers to house and transport the factory, and a floating CLT floor system. **The only major component not yet procured is a permanent roof structure and associated civil works.** The equipment has been temporarily located in NW03 room 101 (aka: the high-performance building lab) where space is an issue. Despite this limitation, the project is progressing.

The ZEB Learning Centre team has been working closely with HCA and their architectural team throughout the design process. Issued-for-Tender drawings were released by the architect on June 29, 2026.

This capacity-building initiative will be centred around the delivery of a new microcredential program. The

program will consist of two mandatory courses and one optional course covering topics such as factory operations, workplace safety, panel fabrication, and on-site project planning and delivery. The objective is to provide participants with the knowledge and practical skills required to build many passive house kits in Bella Bella.

Need for Change

The new prefab educational equipment has been located in NW-03, Room 101, since April 2026. Since that time, the ZEB Learning Centre has received **numerous concerns and complaints from various stakeholders, including reports of safety-related incidents.**

The concerns are not related to the equipment itself, but rather to the limited space available in Room 101. The room is shared by multiple users, and activities delivered by the ZEB Learning Centre in the room have increased significantly, with more visitors this year than ever before. The addition of the new equipment has created a congested and overcrowded environment, resulting in challenges with access, material storage, housekeeping, and the safe movement of people and materials throughout the space.

To address these concerns, the ZEB Learning Centre team has already completed two major purges of materials to create additional space and reduce safety risks. While these efforts have and will improve conditions, they do not address the underlying issue of limited space within the facility. This is exacerbated by the Mass Timber Modular Hub, that has been fabricated in the supplier's facility and is ready for shipping to BCIT Campus, creating even further constraints to an already limited space.

The most effective way **to reduce the risk of future incidents and improve overall safety is to relocate the Micro-Factory equipment** from NW-03 to BCIT Burnaby Campus site NE-26 (the Gravel Lot, also called the Yard). This would provide a more appropriate operating environment, improve access and circulation within the building, and significantly reduce health and safety risks for students, staff, and visitors.

PROJECT DESCRIPTION

The SoCE proposes the implementation of a temporary Teaching Net Zero Prefabrication Micro-Factory on site NE-26 of the Burnaby Campus.

The Micro-Factory is conceived as a fixed but relocatable facility optimized for:

- Flat-pack panelized construction
- High-performance enclosure systems
- Repeatable manufacturing processes
- Accessible training delivery
- Remote deployment potential

Core equipment already procured includes:

- Mobile framing table (with air compressor)
- Gantry crane
- Vertical panel saw
- Dust collection system
- Mitre saw station
- Table saw station
- Drill press
- Supporting hand tools
- Shipping Containers
- Mass Timber Hub*

**** A note on the Mass Timber Modular Hub component of the project:***

The Micro-Factory is designed as a relocatable facility centred on the use of steel shipping containers as a primary structural element. The Mass Timber Modular Hub (MT Mod) is a fully prefabricated CLT volumetric module that will be craned into place at BCIT as a single unit, replacing one of the four metal containers.

Scope

The scope of this business case is limited to the construction of the temporary Micro-Factory structure on Site NE-26 on the BCIT Burnaby campus. The shipping containers, MT Mod, floating CLT floor, and all equipment required to teach prefabricated construction have already been procured through external funding and are included in the scope only to the extent that they must be relocated to Site NE-26.

The major remaining components, which represent the **primary scope of work** for this business case, are:

- Construction of a metal roof, with partially optional side cladding
- Installation of a fence and access gate system around the site
- Electrical service connection
- Any additional work required to satisfy the City of Burnaby building permit requirements
- Restoring Site NE-26 to its pre-teaching micro-factory condition after the facility leaves campus

The images below present some information on chosen site.

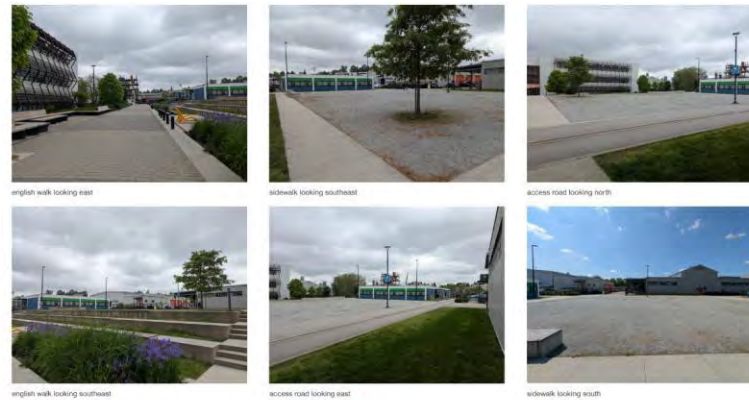


Figure 2: Photos of the proposed micro-factory location on gravel lot (provided by OMB Architecture)



Figure 3: Approx. location of micro-factory on gravel lot (NE-26)

Out of Scope

The following elements are out of scope of this business case:

- The development and delivery of education and training (e.g. microcredential)
- Relocation of the shipping containers and pre-fabrication equipment to an Indigenous community after the pilot period
- The ownership of the micro-factory elements after it leaves BCIT campus

The above are all important considerations; however, it was agreed by the main BCIT stakeholders of this project that they would be developed and managed outside the scope of this business case.

Alternatives Considered

Delivering from NW-03: This option has been tried and is not viable. The space is already heavily used for delivery of the Heat Pump Specialist Microcredential and the other ZEB Learning Centre activities, and micro-factory activities cannot safely take place at the same time. **Safety concerns and incidents related to using NW-03 for this purpose have been well documented in the first 3 months of operations.**

Delivering off-campus or at other BCIT campuses: Not considered a viable option, as it would significantly reduce opportunities for engagement and collaboration with other BCIT programs. With potential involvement from at least **4 schools** (School of Construction and the Environment, School of Energy, School of Business and School of Computing and Academic Studies), cross-disciplinary exposure is one of the academic success factors of the Micro-Factory and an important component of its long-term value.

Delivering from an alternative location on the Burnaby Campus: Rejected following consultation with BCIT stakeholders. For this project, three potential sites meeting these criteria were evaluated (see yellow shapes, figure 4 below).



Figure 4: Sites that were studied for the location of the micro-factory on the Burnaby campus (provided by OMB Architecture)

The preferred site by all parties including Facilities and Campus planning is the gravel lot (also known on campus as The Yard) just West of building NE-28. The site is often labeled as NE-26 or “The Yard”. It is an ideal site, being located near key trades programs, including plumbing, carpentry, joinery, and electrical.

Recommended Solution

The proposed temporary Micro-Factory at Site NE-26 on the BCIT Burnaby Campus consists of three shipping containers and one MT Mod arranged around a raised engineered CLT wood platform. A fourth container has been purchased and will be used in replacement of the mass timber hub once the factory leaves BIT campus. The containers will provide secure storage for prefabrication tools, equipment, materials, and instructional resources, while also supporting workshop, classroom, and operational functions. The containers are a key piece for the relocation stage of the project.

At the centre of the installation is a floating Cross-Laminated Timber (CLT) floor system that creates a level, durable, and accessible workspace for hands-on training and fabrication activities. The floor area will serve as the primary production space for the assembly of prefabricated building panels and demonstration projects.

A lightweight metal roof structure spanning the containers will provide weather protection for the fabrication area, enabling year-round operation while protecting equipment, materials, students, and instructors from rain and excessive sun exposure. The covered workspace will serve as an outdoor teaching and fabrication environment while maintaining the flexibility and temporary nature

of the installation. A partially optional cladding system will enhance the appearance of the structure while providing additional protection from the elements.

The facility is intended to serve as an “easy-to-relocate*” teaching Micro-Factory that supports training in off-site construction, prefabrication, high-performance building enclosures, and net-zero construction practices. The modular design allows the entire installation to be disassembled, relocated, and deployed in communities throughout British Columbia to support workforce development and capacity-building initiatives.

Locating the micro-factory at Site NE-26 provides a visible and accessible demonstration space that encourages collaboration with industry and across BCIT programs, including carpentry, piping, construction management, manufacturing, construction management, architecture, engineering, building sciences, sustainable energy training, and much more.

** Note on the long-term role of prefabrication training at BCIT:*

As part of the funding agreement, the prefabrication training Micro-Factory elements funded through Pacifican are required to serve at least two Indigenous communities over the 15-year period ending in 2041.

The current vision is for the factory to be located at BCIT Site NE-26 for approximately 2 years, where it will support training, applied learning, and industry engagement activities. Once the factory has completed its initial period on campus and is relocated, it is envisioned that prefabrication and off-site construction training will continue at BCIT and at the new location. By that time, the new Concert Properties Trades and Technology Complex and the Robert Bosa Carpentry Pavilion are expected to provide additional hands-on learning space and infrastructure. These facilities would support the continued delivery and expansion of prefabrication-related training at BCIT, helping BCIT meet ongoing industry demand for skilled workers in industrialized and off-site construction. BCIT will remain involved with remote prefab housing capacity building offering training to community members where the micro-factory got relocated to.

RECOMMENDED OPTION SCHEMATIC DESIGN

The recommended option is shown on the images* below.



Figure 5: Schematic Rendering of the Temporary Teaching Micro-Factory at NE-26 (provided by OMB Architecture)

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structural connections, wall assemblies, and building systems that are normally hidden behind finishes and will be

paired with a digital twin for layered visualization. The Hub will also serve as a key educational and demonstration tool for modular mass timber prefabrication, offering hands-on learning opportunities that support applied education, industry engagement, and workforce development.

ORGANIZATIONAL IMPACT

Key Partner Group	Impact to Key Partners	Key Partner Involvement	Degree of Interest	Level of Influence
SoCE Dean's Office	Direct strategic and reputational stake — the Micro-Factory sits within SoCE's program portfolio and advances its MMC and Indigenous reconciliation priorities; accountable for program approval and resourcing decisions.	Project Sponsor (Michael Currie, Dean). Approves scope, budget, and strategic direction; signs off the Business Case.	High	High
SoCE ZEB Learning Centre	Highest direct impact of any group — this is the operating unit whose space constraints and safety incidents in NW-03 are the driving problem this Business Case addresses; owns the equipment, curriculum, and day-to-day delivery.	Project Director (Alex Hebert). Day-to-day project leadership, OMB/fabricator coordination, curriculum delivery, and funder relations.	High	High
SoCE Industry Services and Mass Timber group	Moderate, longer-term — overlap with the Mass Timber Training Hub (MaTT); potential shared programming, equipment, or facility synergies referenced in the Business Case's Phase 2.0 vision	Devon Franklin - Funder relations / industry engagement support.	Medium	Medium
Campus Planning and Facilities	High — responsible for site allocation (NE-26). Coordination with the City of Burnaby on permitting, construction oversight, ongoing facility maintenance obligations, and site restoration after the facility relocates.	Project Sponsor (Danica Djurkovic, AVP) and Director, FI (Joe Cosh). Works with BCIT Procurement to acquire the roof structure and remaining project components (per Business Case Procurement section).	High	High
BCIT Finance	Moderate-high — oversees the \$1.41M approved budget, tracks Class C estimate variance between the LEC and AHC estimates, and reconciles revenue from multiple funding sources.	Financial Oversight / Financial Controller (Peter Bode, Kamal per the May 2026 Business Case).	Medium	High
BCIT Executive / Academic Sponsor (Office of the Provost)	Low direct operational impact, high strategic/reputational impact — final institutional sign-off; the project is positioned in the Business Case as advancing BCIT's provincial/national leadership and Indigenous	Academic Sponsor (Jennifer Figner, Provost & VP Academic). Institutional sign-off; represents the project to AFC and the Board for approval.	Medium	High

Key Partner Group	Impact to Key Partners	Key Partner Involvement	Degree of Interest	Level of Influence
	reconciliation.			
Heiltsuk Climate Action Team (HCA)	Very high, long-term — the anchor Indigenous partner and probable first recipient of the relocated Micro-Factory; the PacifiCan funding condition requires the facility serve at least two Indigenous communities over 15 years. The open "roof relocation" risk directly concerns HCA's needs.	Anchor project partner and MOU signatory; co-developed the Net Zero Prefab Housing Microcredential; ultimate training/capacity-building beneficiary of the relocated facility.	High	Medium
Funders (PacifiCan, PSFS / Construction Innovation Funds, C2R2, BC Hydro, RBC Foundation)	High — funding conditions (15-year relocation requirement, spend milestones) directly shape project scope and schedule; external sources fund the large majority of the \$1.41M budget.	External funders. Set conditions and milestones on fund use; the Business Case commits to quarterly progress updates to maintain transparency and relationship management.	Medium	High
City of Burnaby (Permitting Authority)	Moderate — the City's classification of the structure as permanent vs. temporary materially affects design and permitting complexity; holds approval authority over the PPA and Building Permit.	External regulator, not a delivery partner. Reviews and approves permitting applications; a pre-application meeting is planned to align on submission requirements.	Low–Medium	High
OMB Architects & Design/Engineering Consultant Team	High — design quality, coordination, and timeliness directly determine schedule and cost outcomes; leads and coordinates all specialty consultants (RJC, Pontem, O'M Engineering, Creus, Kontur Geotech, WHM).	Prime Consultant (per Governance Structure). Leads design development and construction documents; coordinates the fabricator (Kalesnikoff) interface.	Medium	High
Other BCIT Schools / Trades Programs (Civil Eng., ABT, Building Science, Carpentry, Joinery, Plumbing, Electrical)	Low at this stage; potential to grow — the NE-26 site's proximity to these programs was cited as a siting rationale, but no resourcing or delivery role is confirmed for the construction phase.	Potential future cross-disciplinary program collaborators	Low	Low
BCIT - Geomatics	High – The geomatics department currently uses this site for teaching three times a week.	Current user of space to be accommodated with an alternative location.	High	Low
Students / Microcredential Learners	High — the ultimate beneficiaries of a safer, purpose-built training space; current NW-03 safety incidents directly affect this group and are the core problem statement driving the Business Case.	End users of the facility and training programming.	High	Low
BCIT SSEM	Low – To be made aware of a new building to ensure that it is identified on all documentation and for security awareness.	Limited as their involvement will be limited to information purposes only.	Low	Low

Internal Impact

Other Impacts: <i>Identify all departments impacted by this initiative including their resource requirements and the name of the contact person you consulted to obtain this information.</i>	Department	Resources Required		Contact*	Date
		FTE	Budget		
	Learning & Teaching	0	n/a	n/a	n/a
	Audio Visual	0	n/a	n/a	n/a
	Info Tech Services (applications, data, etc)	0	n/a	n/a	n/a
	Info Tech Services (cybersecurity)	0	n/a	n/a	n/a
	Campus Planning and Facilities				
	Space Management	0	n/a	n/a	n/a
	Student Services	0	n/a	n/a	n/a
	Schools				
	Finance				
	Human Resources	0	n/a	n/a	n/a
	Legal / Privacy				
	Foundation, Other?				
*Sign-off by department indicates an awareness of the new initiative, but does not confirm endorsement or commitment of resources					
Space Requirements	For each new FTE noted above please identify if your School/department has available office space to accommodate the new FTE(s) or if you are requesting the provision of new office space. If space requirements are not identified then you will need to wait to the next budget development cycle to submit.				
	FTE	Jurisdiction	Workspace Requirements		

PROJECT COST AND FUNDING CASHFLOW

The total cost of the project is \$1.625 million, broken down into \$1.379 million in capital and \$0.246 million in operating. Confirmed external capital funding is \$1.41 million, and the operating costs will be absorbed by existing BCIT budgets.

Total Funding Cashflow Confirmed	
Donor	Amount
Ministry of Post Secondary Education & Future Skills	\$1,183,000
RBC Foundation	\$200,000
Zero Energy Building Innovation Fund	\$27,000
TOTAL	\$1,410,000

Following completion of the 70% detailed design package by OMB Architects & Engineering team, LEC Group (LEC) prepared an independent Class B estimate, summarized below. The estimate was completed in September 2026 and assumes no escalation amount in the values.

SoCE MicroFactory 2026	
Scope of work	September 2, 2026 Class B
Professional Design Fees	\$155,300
Additional Soft Costs	\$156,763
Design Contingency	\$15,500
Planning and Design Sub total	\$327,563
Construction	\$890,145
General Contractor OH & P	\$192,852
Additional Hard Costs	\$19,000
Construction Contingency	\$162,450
Completion costs Sub-total	\$1,264,447
Taxes GST	\$26,268
Taxes PST	\$6,879
Total	\$1,625,157

Funding Distribution	
CapEx	\$1,379,588
OpEx	\$245,569
Total	\$1,625,157

Figure 1 – Budget Summary

As the project remains at the design stage, the project management team will continue to work closely with the design consultants and construction manager to ensure the design development process remains aligned with the established cost estimates and within the approved construction budget. Ongoing operating costs can be asorbed in the existing school budget.

Financial Assumptions and Capital Budget

Operating Budget	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	Total Budget
Revenue	\$ -	\$ -	\$ -	\$ -		\$ -
Salary		\$ -	\$ -	\$ -		\$ -
Non- Salary		\$ 43,238	\$ 43,238	\$ 43,238	\$ 43,238	\$ 172,952
Net Income	\$ -	\$ 43,238	\$ 43,238	\$ 43,238	\$ 43,238	\$ 172,952
FTE's	\$ -	\$ -	\$ -	\$ -		\$ -
Capital Budget		\$ 1,379,588	\$ -	\$ -		\$ 1,379,588
Operational Impact (Net Income)						
One Time	\$ 67,619	\$ 177,950	\$ -	\$ -		\$ 245,569
On Going	\$ -	\$ 43,238	\$ 43,238	\$ 43,238	\$ 43,238	\$ 172,952

Total capital cost of \$1.38 million is expected to be incurred in the FY2027/28 fiscal year, with the budget covering construction, consultant fees, permitting, and project administration.

One-time project operating costs of \$245,569 will be incurred over two fiscal years: \$67,619 in FY2026/27 and \$177,950 in FY2027/28. The budget includes prudent allowances for design, permitting, and site-related risks, with ongoing value engineering to support affordability and cost control.

Operational Cost Impact Assessment

Once completed, the new outdoor structure will be approximately **301 m²** (3,326 sq ft). Based upon average building system maintenance and operational costs at the Burnaby Campus of \$13/sq.ft, it is estimated that this building will incur an additional \$43,238 per annum of building operating costs (current dollars).

This is a conservative scenario as the average \$13/sq.ft is for typical fully enclosed buildings, not covered outdoor spaces.

These costs will be fully absorbed by the School of Construction through its existing operating budget and will not create an additional funding requirement for the Institute.

Project Risk Assessment

In accordance with BCIT's Enterprise Risk Management and BCIT's Capital Project Management Framework, a Project Risk Registry has been established for the project that identifies key project risks and mitigation strategies, as summarized in **Appendix A**.

The following risk is listed in the risk registry but warrants further consideration:

BCIT may be left with a roof structure that does not relocate with the micro-factory.

The requirement to relocate the micro-factory for capacity-building activities with two Indigenous communities does not necessarily include the roof. Under the agreement with PacifiCan, the required movable assets are the prefabrication equipment and shipping containers. This leaves open the possibility that a host Nation may already have access to a suitable covered space.

The probable first recipient of the equipment, although intentionally not named in the PacifiCan agreement to maintain flexibility, is the Heiltsuk Climate Action Team, a not-for-profit organization located in Bella Bella, BC. Both options (relocating the equipment with a roof structure or without one) have been discussed, but no decision has been made.

As a result, the risk matrix considers **a scenario in which the roof does not travel to future locations.**

Approvers of this business case should consider the following potential scenario if the receiving community of the micro-factory does not want the roof as part of the package: the **properly engineered roof remains on campus and supports other School programs; the roof is dismantled and recycled; or the roof is dismantled and sold.**

Procurement

The project will follow BCIT procurement policies and established governance procedures. Major equipment procurement has already been completed with support from BCIT's Purchasing department. Campus Planning and Facilities will work with BCIT Procurement to acquire the roof structure and the remaining project components.

Schedule

The project schedule below identifies the high-level tasks and their corresponding durations to complete the project. For a more detailed breakdown, please refer to **Appendix B**.

Task Name	2026					2027									
	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27
Start Up															
DCO Award															
Activity 2E - Design															
Activity 3E - Construction Documentation															
Activity 4E - PPA + BP Submission and Bid Support															
Activity 5E - Construction Administration (time TBD with CM)															
Activity 6E - Project Close Out															

Governance Structure

In accordance with BCIT's Capital Project Management Framework, the Project Governance

Structure is schematically outlined in the figure below.

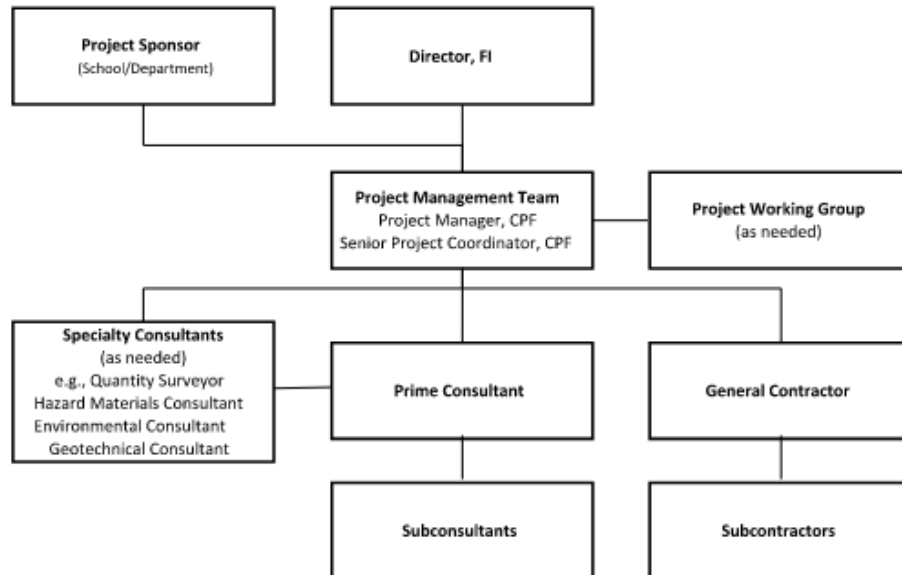


Figure 1. Minor Projects - Governance Structure

Governance Roles

Governance Role	Name / Title	Organization
Academic Sponsor	Jennifer Figner — Provost & Vice President, Academic	BCIT
Project Sponsor	Michael Currie — Dean, School of Construction and the Environment	BCIT (SoCE)
Project Sponsor	Danica Djurkovic — AVP, Campus Planning & Facilities	BCIT
Project Sponsor	Alex Hebert	BCIT (ZEBLC)
Project Manager	Daniel Reyes	BCIT
Director, FI	Joe Cosh — Director, Facilities Improvement	BCIT
Financial Lead	Peter Bode — Associate Director, Financial Services & Reporting	BCIT (SoCE)
Financial Oversight (BCIT)	Kamal — Financial Controller, Financial Services & Reporting	BCIT
Funder Relations (BCIT)	Sarah Bainbridge — Director, Research & Academic Innovation	BCIT
Funder Relations (SoCE)	Devon Franklin — Manager, Corporate Training & Industry Services	BCIT (SoCE)
Prime Consultant	Janusz Menezla — Associate Principal (project lead); Rob Grant — Principal, MRAIC	OMB Architects
Specialty Consultant — Structural	Saul Domingos-Morales	RJC Engineers
Specialty Consultant — Code	Jack Hui, M.Eng., P.Eng., CP	Pontem Group
Specialty Consultant — Mechanical	Kevin Hill, P.Eng.	Rocky Point Engineering
Specialty Consultant — Electrical	Mark Heffernan, B.Eng.; Phil O'Neill, P.Eng.	O'M Engineering
Specialty Consultant — Civil	Connor Moss, P.Eng.	Creus Engineering
Specialty Consultant — Geotechnical	Ghanem Al-Mutairi	Kontur Geotech
Quantity Surveyor / Cost Consultant	Mark Russell	LEC
Fabricator	Neil Chidlow	Kalesnikoff Mass Timber
General Contractor	TBC	—
Subcontractors	TBC	—

Communication Plan

The communication strategy will focus on:

- Promoting BCIT's leadership in modern methods of construction
- Highlighting Indigenous partnerships
- Showcasing applied learning opportunities
- Supporting industry engagement
- Communicating project milestones and outcomes

The project also provides strong storytelling opportunities related to:

- Housing affordability
- Climate action
- Workforce development
- Indigenous-led innovation
- Construction modernization

Demonstration activities, tours, workshops, and industry engagement events will form part of the communication and outreach strategy.

All press releases and formal internal and external communications will follow BCIT's official processes and be coordinated through BCIT Marketing and Communications (MARCOM), Government Relations, and the Indigenous Initiatives department.

BCIT Campus Planning and Facilities will communicate construction-related impacts to the Burnaby campus community through established campus communication processes.

REVIEW AND APPROVAL

The following individuals have reviewed the Business Case Report, and approved it as presented (to be signed upon AFC and Board approval):

Jennifer Figner, Provost and Vice President, Academic

Date (MM/DD/YYYY)

Navida Suleman, CFO and Vice President, Administration

Date (MM/DD/YYYY)

Michael Currie, Dean, School of Construction and the Environment

Date (MM/DD/YYYY)

Danica Djurkovic, Associate Vice President, Campus Planning and Facilities

Date (MM/DD/YYYY)

Appendix A - Risk Registry

BCIT Micro factory

STATUS	ID	DESCRIPTION				POTENTIAL IMPACTS	INITIAL ASSESSMENT				
		PROJECT CATEGORY	RISK TITLE	DESCRIPTION	CAUSES		CONSEQUENCES	ASSESSMENT			MITIGATION STRATEGY
								COST	LIKELIHOOD	IMPACT	RISK SCORE
Monitoring	1	External	PPA and BP Approvals	Prolonged review and approval/permitting of the Micro factory by the City of Burnaby, which is treating the project as a permanent building rather than a temporary structure.	City review classifying the project as permanent rather than temporary; incomplete/missing application information; queue of permit applications at the City.	Delay to construction start; increased design and permitting complexity; risk to the September PPA/Building Permit submission milestone.	Medium	3	3	H	Proceed on a full-compliance basis; engage the Code Consultant early; submit the PPA and Building Permit applications in parallel; engage the City in discussions before and during the permit review period.
Monitoring	2	Technical	Sprinkler System Requirements	Full sprinkler system vs. an alternative fire-protection solution not yet resolved.	Non-insulated structure limiting standard wet-system feasibility; AHJ requirements not yet confirmed.	Increased cost, space constraints, and coordination with building services; potential redesign if a full system is mandated.	High	3	3	H	Engage the Fire Protection Consultant early; confirm dry-system feasibility; review alternative solutions with the AHJ.
Monitoring	3	Construction	Underground Utilities Conflict	Underground utilities may conflict with proposed container/foundation placement.	Utility locations not yet fully verified against proposed siting.	Redesign of footings and container layout; cost escalation.	Medium	3	3	H	Verify all utility locations; conduct a subsurface scan; adjust design once siting is confirmed.
Monitoring	4	External	Tree Interference	Existing trees may interfere with the roof structure or siting.	Tree protection requirements; siting proximity to existing campus landscaping.	Design modifications or additional pruning/removal approvals required.	Low	2	2	M	Coordinate with BCIT Campus Planning early; obtain pruning/removal approval ahead of design freeze.
Monitoring	5	Project Planning	Funding Milestone Risk (PacifiCan)	Inability to spend committed PacifiCan funding by the funder's milestone deadline.	Design, procurement, or construction delays compressing the available spend window.	Funding clawback or incomplete project delivery.	High	3	3	H	Confirm milestone flexibility directly with the funder; align procurement and contracting activity with funding milestone dates.
Monitoring	6	Technical	Uncertainty of Future Site Locations	Uncertainty over the future/permanent relocation site(s) for the modular hub.	Relocation destinations (e.g., partner Indigenous community sites) not yet finalized.	Rework required once geotechnical or seismic conditions at a future site are known.	Medium	3	3	H	Design with relocation flexibility; develop a modular engineering package; include geotechnical scope for future sites.
Monitoring	7	Procurement	Prefabricated Roof Procurement	Prefabricated roof procurement and design constraints.	CSA approval requirements; custom span limitations.	Delays to design finalization or increased cost.	Medium	2	3	M	Explore a hybrid structural system; engage RJC Engineers and the roof supplier early; assess lead times.
Monitoring	8	Conceptual Design/Scope Description	Insufficient Early Design Information	Insufficient early design information or site data available to consultants.	Site data/surveys not yet complete at design kickoff.	Delayed consultant start-up; rework once data becomes available.	Low	2	2	L	Hold an on-site kickoff; identify information gaps; issue a Request for Information (RFI) list.
Monitoring	9	Project Structure and Governance	Stakeholder Misalignment	Misalignment among BCIT, the City, the funder, and consultants.	Multiple parties with independent timelines and priorities; communication gaps.	Scope changes, rework, and communication gaps.	Low	2	3	M	Maintain weekly touchpoints and bi-weekly coordination meetings; distribute meeting minutes and tracked decisions promptly.

STATUS	ID	DESCRIPTION				POTENTIAL IMPACTS	INITIAL ASSESSMENT				
					ASSESSMENT			MITIGATION STRATEGY			
		PROJECT CATEGORY	RISK TITLE	DESCRIPTION	CAUSES	CONSEQUENCES	COST	LIKELIHOOD	IMPACT	RISK SCORE	MITIGATION STRATEGY
Monitoring	10	Construction	Construction Cost vs. Approved Budget	Project construction costs exceed the approved project budget.	Unforeseen code requirements (e.g., sprinkler/fire strategy); market escalation and inflation; unknown or unforeseen site conditions.	Cost overruns; inability to complete original project scope without additional approvals.	High	3	3	H	Maintain cost tracking with the project's cost consultant; integrate design-to-budget reviews; retain a contingency allowance.
Monitoring	11	Technical	Mass Timber Servicing Misalignment	Mass timber hub servicing may not align with the container design.	Power/data/mechanical interfaces not yet confirmed between OMB and the fabricator.	Installation issues and delays during construction.	Medium	2	3	M	Confirm servicing requirements in writing; OMB to incorporate servicing interfaces into the design early.
Monitoring	12	Construction	Shipping and Reconstruction Challenges	Shipping and reconstruction of the facility at future sites presents cost and schedule risk during relocation.	Disassembly/reassembly process not yet documented; shipping tolerances not yet confirmed in design.	Cost and schedule risk during relocation.	Medium	2	2	M	Document the disassembly and reassembly process; design for modularity; include shipping tolerances.
Monitoring	13	Project Planning	Lack of Schedule Ownership	Lack of clear schedule ownership across teams.	No single accountable lead assigned per workstream.	Missed milestones and unmanaged dependencies.	Low	2	3	M	Develop an integrated project schedule; assign an accountable lead per workstream.
Monitoring	14	Scope Creep	Roof Relocation Ambiguity	BCIT may be left with a roof structure that does not relocate with the Micro factory.	Under the PaciFiCan agreement, the confirmed required movable assets are the prefabrication equipment and shipping containers; the roof's status as a movable asset is not explicitly confirmed.	BCIT could be left holding a fixed capital asset (the roof) at the Burnaby site without a defined disposition plan.	Medium	3	3	H	Confirm in writing with PaciFiCan and BCIT whether the roof structure is an in-scope movable asset before the roof design is finalized with OMB; if non-relocatable, define a disposition plan (retain, repurpose, or decommission).
Monitoring	15	Conceptual Design/Scope Description	Errors and Omissions	Scope or design errors or omissions in project documentation.	Scope poorly defined during project initiation; project charter incomplete or not reviewed/signed off by key stakeholders; constrained project timelines.	Cost and schedule overruns.	Medium	2	3	M	Technical reviews by BCIT and key stakeholders at each design stage gate; establishment of a project charter; continuity of the project team.
Monitoring	16	Project Structure and Governance	Project Governance & Stakeholder Roles	Delays due to unclear decision-making authority and execution roles across the project team.	Roles and responsibilities across Advocate Consultants, BCIT, and OMB not formally documented; key information required for decisions not clearly communicated.	Cost and schedule overruns; project outcomes that do not meet stakeholder expectations.	Low	2	3	M	Implement a RACI/Responsibility Assignment matrix to clearly define roles and levels of engagement required.
Monitoring	17	Project Planning	Interface with BCIT Operations and Other Campus Projects	Project could be disrupted during design or construction from interface challenges with other ongoing BCIT capital projects, operations, and programs near the NW corner site.	Interface challenges between the Micro factory and other BCIT programs, projects, and campus operations.	Project delays, scope creep, additional costs, and disruption to BCIT programs or other projects.	Low	2	2	M	Effective project governance; coordination with BCIT Operations and other projects; schedule management with updates and milestone targets.
Monitoring	18	Project Planning	BCIT/Advocate Project Team Capacity	Adequate resources for key project roles may not remain available throughout the project.	Personnel transitions in key project roles (e.g., the BCIT-side handoff following Enrique's transition); demands of other projects on campus.	Project delays; additional costs; loss of continuity/context during handoff.	Low	3	2	M	Ensure a clear point-of-contact handoff process; maintain documentation and tracking workbooks to preserve continuity through personnel changes.
Monitoring	19	Project Planning	Project Funding Schedule Alignment (BCIT Internal)	Misalignment of project completion with approved internal BCIT capital funding,	Delays in key project stages such as design, procurement, and construction.	Cash flow issues; funding not available to complete the project as planned.	Medium	2	3	M	Well-developed business case with cost estimate, scope definition, and clear project objectives; ongoing

STATUS	ID	DESCRIPTION				POTENTIAL IMPACTS	INITIAL ASSESSMENT				
		PROJECT CATEGORY	RISK TITLE	DESCRIPTION	CAUSES	CONSEQUENCES	ASSESSMENT			MITIGATION STRATEGY	
							COST	LIKELIHOOD	IMPACT	RISK SCORE	MITIGATION STRATEGY
				FTE targets, and the academic calendar.							business case restructuring with OMB engineering cost data.
Monitoring	20	Construction	Hazardous Materials / Contaminated Soils	Hazardous materials or contaminated soils suspected or found during pre-construction testing at the Burnaby site.	Prior cost estimates for this project have explicitly excluded contaminated soils, indicating the condition has not been ruled out.	Should testing confirm hazardous materials, hazmat abatement will be required, causing additional cost and schedule delays.	Medium	1	3	L	Complete testing for suspected hazardous materials as early as possible in the design process to allow time for an abatement plan if required.
Monitoring	21	Construction	Unforeseen Site Conditions	Site conditions may not match available as-built or existing drawings at the NW corner site.	Unknown or previously undocumented site conditions (beyond utilities specifically) may be encountered once siting is finalized.	Schedule and cost impacts due to possible scope changes needed to accommodate unforeseen conditions.	Medium	1	3	L	Work closely with OMB and the contractor to identify a safe, cost-effective solution with minimal schedule impact; present proposed solutions to BCIT for timely review and approval.
Monitoring	22	Construction	Weather Delays	Delays to outdoor works caused by inclement weather.	Rain or other weather events during site preparation and foundation/container installation.	Contractor unable to work during significant weather events; schedule impact.	Low	3	1	L	Account for seasonal weather risk in the construction schedule and tender documents; transfer weather risk to the contractor where appropriate.
Monitoring	23	Construction	Contractual Disputes and Contract Performance Issues	Contract disputes initiated by the contractor due to contract or scope changes.	Contract changes that are not easily resolved with the contractor.	Disputes may lead to additional costs, delays, scope or legal fees, and reputational impact.	Medium	2	2	M	Engage an experienced PM to lead the project team; involve a procurement specialist in tender document preparation; implement a change management plan.
Monitoring	24	Construction	Contract Administration	Contract administration not conducted in a timely or diligent manner pursuant to contract terms.	Inability to manage or understand contract performance, change management, or communication requirements.	Project delays and performance issues.	Low	1	1	L	Engage an experienced Contract Administrator with support of a multi-disciplinary team.
Monitoring	25	Procurement	Labour, Supply, Equipment and Material Availability	Inadequate supply of labour, materials, and/or equipment for specialized project components.	Specialized labour and equipment for mass timber and prefabricated components may not be readily available or may involve long lead times.	Premiums for accelerated delivery, or additional costs/schedule delays if alternate options are required.	Medium	2	2	M	Manage through design development, engaging the fabricator/CM for constructability reviews and confirmation of availability.

Task Name	2026					2027									
	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27
Start Up															
DCO Award															
Activity 2E - Design															
Code Assessment and Fire Protection Review															
Development of Design and Drawings															
City Review meeting															
Issue of Design Development Drawings															
Client Review															
Client Sign-Off															
Activity 3E - Construction Documentation															
Development of Construction Documentation															
Issue of 75% Construction Documentation															
Client Review															
Further Development of Construction Documentation															
Client Sign Off															
Preparation of PPA / BP															
Issue 100% CD documentation															
Activity 4E - PPA + BP Submission and Bid Support															
City of Burnaby PPA Review															
Issue of City of Burnaby PPA Submission															
City of Burnaby PPA Review / Comments															
City of Burnaby PPA Approval															
City of Burnaby BP Review															
Issue of BP Application															
City of Burnaby BP Review / Comments															
City of Burnaby BP Approval															
Bid Support															
Issue IFT															
CM Construction Tender Period Support															
BCIT Review + Award															
Preparation of IFC Documents															
Issue of IFC															
Activity 5E - Construction Administration															
Mobilization / Preparation															
Construction on Site															
Activity 6E - Project Close Out															
Project Close Out															
Occupancy															



DECISION NOTE September 29, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Shawna Waberi, Chair, Education Council

ITEM: Program Cancellation: Associate Certificate in Applied Network Administration and Design

APPENDIX:

1. Appendix A: Associate Certificate in Applied Network Administration and Design – Recommendation to Cancel

RECOMMENDATION:

THAT the cancellation of the Associate Certificate in Applied Network Administration and Design, be approved.

BACKGROUND:

BCIT's Education Council advises the Board of Governors that appropriate process for cancellation of these programs has been followed in accordance with [Program Suspension and Cancellation - Policy #5405](#).

The School of Business + Media recommends cancelling the Associate Certificate in Applied Network Administration and Design (ANAD) effective immediately.

The rapidly changing technology sector has rendered this program irrelevant. The notice of intent to cancel the ANAD program and 3 other programs, was communicated in January 2025. Cancellation of the other programs was complete in 2025. As there were a few students completing the ANAD program at that time, the decision to cancel was paused. During this time no additional students were accepted into the program. The final student completed the program in 2026 and applied for graduation.

There will be no impact on faculty, as all faculty members in the program have already transitioned into roles in the updated program options.



Recommendation to Cancel

**Associate Certificate in Applied
Network Administration and Design
School of Computing and Academic
Studies**

Office of the Provost & Vice President, Academic

[31 August 2026]

Program Recommended for Cancellation

The Associate Certificate in Applied Network Administration and Design (ANAD) in the School of Computing and Academic Studies is being considered for cancellation due to lack of interest.

Key Issues/Rationale

The Applied Network Administration and Design (ANAD) program covers expert use of a Windows PC, Network TCP/IP Data Communications, LINUX, Windows Server Cloud Administration, IT security foundations and applied virtual networks. Students learn best practices for network server administration, and disaster recovery for mission critical business operations. The program is offered through flexible learning.

This Associate Certificate program is being considered for cancellation because of relevance and low enrollment. Applied Network Administration and Design (ANAD) is a sub-set of the CST FLEX Diploma, aimed at external students with other education and experience. This legacy PTS program started in the 90's and has next to no interest since 2020.

Computing Flexible Learning is currently in process of consolidating our parallel legacy offerings. We can better meet student and industry demand by discontinuing this ANAD associate certificate.

Summary of Consultation

A 30 day consultation email was sent January 2025 to the Computing Department, Technology Professional Programs, and Support staff to invite comments on the cancellation of 4 associate certificates in flexible learning that had low interest. This included the ANAD program. The other 3 programs completed the cancellation process in 2025 (See Appendix A).

Although no comments were received regarding the cancellation of the ANAD program, the program area identified a few students who were in the process of completing the Associate Certificate. It was decided to pause the cancellation process to support the final students to complete the program by providing course equivalents. During this time, no additional students were accepted into the program. The final student completed the program in 2026 and applied for graduation.

A second consultation email was sent to the Computing department on June 29, 2026 to provide an update and invite comments on completing the cancellation of the ANAD program. No comments were received. (See Appendix A).

Summary of Alternatives Considered

There is no market need to continue with ANAD as an associate certificate. Students interested in networking focused credentials have other options at BCIT including the Certificate in Technology Support Professional (TSP) and Associate Certificate in Network Administrator Technician (NAT).

There were no other alternatives considered as the program was becoming obsolete due to technological changes in the industry and material could be covered by other offerings currently in the Computing department.

Impact on Stakeholders

Cancellation of this program has no impact on students, faculty, other stakeholders, or resources.

A note on the ANAD website indicated that this program was under review and not accepting additional applications since early 2025. Students who reached out about this program were directed to the TSP and NAT program which have similar employment outcomes.

Teach-out Plan

There are no declared students in this program. Existing declared students have been supported over the past year to complete the courses and the final student has applied to graduate as of August 2026.

Transition Plan

No faculty are impacted as courses they teach are part of other credentials. There are no impacts to classroom spaces for this program. Almost all of the courses in the ANAD program will continue to be offered in Computing flexible learning as part of other programs.

One course, COMP 4912 Applied Virtual Networks, is only offered as part of the ANAD program and will be retired. It has not been offered since Winter 2025.

Communication Plan

The Registrar's Office and Student Financial Aid were informed of the cancellation in the second consultation email. ANAD was not connected to any service courses and was not eligible for financial aid.

Implementation Plan

Once the cancellation is approved by the Board of Governors, a program update form will be submitted to cancel the program and remove it from the BCIT website.

Recommendation to Cancel: Associate Certificate in Applied Network Administration and Design

Appendix A: Stakeholder Consultation

From: Maria Phillips <Maria_Phillips@bcit.ca>

Sent: January 15, 2025 9:23 AM

To: Computing Department and TPP Faculty, Support Staff

Cc: Kathy Siedlaczek <Kathy_Siedlaczek@bcit.ca>; Jan Smith <jan_smith@bcit.ca>; Donna Turner <donna_turner@bcit.ca>; Cynthia van Ginkel <Cynthia_van_Ginkel@bcit.ca>; Dean Hildebrand <Dean_Hildebrand@bcit.ca>; Carol Friedrich Fong <Carol_Fong@bcit.ca>

Subject: Cancellation of Computing Associate Certificates

Sending on behalf of Dean Hildebrand.

Dear colleagues,

I am writing to inform you that these 4 Associate Certificates are being considered for cancellation as of February 17, 2025.

This correspondence is in keeping with BCIT policy 5405 and procedure 5405-PRI.

1. [Computer Systems Foundations](#) (CSF)
2. [Advanced Java Development](#) (AJD)
3. [Advanced .NET Development](#) (AND)
4. [Applied Network Administration and Design](#) (ANAD)

These 4 Associate Certificate programs are being considered for cancellation because of relevance and a lack of interest.

- a) *The CSF was a vehicle for external students in the 90's without the CST Diploma to gain access to CST BTech which no longer exists.*

Those self paced courses have not been offered since 2019. External students interested in BScACS now have alternate entry options.

- b) *AJD and AND are subsets of the CST FLEX Diploma, aimed at external students with other education and experience.*

Both AJD and AND have had little interest since 2020 and were superseded by the [Web and Mobile Applications Development](#) (WMA) Associate Certificate.

The WMA offers the same learning outcomes as AJD/AND depending on the electives chosen.

Recommendation to Cancel: Associate Certificate in Applied Network Administration and Design

- c) ANAD is also a sub-set of the CST FLEX Diploma, aimed at external students with other education and experience. This legacy PTS program started in the 90's and has next no interest since 2020.

Students interested in networking focused credentials have other options at BCIT including [Technology Support Professional](#) (TSP) and [Network Administrator Technician](#) (NAT)

As per policy, I invite you to respond and comment on the proposed cancellation by February 17, 2025.

Regards

Dean

Dean Hildebrand PhD
School of Computing and Academic Studies
British Columbia Institute of Technology bcit.ca
c 778.928.0438 | p 604.451.6867

From: Maria Phillips <Maria_Phillips@bcit.ca>
Sent: June 29, 2026 11:30 AM
To: SCAS-Computing Department <scas-computingdept@bcit.ca>
Cc: Dean Hildebrand <Dean_Hildebrand@bcit.ca>; Patricia Bretschneider <pbretschneider@bcit.ca>; Stephanie Williams <Stephanie_Williams@bcit.ca>
Subject: Cancellation of Computing Associate Certificate

Sending on behalf of Dean

Dear colleagues,

You may recall that back in January 2025 we initiated that cancellation of 4 of our Flexible Learning programs (CSF, AJD, AND and ANAD). It appears that we neglected to finalize the process for ANAD so I need to reinstate it. As such, I am writing to inform you that the Applied Network Administration and Design (ANAD) Associate Certificate is being considered for cancellation as of July 31, 2026. This correspondence is in keeping with BCIT policy 5405 and procedure 5405-PRL.

[Applied Network Administration and Design](#) (ANAD)

This Associate Certificate program is being considered for cancellation because of relevance and a lack of interest. ANAD is also a sub-set of the CST FLEX Diploma, aimed at external students with other education and experience. This legacy PTS program started in the 90's and has next no interest since 2020. Students interested in networking focused credentials have other options at BCIT including [Technology Support Professional](#) (TSP) and [Network Administrator Technician](#) (NAT)

As per policy, I invite you to respond and comment on the proposed cancellation by July 31, 2026.

Regards

Recommendation to Cancel: Associate Certificate in Applied Network Administration and Design

Dean

Dean Hildebrand PhD

Dean

School of Computing and Academic Studies

British Columbia Institute of Technology

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DECISION NOTE September 15, 2026

PREPARED FOR: Board of Governors

PREPARED BY: Jennifer Figner, Provost and VP, Academic

ITEM: Institutional Accountability Plan and Report 2025/26

APPENDICES:

1. Appendix A: Institutional Accountability Plan and Report 2025/26 Reporting Cycle (draft)
2. Appendix B: [2025 Mandate Letter](#) (use this link)

RECOMMENDATION:

THAT, with no significant implications identified by the Ministry of Post-Secondary Education and Future Skills, the Institutional Accountability Plan and Report 2025/26 Reporting Cycle, be approved.

BACKGROUND:

The Institutional Accountability Plan and Report (IAPR) is an annual government reporting requirement listed under Governance. The [BC Reporting Principles](#) provide a guide for government reporting and are used in the development of the IAPRs. Each government term BCIT receives a Mandate Letter which sets out the strategic priorities and performance expectations. This provides the framework for the IAPR as the institutions must publicly report on their actions and accomplishments in support of the priorities and strategic initiatives under the [Accountability Framework](#).

The purpose of the IAPR is to describe the outcomes an institution aims to achieve along with how progress will be monitored throughout the academic year (2026/27). It also describes the performance measures achieved during the past academic year (2025/26) in comparison to targets, and references how the achievements align with the goals and objectives of the public post-secondary system.

The Chair of the Board of Governors and the President are responsible for ensuring the IAPR aligns with the goals and objectives of the system – as outlined in the 2025 Mandate Letter between the government and BCIT.

The Institutional Accountability Plan and Report is a public document intended for the Ministry of Post-Secondary Education and Future Skills and the general public. The document is made

available both on the [Ministry of Post-Secondary Education and Future Skills](#) and [BCIT](#) websites.

The Institutional Accountability Plan and Report is to be submitted to the Ministry of Post-Secondary Education and Future Skills by the end of October 2026.

Institute Implications:

To ensure the report aligns with the Accountability Framework and Mandate Priorities, the draft Institutional Accountability Plan and Report was shared with the Ministry of Post-Secondary Education and Future Skills in May. Feedback was provided for more information to strengthen the narrative on the Mandate Priorities, Sexual Violence Prevention and Response Initiatives, and Appendix B – Template for Reporting on Lasting and Meaningful Reconciliation.

An updated draft was submitted to the Ministry for July 10 to undergo another review. Overall, the Ministry noted “BCIT has prepared an engaging and comprehensive report that highlights the Institute’s focus on experiential education and programs and strategic direction.” A few general suggestions were provided and have been addressed in the version included in the Board Package.



A PARTNER IN FUTURE-PROOFING BC

Institutional Accountability Plan and Report
2024/25 Reporting Cycle





Accountability Statement: Letter to the Minister

Friday, May 30, 2025

Honourable Anne Kang
Minister of Post-Secondary Education and Future Skills
Parliament Buildings
Victoria, BC, V8V 1X4

Dear Minister:

We are pleased to submit the British Columbia Institute of Technology (BCIT) Institutional Accountability Plan and Report (IAPR) to the Ministry of Post-Secondary Education and Future Skills for the 2024/25 reporting cycle. This report has been prepared in accordance with the Budget Transparency and Accountability Act and has been reviewed and approved by the BCIT Board of Governors. BCIT is committed to and accountable for meeting the objectives outlined in this plan.

Over the past year, while working in a climate of fiscal restraint, BCIT has incorporated many initiatives and strategies that align with government priorities and support a sustainable future. Our report highlights BCIT's commitment in meeting the priorities, expectations, and overarching principles identified by the Ministry. This includes:

- Delivering education and training in support of the [StrongerBC Future Ready Action Plan](#);
- Incorporating feedback to ensure Indigenous voices are reflected in trades training; programming;
- Continuing to implement education related to the Truth and Reconciliation Commission of Canada's Calls to Action, as well as recommendations from In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care Report; and
- Introducing protections for international students to ensure fair treatment.

In January 2025, the Institute released the [Strategic Plan 2025-2030](#). Building on our history of innovation and resilience, the Plan is a bold commitment to lead, innovate, and transform the future of education. The Plan—rooted in our vision of empowering people, shaping BC, and inspiring global progress—reaffirms our commitment to preparing job-ready graduates while securing long-term financial sustainability for the Institute. It is built around four key commitments: transforming teaching and learning experiences, catalyzing digital modernization, fostering vibrant communities, and enriching partner and industry engagement.

Through these commitments, the Plan positions BCIT to lead positive changes and to deliver graduates who are prepared to make a lasting impact.

As BCIT plays a vital role in connecting education, industry, and government to meet the evolving needs of the workforce, we make a unique and important contribution to the economic and social prosperity of British Columbia.

We are proud of the past year's achievements and intend to build on the initiatives outlined in BCIT's plan in the coming years.

A handwritten signature in black ink, appearing to read "MB", written over a light blue circular watermark.

Michael Bonshor [Gixkan'dzi], CPA
Chair, Board of Governors

A handwritten signature in black ink, appearing to read "Jeff", written over a light blue circular watermark.

Dr. Jeff Zabudsky
President

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Vision

EMPOWERING PEOPLE. SHAPING BC. INSPIRING GLOBAL PROGRESS.

Mission

PARTNERING LEARNERS AND INDUSTRY FOR SUCCESS THROUGH WORKFORCE DEVELOPMENT.

Values

At BCIT, we strive to:

ACHIEVE EXCELLENCE

We strive to achieve excellence in everything we do and to accomplish real and measurable results.

EMBRACE INNOVATION

We embrace innovation, ignited by imagination and creativity, to improve our approaches, opportunities, and outcomes.

CHAMPION DIVERSITY AND INCLUSION

We champion diversity of experiences, ideas, cultures, and perspectives, fostering a community permeated with equality and inclusivity.

PURSUE COLLABORATION

We believe in the power of collaboration to amplify our efforts.

ENGAGE WITH RESPECT

We work from a position of respect for others’ expertise, insight, and inherent worth, and we reflect a respect for future generations in our passion for sustainability.



The British Columbia Institute of Technology is grateful to be located on the unceded territory of the Skwxwú7mesh [Squamish], səf ilwətaʔ [Tseil-Waututh], and xwməθkwəy’əm [Musqueam] First Nations.

Strategic Direction and Context



Strategic Direction

Established in 1964, BCIT is provincially mandated under the BC College and Institution Act ([Bill 26-2004](#)) to act as a polytechnic institution for British Columbia [BC] by offering technological and vocational instruction, as well as baccalaureate and applied master's degree programs.

In 1964, BCIT's guiding philosophy was to develop job-ready graduates. Since that time the Institute has seen many changes, all while upholding this key philosophy. With a fundamental commitment to graduates' career success driving the Institute's approach for 60 years, graduates of BCIT trades, apprenticeship, technology, and professional programs remain some of the most sought-after talent in Canada. BCIT's distinct position can be attributed to the core business of delivering applied education and training in support of British Columbia's economic development. The Institute continues to cultivate partnerships with business, industry, high schools, and other post-secondary institutions. These collaborations help advance the Institute's vision by improving core offerings, expanding the number of degree programs, enhancing applied research to support advanced studies, strengthening work-integrated learning (WIL) opportunities, and furthering partnerships to include foreign post-secondary institutions.

Continuing support for the Ministry of Post-Secondary Education and Future Skills (PSFS) in fulfilling their mandate commitments, and high-level internal alignment with the changing needs of industry is of great importance to BCIT. In response to the Truth and Reconciliation Commission of Canada's Calls to Action, and the United Nations Declaration on the Rights of Indigenous Peoples Act, BCIT is actively creating opportunities and building capacity for Indigenous learners, while supporting their success through An Indigenous Vision. To support equitable access to education, the Institute is also improving access to education for vulnerable and underrepresented students, such as former youth in care, and expanding programming related to the trades, technology, and health sectors.

The new BCIT Strategic Plan 2025-2030 builds on our legacy as a beacon of innovation and resilience and is centered around empowering learners in a complex world. By accelerating digital modernization, developing transformative teaching and learning experiences, cultivating vibrant and inclusive communities, and deepening strategic partnerships, the Strategic Plan ensures our graduates are job-ready to lead with creativity and confidence. At the same time, the Plan's anchor in sustainable growth and adaptive agility empowers BCIT to navigate change and drive lasting impact.

External Scan

BC's Economic Performance

BC's gross domestic product (GDP) grew moderately by 2.4% in 2023¹, with the service industry being the primary contributor². Key industries driving this growth included transportation and warehousing; public administration; professional, scientific, and technical services; healthcare and social assistance services; and real estate, rental, and leasing. Economic growth slowed in 2024 but is expected to rebound in 2025. There are some uncertainties with ongoing trade tensions. However, BC's well-diversified global trade is expected to help mitigate some of the potential impacts³. Inflationary pressures remain complex in Canada. While core inflation measures remain stable in the 2.5–3.0% range, short-term inflation expectations have risen due to household expectations of prices rising due to the trade conflict; longer-term inflation expectations remain unchanged⁴.

There are expected to be just over 1.1 million job openings in British Columbia over the 10-year period from 2024 to 2034⁵. Of the total projected job openings, approximately 60%, or 671,000, will be due to the need to replace workers leaving the labour force, primarily due to retirement as BC's population ages. The remaining 40%, or 449,000, will be new jobs created through economic growth. Employment in the province is expected to grow at an annual average rate of 1.4% from 2024 to 2034, increasing from 2.8 million people employed in 2024 to 3.3 million by 2034. Over the next decade, five industries are projected to generate more than half of the total job openings in British Columbia. These top industries are health care and social assistance [16%], professional, scientific and technical services [13%], retail trade [11%], construction [9%], and educational services [7%]⁶.

Technology is advancing rapidly across all sectors, and artificial intelligence (AI) and automation are set to transform a wide range of jobs, including many that require higher education. Although the full economic impact of generative AI has yet to emerge, significant labour market disruptions remain a real possibility and demand ongoing attention. At the same time, these shifts are creating strong growth in demand for skilled professionals in the natural and applied sciences, as well as technology fields. Addressing these challenges means investing in skills training and reskilling, since most future job openings will require post-secondary education, specialized training, or management experience. As a polytechnic institute, BCIT is uniquely equipped to deliver the practical training and reskilling programs individuals need to succeed in an evolving labour market.



¹ Statistics Canada. **Table 36-10-0402-01 Gross domestic product (GDP) at basic prices, by industry, provinces and territories (x 1,000,000)**

² Government of BC. **2024 British Columbia Financial and Economic Review**

³ TD. **2025 British Columbia Budget**

⁴ Bank of Canada. **Monetary Policy Report - April 2025**

⁵ Government of BC. **Labour Market Outlook: 2024 Edition**

⁶ Government of BC. **Labour Market Outlook: 2024 Edition**

Polytechnic Education

BCIT's unwavering commitment to experiential post secondary learning—rooted in hands on and industry focused programs—delivers profound benefits. Our polytechnic approach drives productivity, growth, and innovation across BC and Canada by developing skilled talent and advancing technological breakthroughs.

As a founding member of [Polytechnics Canada](#), a not-for-profit association representing Canada's 13 leading research-intensive, publicly supported polytechnics, colleges, and institutes of technology, we collaborate with peer institutions to champion research, innovation, workforce development, and diversity and inclusion while highlighting the impact of applied, industry-focused education.

Changing Demographics

BC continues to experience high levels of international immigration. As of January 1, 2025, the provincial population was 5.72 million⁷. During 2024, the population grew by an estimated 1.7%.⁸ International migration continued to be the primary driver of population growth in British Columbia, adding 100,303 individuals to the population during 2024. In 2024, British Columbia saw a net loss from interprovincial migration, which contributed to a net decrease of 5,912 in its population. The largest contributor to this decrease was relocations to Alberta. Natural population change as a result of births and deaths resulted in a small net decline of 34 individuals⁹. These statistics once again confirm BC's heavy reliance on international migration for economic and labour force growth.

Across BC, the proportion of people aged 65 and older relative to those aged 15 to 64 is expected to increase from 31% in 2024 to 38% in 2034, though this impact varies regionally¹⁰. This indicates a growing proportion of seniors relative to the working-age population. The 2024 BC Labour Market Outlook indicates that over the coming decade, nearly half of the new job seekers, approximately 47%, will be young individuals joining the workforce. Immigrants are projected to make up another 46%, with the remaining percentage representing job seekers relocating from other regions within Canada.

With ongoing international and interprovincial migration, BC's labour force will continue to grow and become more diverse. Post secondary institutions across the Lower Mainland will not only serve traditional college age students but also support mid career and seasoned professionals, alongside a rising number of women entering the trades. To help newcomers integrate smoothly, the provincial government is expanding language training, career counselling, and financial and educational supports for certification and re credentialing.

In response to shifting demographics towards a more diverse and maturing population, BCIT will continue its efforts to serve a broad student body and seek opportunities to support the education and training needs of older workers.



⁷ Statistics Canada. [Table 17-10-0009-01 Population estimates, quarterly](#)

⁸ BC Stats. [Quarterly Population Highlights](#)

⁹ BC Stats. [Quarterly Population Highlights](#)

¹⁰ WorkBC. [BC Labour Market Outlook: 2024 Edition](#)

Internal Scan

BCIT Students

BCIT's mission is to deliver quality education and training to support student career goals, and to provide BC with the skills for a productive economy. The programs offered at BCIT are designed to support the Ministry of Post-Secondary Education and Future Skills in meeting its mandate commitments, and offer future-proof workplace skills.

The Institute continues to draw students from large school districts across BC, and accepts applications from international students across the globe. During the 2024/25 fiscal year, over 44,000 students were enrolled at BCIT¹¹. Included in these enrolment numbers were over 1,850¹² Indigenous students and approximately 6,300 international students¹³ coming from approximately 100 countries.

The Student Check-in Survey, first launched in Fall 2020, is administered annually to all Flexible Learning (formerly Part-time Studies) and Full-time students, to better understand their needs and concerns. Results from the Winter 2025 term showed that 86% of respondents were satisfied with their education. Flexible Learning participants reported the highest level of satisfaction at 87%. Full-time students reported an 84% satisfaction rate, while apprentices reported 83%, and Trades and Technical Studies reported 82% with their education. The results show that students overwhelmingly agree that BCIT is a diverse and inclusive environment, with over one-third of respondents (38%) identifying themselves as a member of a visible minority group. When asked about the overall quality of the learning environment, respondents showed a preference for in-person learning (82%) over online learning (71%), with a notable portion expressing satisfaction with the resources and facilities related to their program or course¹⁴.

BCIT Flexible Learning students, make up about 34% of full-time equivalent (FTE) students. During the last Flexible Learning Engagement survey in 2023, 41% cited a "flexible schedule" as their primary reason for choosing BCIT; followed by 40% who indicated "reputation"; 31% selected "availability of online option for the course/program; and 30% because the "program/course only offered at BCIT". Working full-time was the top reason cited for choosing to study on a part-time basis (57%).¹⁵



¹¹ BCIT Student Information Systems, fiscal year 2024/25 (distinct student headcount)

¹² Student Transitions Project. Fall 2024 Enrolment Dashboard

¹³ BCIT Student Information Systems, fiscal year 2024/25 (distinct international student headcount)

¹⁴ Student Check in Survey. [BCIT 2025 Student Check in Survey](#)

¹⁵ Flexible Learning Engagement Survey. [BCIT 2023 Flexible Learning Student Engagement Survey](#)

Indigenous Students at BCIT

BCIT acknowledges the unceded traditional territories of the Coast Salish Nations of Skwxwú7mesh [Squamish], sə̌ilwətaʔ4 [Tsleil-Waututh], and xwməθkwəy̓əm [Musqueam], on which our campuses are located. An Indigenous Vision, introduced in 2019, provides a platform to strengthen the Institute's 25-year commitment to the enrolment and success of Indigenous learners. In 2023/24, BCIT delivered more trades [934 students], and engineering and applied sciences [443 students] undergraduate programming to Indigenous students than any other non- research post-secondary in BC¹⁶. Business and management were also areas of higher enrolment. Enrolment activity of Indigenous students is anticipated to increase over the coming years as BCIT continues the path of reconciliation and works to strengthen its relationships with Indigenous communities.

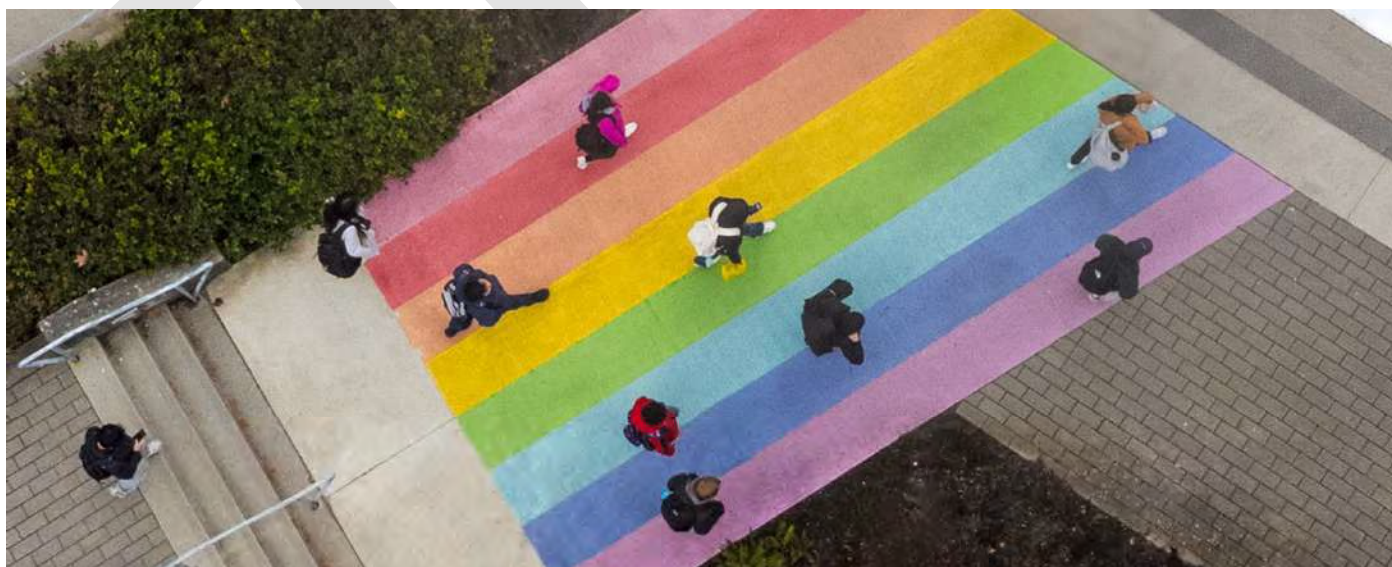
Student Wellbeing

In March 2025, BCIT launched the [Student Wellbeing Action Plan](#) [the Action Plan] alongside the signing of the [Okanagan Charter](#)—marking a significant step toward integrating health and wellbeing into all aspects of campus life. The Action Plan builds on the Student Wellbeing and Resilience Framework released in 2020 and emphasize a whole-campus approach to student wellbeing by embedding community wellbeing into BCIT's ethos, culture, policies, and processes. The Action Plan will guide and support current and future initiatives that promote student health and wellbeing across all levels of the Institute.

The Action Plan focuses on fostering a shared responsibility for wellbeing, ensuring that the BCIT community works together to enhance student wellbeing and health equity. It includes the following guiding principles:

1. Creating a culture that promotes wellbeing: Encouraging a positive and supportive environment where wellbeing is prioritized across the Institute.
2. Equipping BCIT community members to maintain supportive environments for wellbeing: Ensuring that both students and employees have the tools and training to create and sustain environments conducive to wellbeing.
3. Enhancing literacy and competencies to support oneself and others: Building awareness of the importance of wellbeing and mental health, while providing resources to that empower students and employees to support themselves and one other.
4. Increasing awareness and equitable access to services and supports: Ensuring that students know where to access wellbeing resources and that these resources are accessible to all, especially equity-deserving groups.

The Action Plan is a living document that evolves as student's needs shift and new challenges arise. An evaluation plan, along with regular reporting, will help measure the impact of the initiatives and identify areas for improvement. The Action Plan aligns with BCIT's broader strategic goals and values, including engaging with respect, pursuing collaboration, and championing diversity and inclusion.



¹⁶ Student Transitions Project. Fall 2024 Enrolment Dashboard

Student Success

- **Accessibility Services' exam registration update:**

In response to student feedback regarding barriers associated with previous exam registration processes, Accessibility Services launched an online exam registration software in November 2024. This initiative aims to increase the ease and efficiency with which students access accommodated exams. During the final exam period in December 2024, there was a 65% increase in the number of accommodated exams. While this increase was observed, it is important to acknowledge that a variety of factors likely contributed to this trend, including BCIT's continued commitment to improving accessibility and support for students with accommodations.

- **Community of Practice for Universal Design:**

In 2024, Accessibility Services partnered with the Learning and Teaching Centre to establish a Community of Practice for Universal Design, bringing together members from various BCIT programs and schools. The community focuses on exploring teaching and learning approaches that promote student access, inclusion, and wellbeing. This initiative enhances the academic experience by fostering more inclusive and accessible learning environments across BCIT, with the goal of ensuring that all students can fully engage in their learning journeys.

- **Counselling Practicum Program expansion:**

In September 2024, the Counselling and Student Development Department successfully expanded its Counselling Practicum Student program, increasing the number of practicum students from one to two. This expansion enhances BCIT's ability to provide high-quality, hands-on training for future counsellors, while also strengthening partnerships with other post-secondary counsellor training programs. By ensuring the counselling team includes newly trained professionals skilled in the latest practices, BCIT can offer students more comprehensive mental health support. This initiative positively impacts student wellbeing by increasing the availability of counselling services and integrating innovative approaches to support students' mental health needs.

- **Accessibility Services' Student Open House launch:**

In collaboration with the Student Entry and Transition Coordinator, Accessibility Services launched the first Accessibility Services Student Open House in 2024. This event provided 25 new and incoming students with a comprehensive overview of available resources and services. By offering a streamlined opportunity for students to learn about the supports available to them from the start of their academic journey, the event helped students feel informed and supported. Plans are already underway for a second Open House in July 2025, which will include transition workshops for students with accommodations entering BCIT. This further promotes a smooth and well-supported transition to post-secondary education.

- **Health promotion and harm reduction initiatives:**

In October 2024, BCIT launched its Overdose Prevention Response in efforts to raise its community's awareness about emergency procedures, harm reduction resources, and risks associated with substance use. This initiative supports student wellbeing through several key actions:

- **Regular naloxone and harm reduction training:** Offered to students and employees to ensure the BCIT community is prepared to respond to emergencies, as well as to reduce the risks of substance-use related incidents.
- **Overdose response awareness:** Through class presentations and digital/print materials provided by the Student Life Office, students have access to important information about substance use and wellbeing.
- **Emergency protocols for student housing:** Student Housing staff and Resident Advisors are trained on emergency protocols, while students in residence are informed about naloxone location and usage through in-suite posters and ongoing suite meetings.
- **Healthier Substance Use and Harm Reduction Working Group:** Provides learning opportunities focused on harm reduction, stigma reduction, and exploring diverse recovery pathways. The group fosters an environment of support for students who are exploring recovery or seeking guidance.

- **Expansion of Health Promotion Specialist role:** BCIT hired a second Health Promotion Specialist focused on promoting overall student health and wellbeing, with an emphasis on healthier substance use, harm reduction, sexual violence prevention, and financial wellbeing. This role is already contributing to the delivery of educational events, including naloxone training, overdose prevention, and other wellness workshops. These initiatives provide students, faculty, and staff with the knowledge and resources needed to support their wellbeing.

The Health Promotion Specialist also works closely with departments across the Institute to integrate substance use education, sexual violence prevention, and financial wellness initiatives into BCIT's student services – supporting a holistic approach to student health.

Student Housing

More than 750 students currently occupy 329 rooms each year in BCIT Student Housing. With the opening of a new 469-bed Tall Timber Student Housing building in Fall 2025, BCIT will be able to support over 1,500 students annually through a flexible, year-round housing model. This includes expanded capacity for both short-term apprenticeship students and long-term technology students, helping to meet the diverse needs of the BCIT student community. This substantial growth in housing supply will offer more students access to safe, affordable, and stable on-campus housing—key components of student wellbeing and academic success. The Province's investment in the new Tall Timber Student Housing building supports BCIT's ongoing commitment to sustainability and innovation. Constructed using mass timber and designed to meet BC Energy Step Code 4, this new facility reflects BCIT's commitment to environmental responsibility and thoughtful infrastructure planning. With this expansion, BCIT is better equipped to reduce housing waitlists, ease financial pressures for students, and contribute to more affordable housing options in the Burnaby area.

BCIT Student Housing continues to support equity-deserving students—particularly Indigenous learners and former youth in care—by prioritizing them for on-campus housing. This approach helps ease the challenge of finding affordable accommodations in an increasingly competitive off-campus market. This approach reflects BCIT's commitment to creating inclusive and supportive environments where all students, particularly those facing systemic barriers, can thrive. To further reduce financial barriers, the Student Housing Bursary has been expanded. This funding supports students who may otherwise face challenges staying in on-campus housing, fostering a more equitable student experience by improving housing stability and retention.

The student housing application process has also been enhanced to offer a more personalized experience. Students can now choose their rooms and request roommates, helping to foster a sense of belonging and community from the start. In response to strong demand, BCIT continues to grow its gender-inclusive housing options. These spaces remain among the most requested by applicants and will be expanded with the opening of the Tall Timber Student Housing building. Gender-inclusive housing is an essential part of BCIT's commitment to providing affirming and inclusive living environments for all students.

Off-campus housing resources have also been significantly expanded this year. BCIT now offers curated housing support for all five campuses, including guidance on rental rights, budgeting, and finding suitable accommodations in the Lower Mainland. These tools are designed to support both domestic and international students in making informed and empowered decisions about their housing situations.

BCIT and the Technology Industry

BCIT continues to expand and enhance its computing and IT programs to meet the needs of the technology sector and other industries increasingly reliant on digital solutions. The Institute is refreshing courses and completing the rollout of new program intakes to accelerate the development of in-demand talent. Program Advisory Committees and standardized program reviews support BCIT as it continually evolves its computing and IT programs to meet industry's changing needs, as well as to ensure graduates are job-ready. Key highlights for 2024/25 include:

- New set of Full-time Bachelor of Technology in Forensic Investigation: [Digital Forensics and Cybersecurity Option](#) and Bachelor of Science in Applied Computer Science (BScACS) – Database Option were offered for the first time in January 2025.

- Introduced a new microcredential in [Techniques for Crime & Intelligence Analysts](#), which covers the latest technologies in crime analysis and prevention.
- Profiled successful graduates and faculty to help build prospective student interest in all areas of tech, including: [AI in wildfire management](#), [AI in app development](#), [cybersecurity](#), [tech leadership](#), [ethics and values in technology](#), [Internet of Things \(IoT\)](#), [web development](#), [applied student projects](#), [computer basics](#), and [intro courses](#).
- Offered introductory Machine Learning workshops to Indigenous K-12 students, and connecting with an Inuit community on a language preservation app project.
- Worked with local partners, including non-profits, and connected many student projects to real-world applications by running over 125 [computing student industry projects](#) throughout the year. Also offered drop-in public project showcases at the Downtown Campus TEC Hub (fifth floor) and Tech Collider (second floor).
- Computing students successfully competed at hackathons, including teams that placed first, third, and fourth place at [YVR's Smart Airport Hackathon](#)
- [Digital Forensics and Cybersecurity](#) students competed internationally in an invitational Capture the Flag cybersecurity event in Florida, practicing their skills in defending against hacking.
- Encouraged women and underrepresented groups to pursue tech education and careers by supporting the Women in Computing student club and providing mentorship through the Science World Girls and STEAM event. Successful students, graduates, and faculty from underrepresented groups were also featured: [women pursuing careers in cybersecurity](#) and [cybersecurity consulting](#), and [BIPOC leaders in technology](#).

In the School of Health Sciences, key highlights for 2024/25 include:

- Ongoing exploration of innovative teaching methods in [Medical Laboratory Sciences](#) and in Diagnostic Imaging programs, with a focus on increased simulation-based learning.
- To support workforce development, we continued with seat expansion in the [Bachelor of Science in Nursing \(BSN\) program](#). In addition, the following programs expanded to help address the growing demand for Diagnostic Technologists in BC:
 - [Radiation Therapy](#) now offers 35 seats
 - [Nuclear Medicine](#) now offers 20 seats
 - [Magnetic Resonance Imaging \(MRI\)](#) now offers 16 seats
- To help address the critical shortage of qualified Perfusionists in Canada, the Cardiovascular Perfusion program launched the [International Perfusion Equivalency Assessment \(IPEA\)](#) in collaboration with the Canadian Society of Clinical Perfusion (CSCP). This initiative provides a streamlined pathway for internationally certified Perfusionists—who have graduated from accredited programs, hold a Canadian job offer, and are in good standing with select global associations—to have their academic and clinical competencies assessed, enabling them to fill Canadian roles in as little as five months.
- Specialty Nursing developed three new microcredentials: [Sexual Health and Reproductive Health Foundations](#), [Sexual Health Rehabilitation](#) and Post-Anesthetic Recovery for Adolescents. These courses were designed to meet the needs of community and industry partners. In addition, Equity-Oriented Care curriculum was developed in the Specialty Nursing programs, including Social Determinants of Health, Equity-Oriented Healthcare, Trauma and Violence Informed Care, among others.
- Development of [Occupational Health and Safety Essentials microcredential](#).
- [Advanced Medical/Surgical Nursing](#) stream was launched within High Acuity, Specialty Nursing.

- The [BCIT Occupational Health and Safety program](#) is the first Institution of Occupational Safety and Health (IOSH) accredited program in North America.
- The School of Health Sciences is home to one of the largest [simulation](#) spaces in Canada, designed to enhance experiential learning. The School is in the process of preparing for International Simulation Accreditation.
 - The Health Sciences Centre features 64 state-of-the-art simulation spaces, with an additional 30 spaces in the newly renovated SE12 building.
 - Equipped with advanced technology, including high-fidelity patient simulators and realistic clinical environments, these spaces provide students with immersive, hands-on training that mirrors real-world healthcare settings. New simulation equipment to mimic the hospital setting in Diagnostic Imaging programs were also undertaken, such as mock MRI simulator and LINAC couch in Radiation Therapy. This cutting-edge approach in simulation throughout the School of Health Sciences ensures graduates are well-prepared to meet the evolving demands of the healthcare industry.
- The School of Health Sciences continues to demonstrate excellence in health education through recent accreditations across multiple programs, including [Magnetic Resonance Imaging](#) (November 2024), [Cardiovascular Perfusion](#) (February 2025), [Environmental Health](#) (February 2025), [Bachelor of Science in Nursing](#) (March 2025), and the [Perinatal Nursing Specialty](#) (2025)—further validating the quality and national recognition of BCIT's health sciences programs.
- The School of Health Sciences piloted a 12-week Mental Fitness Program designed to strengthen mental health, build mental resilience, and support overall wellbeing for employees.
- The [Western Canada Collaborative of Health Science Educators Society 2024 Conference](#) was hosted in the Health Sciences Centre in May 2024.
- [Environmental Public Health](#) participated in the [Girls in STEAM](#) event at Science World.

BCIT Programming

Guided by a philosophy of preparing graduates to make an immediate impact in the workforce and through entrepreneurship, both locally and globally, BCIT's applied, hands-on education model equips students to launch successful careers, become industry leaders, and pursue further learning through ladder credentials and flexible options like microcredentials.

The [Indigenization, Inclusion, Diversity, Equity, Accessibility, Sustainability and Student Wellbeing \(IDEAS\)](#) lens provides programs the opportunity to consider each of these important perspectives and how they can be reflected in curriculum, admissions, teaching methods, and other aspects of programs.

BCIT's programming is guided by our institutional commitment to transforming teaching and learning to equip students with the skills needed in a rapidly evolving world. A significant number of programs completed BCIT's rigorous program review process, which ensures alignment with student and industry needs, curricular innovation, and excellence in teaching and learning.

The Bachelor of Technology in Technology Management, the Bachelor of Engineering in Mining and Mineral Resource Engineering, the Advanced Certificate in Cardiovascular Perfusion, and numerous diploma programs such as Prosthetics and Orthotics, Broadcast and Online Journalism, Business Operations Management, and Architecture and Building Technology recently underwent the program review cycle and established action plans for curricular renewal.

As an outcome of recent program reviews, many programs implemented changes to ensure they remain current, relevant, and responsive to community needs and our mandate. These programs include:

- Master of Science in Ecological Restoration (now offering both thesis and course-based pathways)
- Bachelor of Engineering in Civil Engineering (now integrating co-op)
- Diplomas in Nuclear Medicine; Nautical Sciences; Food Processing, Safety and Quality; Global Supply Chain Management
- Certificate in Event Marketing and Management Strategy

In addition, BCIT is proud to have launched new programs, which include:

- Diploma in Graphic Design and Interactive Media
- Associate Certificate in Engine Room Rating
- Associate Certificate in Business Analysis
- An apprenticeship in Aircraft Structural Technician

BCIT also introduced the innovative Certificate in Essential Technical Skills for Architecture, Construction, and Engineering with comprehensive work-integrated learning components that allow students to explore career options in these high-demand sectors.

All BCIT programs are developed based on rigorous needs assessments to ensure alignment with industry and student needs. They are designed to prepare graduates to become leaders in in-demand fields and to contribute meaningfully to the local, provincial, and national economies.



Applied Research, Innovation, and Industry Relationships

BCIT's unique focus on applied research provides students with practical experience through industry projects and collaborations. These projects and collaborations are informed by local and global trends and cover a wide range of fields critical to the provincial economy – such as health, natural resources, and information technology. By working on real-world, timely challenges, students gain invaluable experience applying their education in meaningful ways.

BCIT's Strategic Plan, as well as Education Plan include initiatives to establish the Institute as a leader in applied research through:

- Teck Copper Innovation Hub
- Building Science Centre of Excellence
- Rehabilitation Engineering Design Lab
- Diversity Circles
- Centre for Ecocities
- Centre for Applied Research and Innovation
- Spartan Controls Centre for Energy Education and Research
- Emission Reduction and Research Test Hub
- Language Success Team
- Centre for Architectural Ecology
- Remotely Piloted Aircraft Systems Hub
- Smart Microgrid
- Centre for Internet of Things
- Centre for Digital Tools and Social Transformation
- Polytechnic Research Institute for Simulation

With more than 900 collaborative projects and over 5,000 faculty and students working on applied research annually, BCIT is committed to research that supports companies to develop new products and services. BCIT Research Chairs have brought in over \$10 million in total grant funding since their initial appointments:

- Dr. Jaimie Borisoff, former Canada Research Chair, Rehabilitation Engineering Design, and Director, MAKE+ Research Group
- Dr. Paula Brown, Canada Research Chair, Phytoanalytics and Director, Natural Products Research Group
- Dr. Aaron Hunter, Mastercard Chair in Digital Trust and Director, Centre for Cybersecurity
- Dr. Mathew Smith, Metallurgy Research Chair and Director, Centre of Welding Technologies
- Dr. Fitsum Tariku, Research Chair in Advanced Building Technology and former Canada Research Chair, Whole Building Design

In addition to the research occurring in research centres and across BCIT Schools, the Centre for Applied Research and Innovation [CARI] is home to the Institute’s dedicated research groups:

Centre for the Internet of Things (IoT) keeps BCIT at the forefront of this emerging technology with advanced hands-on education and training, industry collaboration, and research.	MAKE+ is an interdisciplinary research group focused on product development, applied research, and education. The team optimizes the functionality, user experience, value, and commercial success of emerging health, consumer, and industrial products. This team is capable of taking complex projects and ideas from requirement to discovery and concept development.	Natural Products Research Group (NRG) concentrates on issues related to natural health and food product quality, process improvement, and human health. NRG’s goal is to ensure that all Canadians can achieve the potential health and economic benefits offered by natural health products, medicinal plants, and food products.	Smart Microgrid Applied Research Team (SMART) converges expertise in the information technology, communications engineering, and energy management fields to develop prototypes and solutions for complex applied research problems. SMART has a reputation for unique experience in three strategic research themes: smart microgrid and energy management systems, electric vehicle infrastructure, and critical infrastructure cybersecurity.
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BCIT Employees

With approximately 2,200 full-time and over 900 part-time faculty and staff, BCIT is one of the largest employers among post-secondary institutions in BC. BCIT prides itself on offering competitive salaries and generous benefits, and is ranked as one of BC’s Top Employers in 2025.¹⁷ BCIT’s Total Compensation Package offers a comprehensive range of employer paid benefits to eligible employees and their dependents.

BCIT values work-life balance and provides generous vacation entitlements alongside financial support for health and wellness, income protection, and retirement. Professional development [PD] opportunities include tuition waivers for BCIT courses, dedicated PD resources, and ongoing workshops – both online and in person—delivered by groups including Diversity Circles, the Respect, Diversity, and Inclusion Office, Indigenous Initiatives and Partnerships, Organizational Development, and Human Resources.

All new employees are required to complete the Occupational Health and Safety, and Respectful Workplace training sessions. A gym, free fitness workshops, and on-site childcare are also available to employees.



¹⁷ British Columbia’s Top Employers [2024], Mediagroup Canada Inc.

BCIT governance

BCIT is governed by two bodies: the Board of Governors and the Education Council.

The Board of Governors is comprised of elected and appointed members who represent a variety of interests and perspectives. Members communicate the provincial government's requirements and objectives to the BCIT Senior Team and report to the Province on its stewardship of the Institute's resources. The Board is accountable to both the Province and the public for meeting the public policy objectives of the Institute set by the government. Board meetings are open to all, and past meeting minutes are available on the [BCIT website](#).

The BCIT Education Council (EdCo) focuses on academic aspects of BCIT, including:

- Setting policies, criteria, and procedures for awards
- Overseeing academic standing, appeals, and examinations
- Defining curriculum content for courses
- Advising the Board of Governors on developing educational policies, programs, or priorities

Past meeting minutes are available on the [BCIT website](#).

Physical Infrastructure

BCIT operates five main campuses throughout Metro Vancouver, plus several satellite sites. Its largest location, Burnaby Campus, accommodates mostly Full time students. The Downtown Campus, situated in the heart of Vancouver's business district, hosts Flexible Learning courses and programs. In Richmond, the Aerospace Technology Campus offers cutting edge facilities and more than 20 training aircraft. North Vancouver's Marine Campus provides specialized marine engineering instruction and houses Western Canada's only Marine Engine Room simulator. Finally, the Annacis Island Campus in Delta is home to the Motive Power Centre of Excellence, BCIT's heavy duty transportation training hub, and the Emission Reduction and Research Test Hub (ERRTH), both crucial to meeting the Province's workforce demands.



Mandate Priority Reporting

BCIT continues to maintain strong commitments to supporting the Province of British Columbia and the Ministry of Post-Secondary Education and Future Skills in achieving and contributing to their key priorities. The following sections provide updates to priorities which were outlined in the 2023/24 mandate letter.

Delivering educational and training programming as described in the StrongerBC Future Ready Action Plan to equip British Columbians to capitalize on new opportunities and remain resilient in the face of unprecedented change, including the continued expansion of access to affordable, accessible and relevant training, such as through micro-credentials and expanded health seats.

Expanded health seats

In early 2022, the Province announced additional funding for health-related seats to be added to public post-secondary institutions. Since September 2022, an additional 96 seats per year in the Bachelor of Nursing program were added annually, and now approaching the last year of a three-year expansion. For fiscal 2024/25, an additional 15 seats were added in Radiation Therapy, along with an additional four seats in Magnetic Resonance Imaging and four seats in Nuclear Medicine.

Additional tech-relevant seat expansions

This year, BCIT continues to support the Ministry's expansion of tech-relevant programming. The Master of Science in Applied Computing and the Bachelor of Creative Industries have been successfully developed and are set to launch in Fall 2025. Meanwhile, full-time equivalents (FTEs) continue to increase in existing programs, such as:

- Bachelor of Technology in Forensic Investigation (Digital Forensics and Cybersecurity option)
- Bachelor of Science in Applied Computer Science
- Diploma in Digital Design and Web Development
- Certificate in Digital Health
- Diploma in Digital Communications and Wireless Technologies

With continued funding support from the Ministry, BCIT is committed to increasing capacity across ten programs by 314 FTEs over the next five years. In 2024/25, BCIT exceeded its target of 382 FTEs, ultimately delivering 871 FTEs in support of the tech-relevant expansion.

Future skills grant

Through the [**StrongerBC future skills grant**](#), students can receive up to \$3,500 in ministry funding for eligible short-term program offerings in support of skills training, with twelve of BCIT's programs eligible in Fall 2024 and Winter 2025, seven of which were micro-credentials and the other five being short certificates. The future skills grant provided 472 learners the opportunity to attend BCIT and advance their skills and knowledge.

Continuing to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.

Indigenous spaces

A four-storey mural by Musqueam artist Chase Gray adorns the main interior wall of the Health Sciences Centre, while the building's rooftop garden showcases native plant species, especially those traditionally used by Indigenous communities.

The upcoming Trades and Technology Complex will feature inclusive, culturally appropriate spaces for Indigenous learners.

Just steps away, an exterior wall facing the new Beedie Plaza is brought to life by a vibrant mural from Musqueam artist Kelly Cannell, echoing the Indigenous motifs inside the Health Sciences Centre.

In partnership with the Indigenous Initiatives and Partnerships team, Student Housing is also working to rename existing

residence buildings and to name the soon-to-open Tall Timber Student Housing building with Indigenous names that honour cultural heritage. This collaboration extends beyond naming—Indigenous design elements will also be woven into the landscaping, interior spaces, and overall building aesthetics to reflect cultural traditions and stories.

Indigenous training and cultural competency

BCIT has been working with Lil'wat First Nation and the Whistler Institute to offer Indigenous training and promote cultural competency. Two Indigenous and Intercultural Awareness courses have been developed in partnership with the Lil'Wat First Nation, with several offerings delivered in the Sea-to-Sky Corridor.

These courses aim to build lasting and sustainable relationships by educating individuals and employers about the culture, history, and traditions of the Lil'wat, as well as the history and effects of colonization and the residential school system in Canada. They also equip employers with the tools to support local Indigenous community members in the workplace.

A similar program is currently being explored in partnership with the Squamish First Nation. Additionally, a separate microcredential is in development for delivery to Lil'wat Nation community members and local high school students. The microcredential will focus on life and employment skills, including effective communication, employment readiness, and more.



Developing and implementing protections for international students that support their fair treatment.

Tuition transparency for international students

Beginning in late 2022, BCIT began developing a plan for transparency around international tuition and fees. The intention of this plan was to provide international students with the necessary information to help them plan for the cost of their education while studying at BCIT over the next four years. The proposed plan was shared with both the BCIT Student Association and the Ministry of Post-Secondary Education and Future Skills to gather further feedback. During the 2023/24 and 2024/25 consultations with the Student Association on tuition and fee increases, BCIT engaged directly on the proposed increases for the upcoming academic years and provided advance notice of the [outyear increases](#) for the international differential factor.

Reporting on Ministry of Post-Secondary Education and Future Skills Strategic Initiatives

Sexualized violence prevention and response initiatives

As the first post-secondary institution in the province to establish sexualized violence regulations, BCIT demonstrates a strong commitment to addressing and preventing sexualized violence. The Institute is working to reduce sexualized violence through research, education, reporting, and policy. These include:

- In February 2025, BCIT partnered with the Ministry of Post-Secondary Education and Future Skills to participate in the Student Perceptions of Sexualized Violence Survey. The survey responses are currently being analyzed and will guide BCIT in taking concrete actions to better support our community.
- Developed and launched the online learning module Safer Campuses for Everyone—Preventing and Responding to Sexual Violence, which emphasize consent, intervention strategies and pathways to support.
- Launched the anonymous [Reporting Platform for Sexualized Violence Incidents](#) in April 2024, backed by a comprehensive communication plan for faculty, staff, students and the Student Association.
- Designed a 90-minute sexualized violence prevention and response workshop for BCIT staff and faculty.

A dedicated Sexualized Violence Prevention Committee meets three to four times a year to oversee these initiatives, provide strategic guidance on policy and programming, and ensure our training, communications and support services reflect the latest best practices. The Committee will be holding its first strategic planning meeting in May 2025 to explore priorities for prevention and education resources, and programming for the upcoming academic year.

BCIT remains committed to ensuring anyone affected by sexualized violence can access timely support and make informed choices about reporting, academic adjustments, or workplace accommodations.

Former youth in care

In 2024/25, BCIT saw 85 former youth in care benefit from the BC Government's tuition waiver program, with a total of \$291,966 distributed—an increase of 33% in spending over 2023/24. This also represents a 60% increase in the number of students supported at BCIT compared to the previous year. Additionally, in 2024/25, BCIT saw 92 former youth in care benefited from the BC Government's Learning for Future Grant, with a total of \$356,500 distributed. This marks a 54% increase in spending and a 47% increase in the number of students supported compared to 2023/24.

At BCIT, every student enrolled in the government tuition waiver program is supported by a Student Financial Aid and Awards Advisor who provides proactive assistance. This includes access to the Youth Futures Education Fund, general check-ins, and reminders about important deadlines. Additionally, students receive information and referrals to other support services, including Indigenous Initiatives for those who self-identify as Indigenous.

BCIT is represented in the Ministry-led Campus Navigator Community of Practice, supporting former youth in care to access post-secondary education and achieve positive learning outcomes. Within the Community of Practice, BCIT actively collaborates, builds strong relationships, and shares knowledge and resources to advance best practices that effectively support former youth in care.



Dual credit trades enrolment

In 2024/25, BCIT saw a 51% increase in dual credit student participation, with enrolment rising to 355 students from 235 the previous year. Of these, 75 students attended the inaugural trades training intakes funded by the Dennis and Phylliss Washington Foundation, in conjunction with Seaspac ULC and Southern Railway of British Columbia [SRY].

This multi-year funding initiative supports technical training in high-demand skilled trades—Piping, Electrical, Metal Fabrication, and Marine Fitter—across four high schools located in Vancouver, Surrey, Coquitlam, and Maple Ridge school districts. It aims to provide access to essential skills and credentials for students, including those from underrepresented groups such as low-income families, newcomers to BC, and individuals facing other educational barriers.

Essential Technical Skills for Architecture, Construction, and Engineering [ACE] pilot program

The first intake of the Essential Technical Skills for Architecture, Construction, and Engineering Certificate program concluded in August 2024, with 11 students successfully graduating.

This unique certificate program offers foundational knowledge, skills, and experience for those exploring careers in the design-build sector. It welcomes all qualified applicants, including graduating Grade 12 students, and especially supports individuals without defined educational or employment goals. The program delivers a series of part-time courses, starting with three in-person classes at the Burnaby Campus in July and August, followed by 12 months of online learning combined with internships and work placements.

Student Success pilot workshop launched

As part of the Student Success pilot workshop launched last year, the Trades Success Starts Here: Accessibility, Wellbeing, and Student Support Workshop was introduced to 32 New Westminster and Coquitlam dual credit students in the Carpentry Framing Foundation program. The workshop aimed to enhance students' educational experiences and support their smooth transition to post-secondary education. Topics included effective study strategies, tutoring resources, and Student Life programs. Accessibility Services also guided students in transitioning from Individual Education Plans [IEPs] in K-12 to Individual Accommodation Plans [IAPs] at the post-secondary level.

Jill of All Trades expands

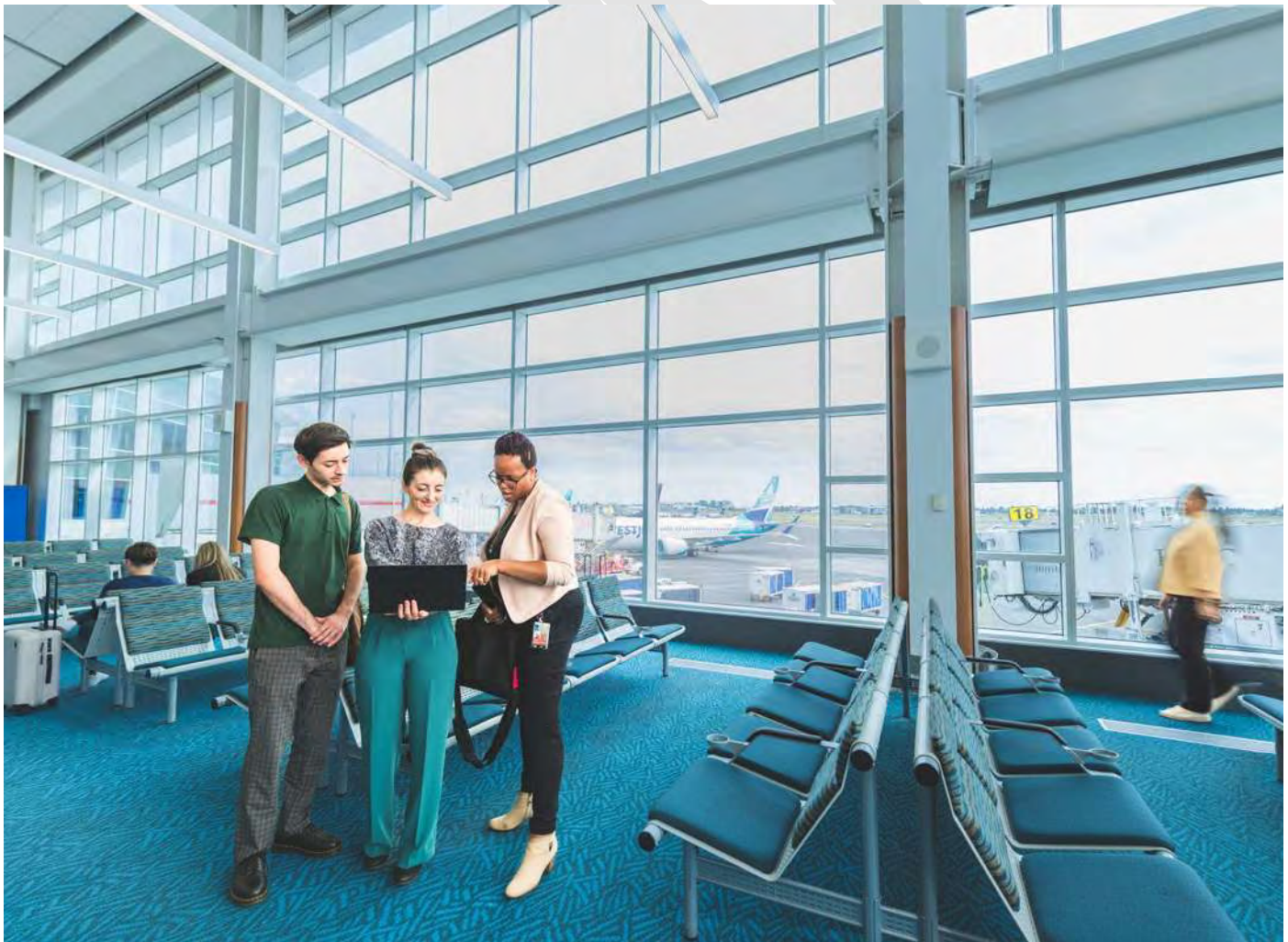
In response to high demand, BCIT increased participation in its Jill of All Trades event from 80 to 140 seats. This hands-on, in-shop event is designed for grade 9–12 students who identify as female or gender diverse. It encourages the exploration of careers in the skilled trades through interactive workshops and real-world experiences. Participants accessed cutting-edge facilities, connected with industry professionals, and engaged in hands-on workshops in trades such as Ironworking, Machining, Cabinetmaking, Motorcycle Technology, Digital Communications and Wireless Technologies, Sheet Metal, Auto Body and Collision Repair, and more.

Co-op and work-integrated learning

BCIT continues to offer and expand on a range of work-integrated learning (WIL) opportunities for students including apprenticeships, co-operative education (co-op), practicums, clinical placements, internships, directed studies, and capstone projects with industry. In 2024, the Institute's Centre for Workplace Education (CWE) facilitated over 590 co-op work terms across various industries, including more than 150 placements in sectors impacted by skilled trades labour shortages.

WIL is a core component of BCIT's applied educational model and programming. In 2024, new co-op programs were developed in the Graphic Communications Diploma and the Bachelor of Science in Applied Computing Science programs.

BCIT continues to expand applied industry learning, with over 150 programs now offering WIL opportunities. BCIT's CWE is represented on the Board of Directors for the Association for Co-operative Education and Work Integrated Learning (ACE-WIL) BC, and on the BC WIL Council. BCIT is also a member of the national Business/Higher Education Roundtable (BHER), where post-secondary advocates work with key business leaders across all sectors to expand WIL opportunities.



BCIT Performance Plan

BCIT Alignment with Ministry Strategic Directives

The table below provides an overview of the BCIT Strategic Plan’s four commitments and 13 initiatives, as well as how they align to support the system’s strategic objectives as outlined in the Accountability Framework.

		BCIT STRATEGIC INITIATIVES	SYSTEM STRATEGIC OBJECTIVES	BCIT HIGH-LEVEL PERFORMANCE INDICATORS
BCIT COMMITMENTS	TRANSFORM TEACHING AND LEARNING	▪ Educational innovation and real-world learning ▪ Holistic Student Development ▪ Relevant Education and Sustainable Practices	Quality Relevance	▪ Learner demand ▪ Quality of educational experience
	CATALYZE DIGITAL TRANSFORMATION	▪ Connect in a culture of change ▪ Empower digital infrastructure ▪ Advance process efficiency ▪ Enhance cybersecurity and foster cyber culture	Capacity Access Quality Efficiency	▪ Investment in people ▪ Advancement of respect, diversity, and inclusion ▪ Operational effectiveness
	FOSTER VIBRANT COMMUNITIES	▪ Employee recognition and development ▪ Campus development and accessibility ▪ Comprehensive student engagement and support	Access Quality Relevance	▪ Industry collaboration ▪ Extent of Indigenization ▪ BCIT brand strength
	ENRICH PARTNER EXPERIENCES	▪ Integrated curriculum development ▪ Industry partnership accelerator ▪ Educational and curriculum development	Capacity Quality Relevance Efficiency	▪ Campus sustainability ▪ Fiscal sustainability

Strategic Goals and Directives

The newly launched BCIT Strategic Plan was shaped through a comprehensive and inclusive engagement process, grounded in a commitment to reflect the needs and aspirations of our community. Consultations with a diverse group of community members, including BCIT leaders, students, alumni, donors, employees, and industry partners were essential in developing a shared vision for BCIT's future in an increasingly complex world.

COMMITMENT 1:

TRANSFORM TEACHING AND LEARNING EXPERIENCES TO CONTINUOUSLY EQUIP STUDENTS WITH FUTURE-PROOF SKILLS FOR A RAPIDLY CHANGING WORLD.

Educational Innovation and Real-World Learning: Equip students and faculty with up-to-date curriculum, responsive teaching practices, and modern learning spaces and tools.

Holistic Student Development: Deepen the student experience by proactively promoting and supporting mental health and wellbeing.

Relevant Education and Sustainable Practices: Integrate awareness of contemporary challenges into our curriculum. Enable a teaching and learning environment where faculty and students can engage with societal issues through BCIT's IDEAS Lens, applied learning, and cross-discipline collaboration. Infuse Indigenous knowledge and practices through the organization and within our partnerships to mobilize broader societal change.

COMMITMENT 2:

CATALYZE DIGITAL TRANSFORMATION TO MODERNIZE AND STREAMLINE SYSTEMS, SECURE DATA, AND IMPROVE EXPERIENCES AND EFFICIENCY.

Connect in a Culture of Change: Cultivate a culture of institutional accountability and innovation and enhance interdepartmental collaboration. Ensure all employees are equipped to take initiative, fostering a solution-oriented work environment.

Empower Digital Infrastructure: Develop a robust technology strategy and roadmap that includes modernized business management practices and enhanced technical support to streamline operations and meet user expectations.

Advance Process Efficiency: Implement a standardized approach to improve and manage processes through workflow automation, redundancy elimination, and institutional accountability.

Enhance Cybersecurity and Foster Cyber Culture: Continue to develop a robust cybersecurity framework that prioritizes the privacy and protection of student, employee, and Institute data. Create a community of cyber awareness where responsibility is shared across all levels while increasing visibility on cybersecurity issues.

COMMITMENT 3:

FOSTER VIBRANT AND INCLUSIVE COMMUNITIES—ON AND OFF CAMPUS—TO ENHANCE EXPERIENCES OF CONNECTION, WELLBEING, AND BELONGING.

Employee Recognition and Development: Creatively recognize employees through inclusive avenues supported by management. Ensure growth opportunities exist to attract and retain top talent.

Campus Development and Accessibility: Refresh the Campus Development Plan and deliver on the Land Asset Leverage Plan to support accessibility, student engagement, and community integration—with modernized spaces that cater to a diverse community, fostering growth, safety, and Indigenization.

Comprehensive Student Engagement and Support: Implement a holistic approach to student wellbeing that considers academic, health, and wellness issues, fosters physical and cultural safety, and is informed by the lived experiences of equity-deserving students.

COMMITMENT 4:

ENRICH PARTNER AND INDUSTRY EXPERIENCES TO AMPLIFY STUDENT LEARNING AND REAL-WORLD IMPACT.

Integrated Curriculum Development: Ensure educational programs align with evolving industry needs by incorporating industry-driven experiences and real-world applications. Encourage cross-program collaboration and increase opportunities for work-integrated placements.

Industry Partnership Accelerator: Create a dynamic ecosystem of collaboration with strategic industry partners. Grow more opportunities for students to engage with the professional world and broaden their understanding of career paths.

Educational and Curriculum Development: Implement an integrated curriculum and program development strategy that promotes interdisciplinary learning, incorporates the BCIT IDEAS Lens, and enhances real-world learning opportunities with a global perspective.

Strategic Priorities Underway

Equity, diversity, inclusion, and anti-racism work

BCIT continues to build on the work guided by our Anti-Racism Framework, with a focus on education, data collection and analysis, policy enhancement, and the promotion of inclusive learning environments. The following reflects our ongoing commitment to fostering equity, diversity, inclusion, and anti-racism among our students and employees:

- Received a \$50,000 Canada Research Chairs EDI grant to enhance training and education for employees on equity, diversity, and inclusion topics.
- Facilitated multiple workshops and presentations for students and employees on topics related to respect in the work and learning environment, as well as unconscious bias.
- Developed a Massive Open Online Course, Navigating Conflict in Working and Learning Environments.
- Celebrated Pink Shirt Day by organizing a variety of student and employee activities, including an employee group photo to show solidarity.
- Delivered in-person Conflict Resolution training sessions.
- Developed campaign materials, resources, and tools to promote a culture of care and consent in efforts to prevent incidents of sexualized violence.
- Developed a tool on creating team and project charters to prevent and reduce conflict amongst students and employees.
- The Accessibility Committee has created three additional working groups to further BCIT's commitment to increasing accessibility in all areas of its work.
- Contributed to the development and implementation of IDEAS as a working group, which includes facilitating IDEAS workshops.
- Consulted with Human Resources to enhance data collection for better understanding of employee identities and experiences.
- The Respect, Diversity, and Inclusion Office continued to create and distribute monthly e-newsletters focused on various EDI-related themes.
- Diversity Circles hosted events to promote knowledge sharing and community building, including:
 - Navigating the big divides
 - Celebrating Black Excellence
 - Body inclusivity and anti-fat bias
 - Building a neuroinclusive campus: A panel discussion
 - Indigenous knowledge: Land restoration
 - Supporting student accommodations

An Indigenous Vision: A framework for action and accountability

BCIT is deeply committed to Truth, Reconciliation, and Indigenization. Introduced in 2019, [An Indigenous Vision: A framework for action and accountability](#) [An Indigenous Vision] serves a focal point to celebrate BCIT's 25-year commitment to supporting the enrolment and success of Indigenous learners. To date, the Indigenous 101 training and modules have been accessed by approximately 5,000 BCIT community members. A new Allyship module has been developed and is awaiting launch; with translations underway to offer these resources in additional languages. The Pathways program is nearing completion, and Indigeneity is increasingly reflected across BCIT curriculum and teaching practices. The Institute is active in community outreach and program delivery across the province.

An Indigenous Vision is the culmination of a year-long, in-person consultation process that was augmented with responses to a written survey. The responses were inspiring and reassuring, not only in terms of the scale of engagement, but because it became clear that Indigenization was already well underway in many areas across the BCIT community.

Bold and ambitious, *An Indigenous Vision* is also concise. BCIT aspires to a future in which:

- BCIT is the first-choice post-secondary institution for Indigenous learners in BC;
- Well-developed pathways exist to support Indigenous learners transition to and from BCIT; and,
- Indigeneity is embedded and active across BCIT.

The Institute's main areas of focus in operationalizing *An Indigenous Vision* align with both the Colleges and Institutes Canada principles and the Vision objectives. With the learner at the center of planning, *An Indigenous Vision* identifies three types of actions:

Inclusion actions are people-focused and intent on building awareness and understanding around Truth, Reconciliation, Indigenization, the legacy of colonization, and the contemporary reality of Canada and Indigenous people.

Accountability actions strive to create an environment in which all learners, and specifically Indigenous learners, find themselves reflected across the Institute and supported by programs, policies, and services designed to meet their needs.

Relationship actions foster a culture in which respect and collaboration underpin all that we do. Based on authentic and sustainable partnerships, these actions represent progress towards a future in which we work together to promote the place and space of Indigenous people.



An *Indigenous Vision* complements the three commitments of the previous BCIT Strategic Plan which was in place at the time of development:

PEOPLE-FOCUSED ORGANIZATION

- Support for the whole person
- Visible integration of Indigenous values, traditions, and ways of knowing
- Policies and practices that enable the success of learners, faculty, and staff

FUTURE-PROOF APPLIED EDUCATION

- Relevant, reflective, and respectful curriculum
- Access and inclusion for Indigenous learners - financial, academic, cultural, and physical
- Preparation for economic independence through skills acquisition and the BCIT learning model

GLOBALLY RELEVANT CONNECTIONS

- Sustained Indigenous partnerships and stakeholder engagement
- Standard-setting approach to Indigenous integration with industry

People Vision

In January 2022, BCIT launched its first People Vision, outlining the Institute's goals and priorities for its people. Developed through extensive consultative and collaborative work with community members across the Institute since 2019, the People Vision reflects the voices of the community that helped create this shared vision to guide BCIT over the coming years.

The People Vision communicates the objectives and priorities for empowering BCIT employees. It focuses on three objectives that fall under the themes of Growth, Effectiveness, and Culture. Foundational, but also aspirational, these objectives create the focal points for the People Vision.

To advance these objectives and priorities, five core areas were identified as being fundamental to BCIT employees and to the Institute's commitment to being a people-first organization:

WELLNESS	Support for our people in prioritizing their health by leading a balanced lifestyle, underpinned by the creation of a workplace where employees can thrive.
EMPOWERMENT	An approach that equips and enables employees to work productively and confidently in ways that advance the mission of BCIT.
ACCOUNTABILITY	Systems that motivate and support responsibility and initiative in how employees fulfill their current roles and prepare themselves for future roles.
TALENT	Practices that help BCIT attract, develop, promote, and retain employees - enabling both personal growth and institutional capacity building.
CONNECTEDNESS	Mechanisms that leverage individual employee contributions in ways that yield more than the sum of the parts - inspiring a shared sense of purpose.

Education Plan [2019-2022]

BCIT launched its current Education Plan in 2019, following an extensive community engagement process known as Ed Talks. Through these facilitated discussions, BCIT employees discussed both the imminent challenges and the opportunities facing the Institute. A key takeaway was the need to actively develop new products and methodologies to preserve BCIT's distinction as BC's premier polytechnic institute. This vision is captured in the theme: "Distinction through Differentiation."

The core strategy in reaching this goal has been an increased emphasis on interdisciplinarity, which is the blending and collaboration between two or more different fields of knowledge.

This core strategy is being realized through three areas of focus:

- **Interdisciplinary programming:** The development of new programs in a collaborative and shared manner across multiple BCIT schools to address emerging fields such as Digital Health and Smart Cities. This approach allows students to customize part of their education by choosing electives and content from a range of subject areas.
- **Open multi-disciplinary credentials:** The opportunity to achieve academic standing by accumulating credits through discrete, non-related courses.
- **Shared centres of competence:** Interdisciplinary teams and distinct faculties that provide leadership, best practices, research, support, and education for a focus area. In conjunction with external partners, the centres pursue global recognition and serve as a hub for BCIT's technological expertise.

The above strategies recognize that BCIT continues to support the province in an environment of ever-increasing complexity. Methodologies and approaches must be developed and, in some instances, improved to complement the Institute's existing business model. As the future of work continues to evolve, BCIT is committed to remaining the best choice for strategic workforce development.

Following the launch of the new Strategic Plan, the Vice President, Academic has been leading development of a new Education Plan, to be launched in fall 2025.

Sustainability Vision

BCIT’s commitment to sustainability is formalized in the [BCIT Strategic Plan 2025-2030](#), and embedded through the [Sustainability Vision](#), the [Economic, Social, and Environmental Sustainability Policy](#), and the [IDEAS Lens](#). Sustainability is also advanced through several operational plans, including the Strategic Energy Management Plan, Decarbonization Strategy, Campus Plan [and Campus Design Guidelines], and Stormwater Design Strategy.

Progress is tracked in several ways, including the PSO Climate Change Accountability Report [CCAR] and three voluntary self-reporting frameworks for higher education institutions: the Sustainability Tracking, Assessment, and Rating System [STARS]; the Sustainable Development Goals [SDG] Accord; and UI GreenMetric.

The *Sustainability Vision* includes the following nine strategies, each linked to a priority from the previous Strategic Plan which was in place at the time of development. These strategies were designed to accelerate action across all areas of the Institute, including its influence on the broader world.

People-focused Organization:

- Changes in day-to-day practice that support our people in reducing their environmental footprints.
- Demonstrably sustainable procurement of goods and services across BCIT, in partnership with our suppliers.
- Steady evolution in governance processes to signal and ensure institutional focus on sustainability.

Future-proof Applied Education:

- Renewal and development of curriculum and credentials that integrate sustainability across BCIT programs.
- Channeling of applied research to advance knowledge and practice in areas in which BCIT can contribute to meaningful socio-ecological change.
- Harmonization of built and natural learning systems and spaces that transform our campuses as living labs.

Globally Relevant Connections:

- Accountability reporting through active participation in post-secondary sustainability programs.
- Development of the Centre for Ecocities to advance BCIT research and leadership.
- Facilitation of dialogue and mobilization of collective action, both internally and beyond, to embed and advance the sustainability agenda.

BCIT’s successes have been recognized both nationally and internationally. The Institute has again been named one of Canada’s Greenest Employers for 2025 by Canada’s Top 100 Employers. As well, BCIT has been listed multiple times by the Association for the Advancement of Sustainability in Higher Education [AASHE] as a top performer in the 2024 Sustainable Campus Index [SCI], tying for fifth with the University of California, Berkeley, in the category of Wellbeing and Work. BCIT has achieved a Silver rating in AASHE’s STARS performance reporting system. BCIT has also been awarded a prestigious Clean Energy Champion award from BC Hydro. This award recognizes businesses, homes, and institutions for reducing their reliance on fossil fuels. Specifically, BC Hydro recognized BCIT for its commitment to clean energy investment and greenhouse gas [GHG] emissions reduction.

Over the past year, BCIT has increased efforts to support employees in deepening their understanding of sustainability through professional development activities, workshops, lunch-and-learn sessions, and on-campus tours highlighting sustainability initiatives such as stream daylighting, pollinator habitats, and ecological restoration. The BCIT Green Team, comprised of employee volunteers, continues to elevate sustainability awareness and practices across the Institute, including at the annual Sweater Day event and Go-By-Bike Week.

In partnership with leading industry consultants through the Campuses as Living Labs of Sustainability, BCIT is providing students with real-time learning on innovative design and construction approaches, including mass timber and passive house buildings. This includes a variety of lectures and on-site class visits focused on BCIT-led development projects and sites where new technologies are being tested alongside existing infrastructure. A new interactive story map showcases Living Lab opportunities and projects on the BCIT Burnaby Campus.

The BCIT Centre for Ecocities continues to collaborate with York University and the University of Iceland on the International Ecological Footprint Learning Lab, a seven-year project funded by the Social Sciences and Humanities Research Council. This initiative aims to improve methodologies, knowledge, and student training in ecological footprinting at the urban scale. In addition, BCIT researchers continue to advance applied knowledge in areas such as microgrid planning, biosand and biochar water filtration, electric vehicle location optimization, and technical project improvements through collaboration with Indigenous communities.

BCIT is also developing numerous microcredentials to advance practices in circular economy, passive house construction, electric vehicle maintenance, greenhouse gas emissions, and ecological footprint analysis. Additionally, BCIT continues to strengthen industry partnerships to ensure students gain the hands-on skills necessary to become Red Seal Certified Automotive Service Technicians specializing in electric vehicles.

INSPIRE—The most comprehensive fundraising campaign for BCIT

The INSPIRE Campaign [the Campaign] is the largest and most comprehensive fundraising initiative in BCIT history. With a focus on access and inclusion, teaching and learning innovation, and campus redevelopment, the Campaign is helping to shape BCIT into a leading destination for applied education. By aligning education with industry's evolving needs, INSPIRE equips students with the skills, experience, and opportunities they need to thrive in a changing world. With continued support from industry partners, alumni, and donors, the BCIT Foundation is helping students succeed and strengthen the workforce that drives British Columbia's economy.

The campaign focuses on three key pillars:

- **Access and inclusion:** Provide meaningful funding for life transforming education, with a commitment to fostering an inclusive environment, improving access to education for students in remote communities, and providing holistic support for Indigenous learners.
- **Campus redevelopment:** Advance the vision to transform the BCIT Burnaby Campus into a vibrant community of next-generation learning spaces that foster collaboration, research, and innovation.
- **Learning and Teaching Innovation:** Invests in new technologies and fields of study to prepare students for success in tomorrow's world—using virtual and augmented reality and other immersive tools to simulate real-world environments and develop job-ready skills.

Since its launch in 2014, the comprehensive INSPIRE Campaign has gained significant momentum in securing transformative gifts in recent years. The BCIT Foundation has strengthened donor stewardship and recognition efforts to highlight the Institute's alignment with both industry and philanthropic partners. In recent years, the Foundation has received more than 18 seven-figure gifts, underscoring the campaign's strong resonance with industry and community partners. Through INSPIRE, BCIT has also reinforced its position as a premier post-secondary institution in British Columbia.

As of March 30, 2025, the INSPIRE Campaign has raised \$131.3 million, surpassing its original goal of \$125 million. The funds have been allocated to the three campaign pillars as follows:

- Access and Inclusion: \$40.9 million;
- Campus Redevelopment \$54.3 million; and,
- Learning and Teaching Innovation: \$36.1 million.

Notably, over \$33 million of the total funds raised through the INSPIRE Campaign has been designated to the Trades and Technology Complex, aimed at enhancing and expanding the educational experience of BCIT students.

Burnaby Campus Development Plan

Campus development is a key focus area for BCIT. A vital component of this initiative is advancing a viable Campus Development Plan for the Burnaby Campus. In addition to major changes to campus infrastructure, streetscapes, and land use, the plan informs the development of capital projects such as the Health Sciences Centre [HSC], Tall Timber Student Housing [TTSH], and the Trades and Technology Complex [TTC].

Major capital projects

Health Sciences Centre

The Health Sciences Centre is now well-established as a unique space for healthcare education experience that integrates the simulation of direct patient care, indirect patient care, and allied health and laboratory science. Following this project, BCIT has undertaken upgrades to existing facilities that further expand teaching and learning capacity in this crucial field.

Tall Timber Student Housing

The Tall Timber Student Housing project will provide 469 much-needed student housing beds with self-contained studio and communal living units. The 12-storey building will also provide a variety of student lounges, project rooms, and outdoor

student commons to support student life for all students living on campus. The project supports BCIT's ambitious goals to reduce its Institute carbon footprint and to showcase innovative building techniques like mass timber construction. The completed building, which is set to welcome students in summer 2025, will meet the BC Energy Step Code 4 and will be one of the largest mass timber structures in BC.

Trades and Technology Complex

The Trades and Technology Complex is an integrated, multi-phase project designed to meet the growing demand for trades training to support industry-driven labour demand. At the heart of the project is the new Concert Properties Centre for Trades and Technology, which will be augmented by the Robert Bosa Carpentry Pavilion, as well as a Marine and Mass Timber Workshop to create a new trades identity. The project will also support women and Indigenous students in trades programs by creating inclusive and culturally appropriate spaces.

Sustainability and infrastructure renewal

Guichon Creek Restoration

BCIT has successfully completed the daylighting of a major section of Guichon Creek. This is a significant milestone in the Institute's efforts to environmentally restore the creek to its natural condition. This project has brought salmon back to the creek for the first time in 60 years. Campus-wide environmental restoration of the Guichon Creek continues through the Concert Properties Centre for Trades and Technology project, as well as campus infrastructure renewal program. With this initiative, BCIT has received the Platinum level of Envision certification, provided by the Institute of Sustainable Infrastructure.

District Energy Plant Electrification

Renewal of the existing campus Central District Energy Plant, including its transformation from liquefied natural gas (LNG) to a renewable energy solution, is in progress. This electrification is expected to reduce BCIT's greenhouse gas emissions by 28%.

New Childcare Facility

In addition, development plans for a new 62-space childcare facility is in progress. This space, once completed, will provide additional childcare support to students, employees, and the broader community.

South Campus Infrastructure Project

The replacement of aging infrastructure is central to the upcoming South Campus Infrastructure Project (SCIP), a multiphase initiative that will upgrade aging and failing infrastructure on the south side of the Burnaby Campus. These improvements are essential to ensuring BCIT can continue delivering outstanding applied education and will support future campus developments. The project will also provide a unique opportunity to enhance public spaces, and create a more vibrant, pedestrian-friendly campus environment.

BCIT and industry

- BCIT researcher Dr. Michal Aibin received a two-year Natural Sciences and Engineering Research Council of Canada (NSERC) grant with industry partner Spexi Geospatial. The project aims to improve how we map forest fires and potential fire locations. Drones are used to take detailed images of forests, which are then analyzed and labelled for fire risks to help forestry managers understand and predict where fires might start.
- BCIT hosted an event with INITIO Medical Group to recognize their donation of \$150,000 in support of Full-time students in the Nuclear Medicine program. Each student in the 2022 and 2023 cohort received a \$1,000 bursary. Additionally, eligible students can apply for additional financial support ranging from academic achievement awards, larger bursaries, and an entrance award.
- The School of Energy's Power Engineering department, in partnership with Wood Fiber LNG, has successfully completed the first phase of the Readiness Program for Indigenous students in the Power Engineering program. Ten students finished the program and will continue their education in Power Engineering.
- BCIT and the Canadian Alliance for Skills and Training in Life Sciences (CASTL) celebrated the development of the BC Biomanufacturing Training Facility (BCBTF), located at the BCIT Aerospace Technology Campus (ATC). The facility will play a pivotal role in addressing skills shortages in the biopharmaceutical industry while supporting life sciences businesses as the fastest growing sector in BC. The facility will provide training for more than 700 people annually by 2026.

- The Marine department continues to deliver tailored training programs for the marine industry, including LNG bunker training for Seaspan and the Port of Vancouver. In addition, on-site training is provided to clients seeking Transport Canada [TC] approved certifications, such as those for oil and chemical barge operations. These customized training solutions are designed to equip both current and future mariners with the skills needed to navigate the growing adoption of alternative fuels, as the industry works toward decarbonization and sustainability.
- The Heavy Mechanical Trades department at the Annacis Island Campus received a rail speeder from the South Coast British Columbia Transportation Authority. This new addition enhances training resources and provides students with valuable hands-on experience.
- BCIT celebrated its first-ever participation in the Disney Cultural Exchange Program with an inaugural group of 20 students selected to embark on a three-month, paid summer internship at the Walt Disney World Resort in Orlando, Florida, in early June 2024.

Post-secondary partnerships

- BCIT is proud to be one of 38 post-secondary institutes across Canada participating in the creation of the College-University Network for Entrepreneurship and Research Commercialization [the Network] funded by \$24.1 million from the Government of Canada over five years. This network focuses on increasing entrepreneurship and research commercialization, supporting Indigenous business, and driving economic growth
- In collaboration with BCIT partners Indigenous Initiatives, Student Life Office, Student Association, Alumni Association, Learning and Teaching Centre, International Student Centre, Pride Committee, RDI, Green Team, faculty and instructors and the community co-hosts City of Burnaby, Simon Fraser University and many more, Library Services organized 88 events attended by 2,568 enthusiastic participants. These events include Food for Thought, AI Literacy: AI Webinar Series, Stories Untold by Generative AI, National Indigenous Peoples Day, 3D Printed Personalized Assistive Devices, Time Management and Learning Strategies, (Em)powering Efficiency, EV Charging Stations and Accessibility, Exam Jam, ConnectFest (formerly known as Burnaby Learning Festival), Metacognition for Engineers and Writing Seminars, just to name a few.
- The SoE hosted a delegation from the Dresden University of Applied Science [HTW Dresden] as part of an exploration to collaborate on student exchanges in Mechanical Engineering. The SoE has connected with Dresden University of Applied Sciences [HTW Dresden] and Berlin University of Applied Sciences [HTW Berlin] to learn about their programs in engineering and technology education.



Performance Measures, Targets, and Results

The performance measures listed below align with the Ministry goals and objectives as defined by the 2024/25 Accountability Framework. Measures are provided along with a brief summary of the results.

SYSTEM OBJECTIVE 1: CAPACITY

The Ministry's Strategic Objective of Capacity is designed to ensure the BC public post-secondary system has sufficient capacity to meet the evolving needs of the province.

STUDENT SPACES (FTE)	2023/24 ACTUAL	2024/25 TARGET	2024/25 ACTUAL	2024/25 ASSESSMENT
Total Student Spaces	12,633	13,175	12,912	Substantially Achieved
Nursing and other allied health programs	2,443	3,186	2,744	Not Achieved
Developmental	239	224	227	Achieved
<i>Performance measure description: The number of full-time equivalent (FTE) student enrolments delivered overall and in designated program areas.</i>				

Historically, BCIT has consistently achieved and exceeded the Ministry's target for total student spaces. In 2024/25, BCIT's utilization remain stable while still substantially achieving the target and ultimately delivering 98% utilization on the Ministry's total student spaces. In recent years, the softening demand of domestic students along with steady increases of international students have impacted BCIT's utilization rates. Enrolment had further been affected by the COVID-19 pandemic. Actions are currently underway to help increase domestic activity to enable BCIT in achieving and exceeding its target over the next few years. Some of these actions include: expanding industry services opportunities, increasing recruitment efforts, and actively managing capacities to accommodate additional students where there is strong demand. Recent government initiatives, such as the Future Skills Grant and TradeUpBC, have contributed to increased student participation in Flexible Learning courses and programs.

BCIT delivered 2,744 student FTEs in Nursing, Specialty Nursing, and Allied Health programs in 2024/25, which is an increase of 10% from the previous year.

CREDENTIALS AWARDED	2023/24 ACTUAL	2024/25 TARGET	2024/25 ACTUAL	2024/25 ASSESSMENT
Total Credentials	6,368			Not Assessed
Graduate, First Professional and Post-Degree		≥52	62	Achieved
Bachelor		≥850	823	Substantially Achieved
Diploma		≥2,135	2,014	Substantially Achieved
Certificate		≥2,845	2,694	Substantially Achieved
Short Certificate		≥467	373	Not Achieved
Developmental		≥41	69	Achieved
<i>Performance measure description: The average number of credentials awarded to domestic students by public post-secondary institutions in the most recent three years.</i>				

Short certificate credentials awarded were not achieved in 2024/25, mainly due to the expansions in microcredentials, which is not accounted as a short credential but provides students with more options in diverse fields.

SYSTEM OBJECTIVE 2: ACCESS

The Ministry’s Strategic Objective of Capacity is designed to ensure the BC public post-secondary system has sufficient capacity to meet the evolving needs of the province.

INDIGENOUS STUDENT SPACES	2023/24 ACTUAL	2024/25 TARGET	2024/25 ACTUAL	2024/25 ASSESSMENT
Total Indigenous Student Spaces	869	TBI	898	
Ministry [PSFS]	417		417	
SkilledTradesBC	453		480	
Performance measure description: The number of full-time equivalent (FTE) enrolments of Indigenous students delivered in all program areas.				

SYSTEM OBJECTIVE 3: QUALITY

The Ministry's Strategic Objective of Quality ensures that the BC public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.

STUDENT SATISFACTION WITH EDUCATION	2023/24 ACTUAL		2024/25 TARGET	2024/25 ACTUAL		2024/25 ASSESSMENT
	%	+/-		%	+/-	
Former diploma, associate degree, and certificate students	91.1%	0.9%	≥ 90%	90.5%	1.0%	Achieved
Trades foundation and trades-related vocational graduates	92.0%	1.7%		94.1%	1.6%	Achieved
Former apprenticeship students	85.4%	3.3%		91.1%	2.2%	Achieved
Bachelor degree graduates	93.3%	2.2%		91.5%	3.3%	Achieved
Performance measure description: percentage of students who were very satisfied or satisfied with the education they received.						

STUDENT ASSESSMENT OF THE QUALITY OF INSTRUCTION	2023/24 ACTUAL		2024/25 TARGET	2024/25 ACTUAL		2024/25 ASSESSMENT
	%	+/-		%	+/-	
Former diploma, associate degree, and certificate students	94.5%	0.7%	≥ 90%	94.2%	0.8%	Achieved
Trades foundation and trades-related vocational graduates	95.2%	1.3%		95.9%	1.3%	Achieved
Former apprenticeship students	89.5%	2.9%		93.6%	1.9%	Achieved
Bachelor degree graduates	91.2%	2.5%		94.3%	2.7%	Achieved
Performance measure description: percentage of students who rated the quality of instruction in their program positively.						

STUDENT ASSESSMENT OF SKILL DEVELOPMENT [OVERALL]	2023/24 ACTUAL		2024/25 TARGET	2024/25 ACTUAL		2024/25 ASSESSMENT
	%	+/-		%	+/-	
Former diploma, associate degree, and certificate students	86.9%	0.9%	≥ 85%	87.2%	1.0%	Achieved
Trades foundation and trades-related vocational graduates	88.1%	1.6%		89.3%	1.6%	Achieved
Former apprenticeship students	82.2%	3.0%		83.8%	2.4%	Achieved
Bachelor degree graduates	87.7%	2.3%		89.0%	2.7%	Achieved
Performance measure description: percentage of students who indicated their education helped them to develop various skills.						

SYSTEM OBJECTIVE 4: RELEVANCE

The Ministry's Strategic Objective of Relevance ensures that the BC public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.

STUDENT ASSESSMENT OF THE USEFULNESS OF KNOWLEDGE AND SKILLS IN PERFORMING JOB	2023/24 ACTUAL		2024/25 TARGET	2024/25 ACTUAL		2024/25 ASSESSMENT
	%	+/-		%	+/-	
Former diploma, associate degree, and certificate students	88.2%	1.2%	≥ 90%	83.3%	1.6%	Substantially Achieved
Trades foundation and trades-related vocational graduates	89.2%	2.2%		91.7%	2.1%	Achieved
Former apprenticeship students	87.7%	3.2%		90.8%	2.3%	Achieved
Bachelor degree graduates	91.6%	2.6%		91.1%	3.6%	Achieved
Performance measure description: percentage of employed graduates who indicated the knowledge and skills they acquired through their education was useful in performing their job.						

UNEMPLOYMENT RATE	2023/24 ACTUAL		2024/25 TARGET	2024/25 ACTUAL		2024/25 ASSESSMENT
	%	+/-		%	+/-	
Former diploma, associate degree and certificate students	10.2%	1.0%	≤11.8%	12.9%	1.2%	Achieved
Trades foundation and trades-related vocational graduates	5.7%	1.6%		7.3%	1.9%	Achieved
Former apprenticeship students	3.5%	1.7%		3.3%	1.4%	Achieved
Bachelor degree graduates	4.2%	1.8%		7.2%	3.1%	Achieved
Performance measure description: percentage of graduates who were unemployed at the time of the survey, compared with the percentage of unemployed individuals with high school credentials or less.						

Consolidated Financial Statements

For the most recent financial information, please see the [Audited Financial Statements](#).

Appendix B – Template for Reporting on Lasting and Meaningful Reconciliation

Progress on the implementation of Truth and Reconciliation Commission (TRC) Calls to Action, articles of the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples, and In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care Report [In Plain Sight].

Recommendations for Public Post-Secondary Institutions in BC

The provincial government is committed to implementing the UN Declaration on the Rights of Indigenous Peoples, the TRC Calls to Action, and In Plain Sight Report Recommendations. Institutions will have addressed relevant TRC Calls to Action and articles of the UN Declaration on the Rights of Indigenous Peoples, and In Plain Sight Report recommendations to varying degrees. Please complete the following table to provide an at-a-glance summary of your institution's progress. If there is no relevant program/initiative show as N/A.

TRC CALL TO ACTION AND UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES ARTICLE	
1: SOCIAL WORK	
We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools. Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
N/A	
12: EARLY CHILDHOOD EDUCATION	
We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
N/A	
16: INDIGENOUS LANGUAGE DEGREE AND DIPLOMA PROGRAMS	
We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal Languages.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
N/A	BCIT does not yet offer language degree and diploma programs. BCIT engaged a Squamish Nation member who will be working with us in a variety of capacities including to support language initiatives at BCIT.
23: HEALTH-CARE PROFESSIONALS	
We call upon all levels of government to increase the number of Aboriginal professionals working in the healthcare field, ensure the retention of Aboriginal healthcare providers in Aboriginal communities, and provide cultural competency training for all healthcare professionals.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
N/A	See initiatives undertaken in other departments within BCIT School of Health Sciences
24: MEDICAL AND NURSING SCHOOLS	
We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.	

PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	PEOPLE LEVEL - Five reserved seats in Bachelor of Science in Nursing [BSN] Program. - Five reserved seats in the Medical Laboratory Science Program. - Twelve reserved seats in Diagnostic programs: - Cardiac Sciences - 1 seat - Electroneurophysiology - 1 seat - Medical Radiography - 2 seats - Magnetic Resonance Imaging - 1 seat - Nuclear Medicine - 1 seat - Perfusion - 1 seat - Radiation Therapy - 2 seats - Sonography - 3 seats - Increased the number of Kairos Blanket Exercises [KBEs] to include sessions for Health Sciences faculty and students. The BSN currently runs six KBEs per academic year for students as part of the curriculum. - Faculty partnership towards formation of the Canadian Association of Schools of Nursing National Indigenous health working group; currently have one faculty member as an active member of the working group. - BSN Indigenous Circle for faculty will become part of formal committee in Fall 2024. - Faculty development through ongoing educational resources. - BSN staffing committee working with Human Resources to embed competencies related to anti-Indigenous racism and cultural safety into job postings; School of Health Sciences is working towards embedding into all postings in all programs. - Engagement with students via survey to understand their educational experiences. - Newly established anti-racism in Nursing education working group partnership between BSN and Specialty Nursing program. - Increased awareness of events and activities [KBE, information sharing related to public education events] ongoing. CURRICULUM LEVEL - Newly revised mandatory course for BSN which focuses on the history of Indigenous peoples in Canada, centered on Indigenous voices and ways of knowing that discusses culturally appropriate approaches in delivery of care for patients. - Curriculum revisioning to develop and expand awareness, understanding, and skill development towards Indigenous cultural safety, trauma informed practice, equity-oriented care, conflict resolution, human rights. - Integrating learning activities specific to new BCCNM practice standard [Indigenous cultural safety, cultural humility, and anti-Indigenous racism]. - Specialty Nursing program undertaking efforts to indigenize their department and curricula. - Exploring and implementing diversity, inclusion, and equity into simulation activities. - Working on specific land acknowledgements into specific simulation activities. - Investigating how to evaluate Indigenous Student experiences.
28: LAW SCHOOLS	
We call upon law schools in Canada to require all law students to take a course in Aboriginal people and the law, which includes the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
N/A	While BCIT does not have a law school, Kory Wilson, Director of Indigenous Initiatives and Partnerships at the Institute, is a lawyer and Chair of the BC First Nations Justice Council.
57: PUBLIC SERVANTS	
We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	- BCIT has provided Indigenous 101 training to many community members and organizations. - The cultural awareness course continues to be offered online and in person to the BCIT community as well as various external. - BCIT has provided Seaspan with our Indigenous Cultural Awareness modules for all of their employees - The Indigenous Cultural Awareness Course is now available in ten additional languages and is currently being uploaded online.

62: TEACHER EDUCATION	
We call upon the federal, provincial, and territorial governments, in consultation and collaboration with survivors, Aboriginal peoples, and educators to: provide the necessary funding to post-secondary institutions to educate teachers on how to integrate Indigenous knowledge and teaching methods into classrooms.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	- We are creating campus-wide IDEAS modules for all employees and for external use. - An Allyship module is now available on the Learning Hub and is also being converted into eight of the top ten spoken languages in Canada - Additional Indigenous Awareness Modules are still in the development stage. - There are ongoing meetings and consultations with every department at BCIT and individual instructors about Indigenous knowledge. - An Indigenization resource was created in partnership with Academic Planning and Quality Assurance (APQA) and is available to all BCIT faculty. - Sessions on advancing reconciliation across campus are ongoing. - Indigenous Initiatives and Partnerships continues to collaborate with decolonizing leads in the School of Health Sciences.
86: JOURNALISM AND MEDIA SCHOOLS	
We call upon Canadian journalism programs and media schools to require education for all students on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	- With a number of staffing changes in this area, the Indigenous Circle dissolved. However, we are working with new faculty to re-establish the Indigenous Circle. - The Broadcast and Online Journalism program continues to support the Indigenous Youth Gathering at BCIT - offering workshops and tours of the building.
92: BUSINESS SCHOOLS	
We call upon the corporate sector in Canada to provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and antiracism.	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	Working towards an Indigenous Storyteller-in-residence.
UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES IMPLEMENTATION	
How is your institution working with Indigenous peoples and communities to implement the United Nations Declaration on the Rights of Indigenous Peoples, and in particular the articles related to education, which include the following:	
Article 14 Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning. Indigenous individuals, particularly children, have the right to all levels and forms of education Article 15 Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information. Article 21 Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security	
PROGRESS	NEW AND/OR CONTINUING INITIATIVES AND PARTNERSHIPS
In Progress	- The Indigenous Wellness Toolkit will be available to BCIT students in September 2025 - Ongoing consultation with stakeholders and community. - Priority seating for Indigenous students increasing across campus. - Priority housing available for Indigenous students in full-time programs. - Indigenous Initiatives and Partnerships is seeing an increase in Cultural Workshops across campus. - Annual presentations on the progress of Indigenization and decolonization at President's Connect and President's Forum.

In Plain Sight Report Recommendations Reporting for Post-Secondary Institutions

IN PLAIN SIGHT RECOMMENDATION #8 - PLEASE LIST ALL HEALTH PROGRAMS OFFERED BY YOUR INSTITUTION AND ANY ACCREDITATION STANDARDS THAT RELATE TO CULTURAL SAFETY AND HUMILITY TRAINING. IF AN ACCREDITED PROGRAM DOES NOT HAVE A RELATED STANDARD, INDICATE N/A FOR THE PROGRAM.	
PROGRAM NAME	ACCREDITATION STANDARD DETAILS (IF NONE EXIST, N/A)
Bachelor of Science in Nursing; Specialty Nursing; Sonography, Magnetic Resonance Imaging [MRI]; Medical Radiography; Radiation Therapy; Cardiovascular Perfusion; Nuclear Medicine; Cardiac Sciences; Medical Laboratory Science; and Clinical Genetics	Accrediting bodies such as the Canadian Association of Schools of Nursing [CASN], BC College of Nurses and Midwives [BCCNM], Equal Canada, and Canadian Nurses Association [Can] are working to add cultural competencies and awareness. Programs in the School of Health Sciences work closely with these accrediting bodies to ensure curricular alignment with the standard.

IN PLAIN SIGHT RECOMMENDATION #14 - THE BC GOVERNMENT, PHSA, THE FIVE REGIONAL HEALTH AUTHORITIES, BC COLLEGES AND UNIVERSITIES WITH HEALTH PROGRAMS, HEALTH REGULATORS, AND ALL HEALTH SERVICE ORGANIZATIONS, PROVIDERS AND FACILITIES RECRUIT INDIGENOUS INDIVIDUALS TO SENIOR POSITIONS TO OVERSEE AND PROMOTE SYSTEM CHANGE.		
For all health programs offered at your institution, please identify what new, ongoing, or completed actions have supported the recruitment of Indigenous individuals to senior positions to oversee and promote system change, and the quantitative impact of these actions.		
PROGRAM	PROGRESS	ACTIONS
Indigenous Initiatives	Ongoing	Institute department that is led by an Indigenous vision to showcase BCIT for future students and potential employees. <u>BCIT Indigenous Vision</u> provides a framework for action and a culture of accountability. The School of Health Sciences [SOHS] has Indigenous leads that work in collaboration with BCIT Indigenous Initiatives and Partnerships, and their team of directors.
SOHS hiring	New	Within SOHS, recommendations have been made to Human Resources to include job posting language which includes a commitment for all employees to cultural humility and safety. Working towards incorporating into the job profile the OPHO Recruitment and Retention resource.
SOHS and BSN program	Decolonizing leads	SOHS and BSN program have two faculty members into positions to lead efforts related to decolonization of health science education programs. These leads work in collaboration with BCIT Indigenous Initiatives and Partnerships, and their team of directors.

IN PLAIN SIGHT RECOMMENDATION #18 – THE BC GOVERNMENT REQUIRE ALL UNIVERSITY AND COLLEGE DEGREE AND DIPLOMA PROGRAMS FOR HEALTH PROFESSIONALS IN BC TO IMPLEMENT MANDATORY STRATEGIES AND TARGETS TO IDENTIFY, RECRUIT, AND ENCOURAGE INDIGENOUS ENROLMENT AND GRADUATION, INCLUDING INCREASING THE SAFETY OF THE LEARNING ENVIRONMENT FOR INDIGENOUS STUDENTS.

Please identify any existing strategies your institution has, targets that have been identified by program area, and outcomes related to the identification, recruitment, and graduation of Indigenous students. Note – the BC government has not yet set mandatory strategies and targets related to recommendation #18. Information collected in the first year of In Plain Sight Reporting will be used to identify promising policies and practices that have already been implemented by post-secondary institutions.

STRATEGIES	TARGETS BY PROGRAM AREA	OUTCOMES
Designated Indigenous seats allocated in many School of Health Sciences programs. Promotion of seats at marketing events, websites, and distribution to band offices.	Diagnostic and Advanced Practice Programs: ▪ <u>Electroneurophysiology</u> [Diploma]: 1 designated seat ▪ <u>Medical Radiography</u> [Diploma]: 2 designated seats ▪ <u>Magnetic Resonance Imaging</u> [Diploma]: 1 designated seat ▪ <u>Nuclear Medicine</u> [Diploma]: 1 designated seat ▪ <u>Radiation Therapy</u> [Bachelor of Science]: 2 designated seats ▪ <u>Diagnostic Medical Sonography</u> [Diploma and Ad Cert]: 3 designated seats ▪ <u>Cardiac Sciences</u> [Advanced Certificate Options]: 1 designated seat ▪ <u>Cardiovascular Perfusion</u> [Advanced Certificate Options]: 1 designated seat Laboratory and Allied Health Programs ▪ <u>Environmental Public Health</u> [Bachelor]: 1 designated seat ▪ <u>Food Technology</u> [Diploma]: 1 designated seat ▪ <u>Medical Laboratory Science</u> [Diploma]: 5 designated seats ▪ <u>Occupational Health and Safety</u> [Diploma]: 1 designated seat ▪ <u>Biomedical Engineering Technology</u> [Diploma]: 1 designated seat Nursing ▪ <u>Bachelor of Science in Nursing</u> [BSN]: 5 designated seats per cohort	In the beginning stages of recruitment and designated seat allocation for these programs; outcome numbers are not available currently.
Events for Indigenous youths to promote careers in health sciences.	All School of Health Sciences programs.	Annual Gathering Our Voices event: There was a target audience of 1000+ Indigenous youths from Indigenous communities throughout the province. This supports program awareness, and the supports that BCIT has to offer Indigenous students. School of Health Sciences participated in the Indigenous Youth Gathering event, an annual BCIT event that partners with local school districts to promote BCIT programs to Indigenous youth nearing high school graduation. The 2024 event highlighted BCIT's Health Sciences programs.

Introduction of Indigenous Initiatives and Partnerships' services during campus orientation for all new SOHS students.	All School of Health Sciences programs attend orientation.	Students hear protocol welcome, welcome by an Elder; introduced to their Indigenous advisor and the services available at the Gathering Place.
BCIT Indigenous education course available to all staff with the goal of ensuring a baseline understanding of Canada's colonial experience and the impact this has had on the health of Indigenous peoples in Canada: - Indigenous Awareness - Indigenous 101 School of Health Sciences programs are using a decolonizing lens to assess curriculum supports of Indigenous students to ensure success and program engagement.	All School of Health Sciences employees.	Growing number of faculty have completed the online modules and are reflecting on their course delivery/student engagement.
Research – three-year longitudinal study in the BSN program to understand impact of curricular and departmental decolonization efforts on the experience of cultural safety in the classroom.	Bachelor of Science in Nursing	Pre-survey 2022 Post survey anticipated 2025

IN PLAIN SIGHT RECOMMENDATION #21 - ALL BC UNIVERSITY AND COLLEGE DEGREE AND DIPLOMA PROGRAMS FOR HEALTH PRACTITIONERS INCLUDE MANDATORY COMPONENTS TO ENSURE ALL STUDENTS RECEIVE ACCURATE AND DETAILED KNOWLEDGE OF INDIGENOUS-SPECIFIC RACISM, COLONIALISM, TRAUMA-INFORMED PRACTICE, INDIGENOUS HEALTH AND WELLNESS, AND THE REQUIREMENT OF PROVIDING SERVICE TO MEET THE MINIMUM STANDARDS IN THE UN DECLARATION.

For all health programs offered at your institution, please identify whether mandatory cultural safety and humility training components are new this year, ongoing, or fully implemented. Under actions, please list and describe the mandatory training components. If there are none, please indicate N/A for that program.

PROGRAM	PROGRESS	ACTIONS
School of Health Sciences	New	- BCIT developed a guiding principle, IDEAS (Indigenization, Inclusion, Diversity, Equity, Accessibility, Sustainability, and Student Wellbeing), that is being implemented across the Institute to support Indigenization, sustainability, student wellbeing and EDI in quality initiatives. - Equity-oriented walkthroughs in the clinical environment are being integrated into clinical practice. - BSN – revision to curriculum to integrate a decolonized lens: - Mandatory four-credit course focusing on Indigenous health and medical colonialism at the end of year one. - Commitment to decolonized nursing education made on day one of the program to students. - Integration of BCCNM [BC College of Nurse and Midwives] practice standards which includes the required learning as listed in the IPS recommendation.
Specialty Nursing program	New/Ongoing (varies by specialty)	- Integration of Trauma Informed practice theory into theory courses. - Incorporation of an Indigenous lens into the Specialty Nursing Curriculum Framework/vision and mission.



DECISION NOTE

September 9, 2026

PREPARED FOR: Board of Governors

ITEM: Bylaws and Governance Manual Revisions

APPENDICES:

1. Appendix A: Bylaws - draft
2. Appendix B: Bylaws - redline (in Aprio, or by request)
3. Appendix C: Governance Manual - draft
4. Appendix D: Governance Manual - redline (in Aprio, or by request)

RECOMMENDATION:

THAT the revisions to the Board of Governors Bylaws and Governance Manual be approved.

BACKGROUND:

The Board of Governors Bylaws and Governance Manual are reviewed and updated annually, with revisions identified in the redline versions. This year's review focused on content updates, reducing repetition, and improving overall conciseness.

SUMMARY:

The revisions clarify the relationship between the Bylaws and Governance Manual, confirming the Bylaws as the authoritative source for legal requirements and the Governance Manual as practical implementation guidance. Duplicated definitions, conflict examples, voting restrictions, disclosure requirements, and Board remedy provisions were removed or replaced with cross-references.

The Bylaws were updated to emphasize core conflict-of-interest obligations, including avoidance, disclosure, liability, and direction to the Governance Manual for process details. The Governance Manual was streamlined to outline procedures for applying the Bylaws, including disclosure timing, notifications, materials management, escalation, investigation and resolution steps, consequences, post-service restrictions, and annual declarations.

The redline version shows revisions to the Audit and Finance Committee's Terms of Reference related to the Internal Auditor, reflecting recommendations from BCIT's Internal Audit Function and other minor updates.

Section 15, President Evaluation, of the Governance Manual was revised to provide the Human Resources Committee with a clearer process. The President Performance Evaluation template has also been added to the Governance Manual and will be provided to the President for completion each year.

The Tributes Committee Terms of Reference were revised to reflect updates to *Honorary Awards Policy #5501* and *Procedure #5501-PR1*, approved in February 2026.

The Executive Incident Task Force Committee was formed by Board approval in December 2024 and now has its own Terms of Reference in Appendix E of the Governance Manual. It is a special-purpose advisory and decision-making body activated during critical cybersecurity incidents that require Board and executive-level oversight, rapid decision-making, and a coordinated institutional response.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY BOARD OF GOVERNORS' BYLAWS

Continued under the *College & Institute Act*
Approved by Resolution of the Board
October 6, 2026

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EDUCATION
FOR A COMPLEX WORLD.



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PART I – INTERPRETATION

1. PRECEDENCE

Where the Bylaws of the Board are in variance with the *College & Institute Act* or its regulations, the *Act* and the regulations take precedence.

Parliamentary procedure shall be followed at all Board meetings, including Committee meetings, in accordance with the latest edition of *Robert's Rules of Order* unless these bylaws differ, in which case these bylaws have precedence.

2. DEFINITIONS

“Act” means the *College and Institute Act, R.S.B.C. 1996, c.52*, of the province of British Columbia

“Appointed Governor” means an individual who is appointed to the Board by the Lieutenant Governor in Council (an OIC Governor) who is not elected

“Board” means the Board of Governors of the Institute

“Board Governor” means a duly elected, appointed, or ex officio Governor of BCIT's Board of Governors

“Bylaws” means these bylaws

“Closed Meeting” means not open to the public but may include employees, and external guests as necessary

“Conflict of Interest” or “Conflict” see *Part V (3) – Conflict of Interest*

“Employee” means an employee of the Institute

“Executive Assistant” means the Executive Assistant, Governance who is an employee of the Institute responsible directly to the Board to carry out specific duties as outlined in these Bylaws and the Governance Manual

“Executive Committee” means the Board's committee comprising the Board Chair, Vice Chair, and committee Chairs

“Governance Manual” means the document of that name approved and adopted by the Board for Governor orientation & Board practice guidance.

“Governor” or “Governor” means a Governor of the Board of Governors

“In Camera Meeting” means a meeting of only Governors, unless employees, external guests are invited by the Board of Governors

“Institute” means the British Columbia Institute of Technology

“Internal Governors” means an elected Board Governor, as distinct from appointed Governor and not appointed by the Lieutenant Governor in Council

“Minister” means the minister overseeing higher education in the government of British Columbia



“Officers of the Board” means the Board Chair and the Vice Chair

“Officers of the Institute” means persons designated by the Board as Officers of the Institute for the period of such designations, or positions which the Board determines will carry the rank of Officer for the incumbent in such positions. The Officers of the Institute shall be the President; the Chief Financial Officer and Vice President, Administration; the Registrar, and others designated by the Board.

“Open or Regular Meeting” means open to the public

“Order in Council” means an order of the Lieutenant Governor in Council to appoint a Governor

“President” means the person appointed by the Board of Governors as the President and Chief Executive Officer of the Institute

“President’s Executive” ([Executive Team](#)) means the employees directly reporting to the President

“Registrar” means the Registrar of the Institute. The Board shall appoint by resolution a Registrar

“Related person” means a spouse, child, parent, sibling, parent-in-law, sibling-in-law of that Governor, or being a person having some other relationship with the Governor, who, in the Board’s opinion should be considered “related” for the purpose of this bylaw

“Student Association” means the BCIT Student Association (SA) operating as a non-profit organization and registered charity incorporated under British Columbia’s *Societies Act* and recognized as a student society under the *College & Institute Act*. The SA’s mission is to act as an advocate and to provide services for students.

“Vice Chair” means the Vice Chair of the Board

“Vice President” means a Vice President of the Institute reporting to the President (and is a Governor of the President’s Executive)

3. OBJECTS OF THE INSTITUTE

The objects of a provincial Institute are to provide instruction and perform other functions designated by the minister, as set out in the *Act*.

PART II – ADMINISTRATION

1. REGISTERED OFFICE

The legal address of the Institute is:

The British Columbia Institute of Technology
3700 Willingdon Avenue
Burnaby, BC V5G 3H2

2. SEAL

The Board holds two corporate seals for the Institute and may by bylaw or resolution establish procedures for its use and custody.

The Board provides one (having the BCIT Coat of Arms symbol) of the two corporate seals to the Office of the Registrar used for certifying student diplomas and administrative or academic records. The second seal (with the BCIT logo) is held by the Board Office. A third academic seal is held by the Marine Campus.

The Seals are in accordance with [Corporate Seal and Academic Seal – Policy #1004](#)

3. EXECUTION OF DOCUMENTS

The Board may at any time, by resolution, direct how an instrument, contract, or obligation of the Institute shall be executed, including appointing an Officer, employee, or Governor to sign contracts or other documents on behalf of the Institute. Unless a resolution provides otherwise, the seal may be applied.

4. BOOKS AND RECORDS

The Board shall see that all books, meeting minutes, and records of the Institute required by the bylaws or by any applicable statute, law, or regulation are regularly and properly kept in the Board office and electronically by the Executive Assistant.

In performing any of its duties and responsibilities, each Board committee will have access to all books and records of the Institute required for the execution of its responsibilities and can discuss such records and other relevant matters with the appropriate staff of the Institute.

PART III – BOARD OF GOVERNORS

1. BOARD

The Board may exercise all such powers and duties permitted by the Act or other statute, subject to all laws affecting the Institute generally and these bylaws.

The Board may by resolution delegate to one or more of its committees or its Officers as it considers it necessary and appropriate for the orderly conduct and management of the business and affairs of the Institute.

The Oath of Office and the Code of Conduct Declaration shall be sworn, signed, and dated before the Board at the start of each Governor's first Board meeting. The Board Chair shall administer the Oath and Declaration as follows:

I have read and understood the BCIT Board of Governors Code of Conduct in the Board of Governors' Bylaws and the Governance Manual.

I _____, sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a Governor of the British Columbia Institute of Technology. I confirm that I have read the Board of Governors' Bylaws and Governance Manual and further promise and affirm that I will at all times abide by them as they may be amended from time to time.

I agree to comply with all the terms of the Code of Conduct, including the Conflict-of-Interest provisions contained in the bylaws and manual, and promptly provide an updated Conflict of Interest Declaration annually and as may be required by changed circumstances.

2. THE BOARD CHAIR AND VICE CHAIR

Election

The election of the Board Chair and Vice Chair from appointed Governors shall be held during a Closed session of the regular June meeting of the Board or as soon thereafter as possible (the "election meeting"). Per the Act, the election shall be conducted by the Registrar.

Terms of References for a Nominating Committee have been adopted by the Board of Governors and shall be followed.

The Board Chair and Vice Chair shall take office at the end of the election in the Closed meeting and shall hold office for one year, until the next election meeting.

The Board Chair and Vice Chair will be elected for a period of one year and may be re-elected to that office for a period of one additional year, if consistent with the term of their Appointment.

If there is a vacancy in the office of the Board Chair or the Vice Chair, an election to fill that vacancy may be held during the Closed session of any meeting of the Board where quorum is present.

Any Governor may nominate an appointed Governor.



Role of the Chair

The Board Chair provides Board leadership and chairs Board meetings by ensuring proper process and procedure within the scope of the powers and duties of the Board. Duties and responsibilities of the Board Chair are included in the bylaws (Part III (2)). In the absence of the Board Chair, the Chair will pass to the Governors in the following order: Vice Chair, Chair of the Audit and Finance Committee, Chair of the Governance Committee, Chair of the Human Resources Committee.

As the presiding Board Governor, the Board Chair has ultimate formal authority and responsibility for the mandate and performance of the Institute.

The Board Chair leads and manages the affairs of the Board and, in this capacity, attends and follows up on Board and Committee meetings and leads the annual assessment of the Board's performance.

The Board Chair fosters effective relationships between Governors and the Board and the President's Executive, serving as the key communications link.

The Board Chair oversees the development and implementation of a clear vision and strategic direction for the Institute consistent with the public policy objectives and mandate set by the provincial government. The Chair ensures that the performance expectations for the Institute established by the Board and the provincial government are met. In this area, the Board Chair works primarily through the President.

Duties and Responsibilities of the Board Chair

Meetings and Committees:

- chairing all meetings of the Board;
- chairing the Executive Committee;
- serving as an ex officio Governor of all Board committees, and attending committee meetings as appropriate;
- delegating any of the Board Chair's duties or responsibilities, including the right to attend any committee meeting on behalf of the Board Chair;
- collaborating with the President to ensure Governors are apprised of significant matters between Board meetings and that the Board receives sufficient information to make informed governance-level decisions;
- encouraging a full deliberation of issues and the expression of all views from Governors at Board meetings;
- declaring results of a vote of the Board on all questions and motions;
- collaborating with the Executive Assistant to establish the annual Board calendar, frequency of Board meetings, and fulfill the requirements of the bylaws and the manual;
- collaborating with the Governance Committee, recommending committee Governorship and a committee Chair, to the Board for approval;
- reviewing with the President and the Executive Assistant, meeting agendas, and materials for Board meetings; and
- administering the Oath of Office for new Governors;

Signing Authority and Assignments:

- signing institutional financial statements and reports for submission to the minister;
- together with those people appointed by the Board for the purpose, signing all bylaws and meeting minutes of the Board approved by resolution; and
- carrying out special assignments on behalf of the Board and acting as spokesperson for the Board;

Spokesperson and Representation:

- advising and consulting with the President, and acting as primary contact between the Board and the President;
- consulting with the President, recommending appointments to the Boards of active subsidiaries and other entities; and
- collaborating closely and exchanging information with the President, including in respect of communication with government and other affected parties;

Leadership:Governor

- demonstrating integrity and ethical leadership and upholding the values of the Institute;
- endeavouring to ensure Governors' respect and abiding by these bylaws, by resolutions, policies, and practices of the Board in carrying out their responsibilities as Governors;
- ensuring the Board has the knowledge of Institute business and affairs to make informed governance-level decisions and be alert to legal and provincial governmental obligations;
- ensuring Institute-level visions, strategies, plans, and reports are presented to the Board;
- overseeing conflict of interest issues raised by the Board;
- resolving conflicts and building solidarity and trust;
- ensuring cohesion of direction and purpose at the Board, and at the policy and strategic levels;
- Governor taking forward recommendations from the Human Resources Committee and the Board concerning changes in Governor remuneration to the provincial government for consideration; and
- liaising with and providing directions to the Executive Assistant

Board Composition and Planning:

- collaborating with the Governance Committee, leading an annual assessment of the performance of the Board, its committees, and individual Governors. The overall objective of the evaluation is continuous improvement in the Board's execution of its responsibilities;
- collaborating with the Governance Committee to provide a development program for existing Governors focused on increasing familiarity with the Institute, its business, and their responsibilities as Governors;
- providing advice to the Registrar respecting the rules for the election of elected Governors to the Board;
- in advance of appointed Governor term expirations, collaborating with the President and, liaising with CABRO, relating to new Order in Council appointments;
- collaborating with the President to develop and participate in the delivery of new Governor orientation;
- Governor conducting an exit interview at the request of departing Governors

President Relations:

- fostering effective relationships between the Board and the President's Executive and ensuring the President is aware of concerns from the Board, and vice versa;
- together with the Human Resources Committee Chair, initiating and leading an annual review of the President's performance;
- leading or delegating to the Vice Chair or the Chair of an appropriate standing committee of the Board, discussion relative to the compensation of the President;
- ensuring the President presents management succession and development plans to the Human Resources Committee and the Board, and implements those plans, at least annually;

Role of the Vice Chair

The Vice Chair provides additional leadership in guiding the Board and coordinating its activities in the absence of the Board Chair. If the Board Chair is incapacitated or unavailable, all duties and obligations of the Board Chair, as defined in these bylaws and the manual, are assumed by the Vice Chair. The Board Chair may request the Vice Chair represent the Institute at public gatherings or serve as a spokesperson for the Institute.

Duties and Responsibilities of the Vice Chair

- performing all duties and responsibilities of the Board Chair in their absence, including an unplanned vacancy until a successor is chosen by the Board;
- assisting the Board Chair in coordinating and providing leadership to the Board;
- assuming leadership responsibilities for key initiatives or activities, as assigned; and
- attending community and Institute events on behalf of the Board Chair, as assigned.

4. MEETINGS

(referenced in the manual, section 18 Board Meeting Guidelines)

The Board Chair shall call a meeting in accordance with a pre-determined schedule of meetings or at the request of at least three Governors.

Public (Open) Meetings

- The Board shall post the Open meeting agenda for its upcoming meeting at least three business days before the scheduled meeting. Open agenda materials can be made available.
- Public or Open meetings of the Board shall be held as often as necessary but not less than six times per year, to transact the business of the Board.
- The Board may by resolution adopt and post publicly a schedule of regular meetings. Further notice of such scheduled meetings is not required.

Governors may participate in a meeting of the Board either virtually, in person, or in any way all participating Governors can hear each other, provided that all Governors agree. A Governor participating in accordance with this article shall be deemed to be present, counted in the quorum, and be entitled to speak and vote as though physically present.

Closed or In Camera Meetings

Unless otherwise determined by the Board, the following shall be considered in a Closed or In Camera Session:

- all matters relating to salaries, conditions of employment and collective bargaining;
- employee changes, including appointments, transfers, resignations, promotions, demotions, conduct discipline or suspension, and all other matters relating to individual employees;
- any conduct, suspension, or discipline matters relating to individual students;
- discussions relating to the preliminary Institute budget and estimates;
- matters where Board liability may arise and legal opinion may be required respecting the liability or interest of the Board;
- matters relating to the acquisition, disposition, or security of real property;
- contractual matters where confidentiality is in the interest of the Institute;
- matters relating to the Honorary Awards policy; and
- matters referred to Closed or In Camera sessions by the Board or the Chair.

Special Meetings

Special (extraordinary) meetings of the Board may be called. Only that business for which the special meeting has been called may be dealt with at the special meeting, unless otherwise approved before the meeting. Special meetings may be designated as Open, Closed or In Camera at the Board Chair's discretion.

Confidentiality

No Governor will disclose or communicate to any other person, other than a Governor, any information pertaining to or arising from Board or Board committee meetings not open to the public, except as authorized by the Board or as otherwise approved in these bylaws. If in the Board Chair's opinion warranted, the Board Chair or designate may disclose officially the substance of Board decisions and resolutions.

Attendance

All Governors are expected to maintain strong attendance. In accordance with [the Act](#), a Governor who misses three consecutive regular Board meetings ceases to be a Governor unless excused by Board resolution.

Attendance and participation in certain meetings of the Board shall be restricted to Governors (a "Closed Session"); however, at the discretion of the Board Chair such meetings may or may not include employees.

Agenda

The Board Chair in consultation with the Executive Assistant and President, shall prepare and submit an order of business ("agenda") for each Board meeting.

The Board may, by resolution, change the meeting agenda.

Actions of the Board

The action of the Board upon any matter coming before it shall be evidenced by resolution, unless otherwise required by these bylaws. The entry of resolutions in the minutes shall be *prima facie* evidence of the fact of the action taken without proof of the number or proportion of the votes in favour or against.

The Board may pass resolutions by unanimous written consent from all voting Governors without their meeting. Such resolutions should be as valid and effective as if passed at a regular meeting of the Board and be placed within the minutes of the Board.

The Executive Assistant is authorized to certify copies of resolutions passed by the Board and provide such copies upon request.

Quorum and Voting

A majority of the Governors shall constitute a quorum for the transaction of Board business.

At all Board meetings questions shall be decided by a majority of the votes of the Governors present and voting. In the event of an equality of votes, the Board Chair may cast the deciding vote.

At the request of a Governor, a secret ballot shall be held on any question or motion.

Meeting Notice



At least three business days' notice of regular Open and Closed meetings shall be given by the Board Chair or their designate, specifying the place, date, and hour of the meeting. Special meetings shall be called upon the written request of three or more Governors given to the Board Chair or the Vice Chair, in which case the required notice of meeting shall be given by the Board Chair along with an agenda for the meeting.

Presentations to the Board

The Board shall endeavour to conduct its business to the greatest extent possible at meetings open to the public. The Board welcomes presentations at public meetings from parties on matters of interest. Individuals or groups wishing to make presentations should contact the Executive Assistant within time frames established by Board policies and procedures.

Submissions and delegations to the Board will be received and heard by the Board. The Board Chair may in their discretion, limit the number and length of such presentations at any Board meeting. All persons (including Governors) wishing to present to the Board must make a request in writing to the Executive Assistant at least seven calendar days before the relevant meeting, together with a brief description of the topic of the presentation.

Circulation of Meeting Minutes

Open, Closed and In Camera Board meeting minutes will be reviewed by the Executive and the Board Chair and approved at a regularly scheduled Board meeting. Approved Open Board meeting minutes will be published on the BCIT Board of Governors webpage (Meeting & minutes).

4. INDEMNIFICATION

Every Governor and Officer of the Institute, including their heirs, executors, administrators, and estate, shall be indemnified and saved harmless, out of funds of the Institute, against:

All proper costs or expenses incurred because of any action or proceeding against them for any act or thing done or permitted by them in the good faith execution of their duties (in accordance with these bylaws or for any resolution of the Board), except those arising because of their own willful negligence or default.

5. REMUNERATION AND EXPENSES FOR GOVERNORS

Elected students and appointed Governors are entitled to receive an honorarium as per the Lieutenant Governor in Council (1995). An honorarium is not given to elected employee Governors (internal Governors).

Governors shall be reimbursed by the Institute for eligible expenses as per, [Travel and Professional Development Expense Reimbursement - Policy #2005](#)

6. GOVERNOR RESIGNATION AND RESCINDMENT

A Governor's position on the Board will end:

- With respect to appointed Governors, on the revocation or expiry of the term set out in the applicable Order-in-Council.
- With respect to internal Governors, on the revocation or expiry of their term as determined by the appointing body or the *Act*, as applicable.

- If a Governor delivers to the Board Chair or the Executive Assistant a written resignation. If resigning before the end of the Governor's term, the governor is expected to provide this communication as soon as possible. The Board Chair or the Executive Assistant will notify the Board and the appropriate representative body of the resignation.
- Per section 59(7) of the [Act](#), if a Governor fails to attend three consecutive regular meetings of the Board, unless excused by resolution of the Board.
- If a Governor breaches the provisions of these bylaws, the Board may, in addition to any other remedies which may be available:
 - by resolution of the Board, request that the Governor resign; and
 - by a resolution passed by at least two-thirds of the Governors, request the appointing body to rescind or cancel the Governor's appointment, subject to the *Act*.

7. BOARD COMMITTEES

- the Board's Executive Committee is comprised of the Board Chair, Vice Chair, and Chairs of the Audit and Finance, Human Resources, and Governance committees as voting appointed Governors. The Board Chair will be the committee Chair;
- the Executive Committee shall address issues referred to the Board;
- subject to these bylaws, the Board may establish committees as it deems necessary;
- the Board may appoint non-Governors as non-voting committee Governors, unless otherwise specified in the committee's terms of reference;
- the Board Chair is an ex officio Governor (non-voting) on all Board committees and may delegate this position as required;
- these bylaws apply to the conduct and proceedings of all committees created by the Board; and
- subject to these bylaws, the Board may determine the number of Governors on each committee and establish committee terms of reference.

PART IV – OFFICERS

1. OFFICERS OF THE BOARD

The Board Chair and Vice Chair shall be the Officers of the Board.

2. OFFICERS OF THE INSTITUTE

The Officers of the Institute shall be the President, the Chief Financial Officer and Vice President, Administration, and the Registrar, and others so designated by the Board.

Bank Signing Officers

Any two of the following individuals are authorized by the Board of Governors as the signing officers for banking transactions of the Institute:

- President;
- Chief Financial Officer and Vice President, Administration;
- Associate Director, Accounting and Reporting; and
- Manager, Accounting Services.

3. PRESIDENT AND CHIEF EXECUTIVE OFFICER

The *Act* gives the Board the power to appoint the President as the Chief Executive Officer. The President is accountable to the Board.

The President shall be remunerated by the Institute for their services in an amount determined by resolution of the Board, within provincial government guidelines, and receive other compensation and entitlements of office as may be determined by resolution.

Where the President is unable to act by reason of absence, illness, or otherwise, the Board may approve persons to assume temporarily the functions of the President. Such persons shall be designated as “acting President” and, when so acting, have all the powers and duties of the President under the *Act* and these bylaws.

The President shall exercise such powers and perform duties as assigned by the *Act* and by these bylaws:

- ensure that all bylaws, resolutions, and directions of the Board are carried out into effect;
- acting as an ex officio Governor on all Board committees and attending Board meetings (including In Camera sessions) and its committees as required by the Board;
- annually establishing and maintaining a Board-approved plan for the President's Executive development and succession, and a critical resources plan identifying how to address an unexpected incapacitation of a member of the President's Executive or other critical staff;
- per the *Act*, bringing forward for Board approval all proposed new educational and training programs, as well as any changes of significance to existing programs and any proposed program cancellations;

- communicating to the Board matters and policy suggestions that support the strategic direction, good reputation, welfare, and mandate of the Institute;
- identifying and reporting to the Board the principal risks of the Institute and ensuring the implementation of systems to manage those risks;
- reporting Institute operations and the President's activities at each regular Board meeting, making an annual report, and generally advising and making recommendations on all matters that should be brought to the Board's attention;
- working with the President's Executive and the Board in developing the vision and strategic direction of the Institute: bringing forward for recommendation to the Board, the Institutional Accountability Plan and Report, and the strategic, business, capital, and operational plans; ensuring the plans align with the mandate and public policy responsibilities assigned by provincial government;
- implementing the approved strategic, capital, and operational plans, ensuring Institute goals and objectives are met efficiently, effectively, and complying fully with governing statutes and public policy guidelines;
- collaborating closely and rigorously exchange information with the Board Chair;
- reviewing material issues and ensuring the Board Chair and other Governors are provided with relevant and timely information;
- under the direction of the Board, leading, supervising, managing, and directing the instructional, administrative, and business affairs of the Institute and exercising such powers and perform such duties as are assigned by the Act, by any other enactment, and by the resolutions, bylaws, and directions of the Board;
- undertaking proper and active management of the business of the Institute including ensuring the effective management and integrity of the Institute's human, technical, and physical resources, and its administrative, information management, and financial systems and internal controls;
- ensuring the respective duties of all other officers, employees, and agents of the Institute are properly performed;
- ensure the adequate staffing levels are in place to carry out the purposes of the Institute;
- appointing employees considered necessary to conduct business and operations of the Institute, defining their duties and tenure, determining remuneration, and approving an organizational structure;
- ensuring the Institute achieves and maintains a high standard in its educational and training programs, student services, and employment practices;
- developing and implementing operational policies to guide the Institute within limits prescribed by the framework of strategic directions adopted by the Board;
- directing and monitoring the Institute's activities to ensure Institute assets are safeguarded and optimized;

- planning, directing and supervising the delivery of educational programs, institutional services, professional and support staff relations, student relations, management of physical plant, properties, information systems, and external relations;
- suspending students at the Institute for just cause and dealing summarily with matters of student discipline;
- ensuring accountability through accurate and timely financial and performance reporting to the Board and the provincial government;
- seeking Board approval for expenditures, revenue measures, leases, or other actions or transactions falling outside the plans approved by the Board, where such actions or transactions exceed the levels of authority delegated to the President by the Board;
- ensuring that strategies and performance of the Institute's subsidiaries, related entities, and not-for-profit organizations are reported to the Board;
- fostering a corporate culture that promotes ethical conduct, practices and encourages integrity, and upholds BCIT values and commitments to Reconciliation;
- maintaining a close liaison regarding communication strategies with the government, rights holders, partners and interested parties;
- when considering any significant public service commitments or accepting outside Board appointments, seeking pre-approval from the Board; and
- As required by the [Sexual Violence and Misconduct Act](#), each year, the president of a post-secondary institution must report to the governing body on the implementation of the post-secondary institution's sexual misconduct policy.

PART V – CODE OF CONDUCT AND CONFLICT OF INTEREST

1. GENERAL

The Board is responsible for the overall stewardship of the Institute, ensuring the Institute complies with governing policies, bylaws, and procedures. The Board is expected to comply with all applicable laws and regulations, and to align with the highest ethical and moral standards.

The Board will promote a culture of integrity at the Institute directly, through its own actions, and indirectly, through its interactions with the Institute's administration, Education Council, employees, and students. Governors must refrain from any conduct that calls into question the integrity of the Institute, the Board, or themselves.

Fiduciary Duty

Governors owe a fiduciary duty to the Institute: they are required to act honestly and in good faith, with a view to the best interests of the Institute. Governors must therefore:

- not place self-interest or the interests of others ahead of the Institute's best interests;
- not take personal advantage of opportunities coming before a Governor while performing their duties unless the opportunity and interest are disclosed, and the Institute expressly permits it;
- avoid conflicts and disclose to the Board any facts or situations which may create a conflict or perception of a conflict; and
- not disclose confidential or non-public information relating to the Institute or its affairs (including its employees, or students), or discussions that occurred in an In Camera meeting of the Board or its committees.

Internal Governors who are elected due to their position as employees or students at the Institute are not delegates. While internal Governors may express and consider those interests and concerns, internal Governors have the same duty as appointed Governors to always act in the best interests of the Institute.

2. CODE OF CONDUCT

Duty of Care

Governors also owe a duty of care to the Institute to exercise the degree of care, skill, and diligence that would be reasonably expected of a Governor on a board of a comparable organization. This means that Governors should:

- attend all regularly scheduled Board meetings (including Board retreats or planning sessions), and Board committees on which the Governor serves;
- diligently review all material provided in advance of Board meetings and where appropriate, request information that would allow the Governor to properly participate in the Board's deliberations, make informed judgments, and exercise meaningful oversight;
- participate fully and frankly in the deliberations and discussions of the Board and its committees, applying reasoned judgment to each issue; and



- be generally knowledgeable about the academic, business, and political contexts affecting the Institute.

Given the Board best fulfills its obligations to the Institute if the diverse views of its Governors are voiced, Governors are expected to present their views in a respectful and tolerant manner and to be unbiased when considering other approaches or perspectives. However, once debate on issues is over and Board decisions are made, Governors are expected to support the Board's position.

When the Board becomes aware of serious allegations against a Governor, the Governance Committee will be called to consider the matter and may make recommendations to the Board Chair for a decision. If required, the Governance Committee may seek assistance of the HR Committee. This process may arise whether the allegations involve an alleged violation of BCIT policies or conduct away from or within BCIT that could create a conflict with the Governor's fiduciary duty to the Institute or put the reputation of the Institute or the Board at risk.

If the Governor who is the subject of the allegations is a Governor of the Governance Committee, they shall recuse themselves from the meeting and shall not vote on any decisions on the matter. The Governance Committee shall consider steps including but not limited to the following:

- requesting a response from the Governor in question;
- seeking advice from counsel;
- arranging for mediation between the complainant, if applicable, and the Governor;
- engaging an external investigator if the matter is not already subject to investigation; and
- temporary suspension from the Board, or a reduction in Board duties and/or participation, until the investigation is complete.

Any action taken will be subject to Board Chair approval

3. CONFLICT OF INTEREST

"conflict of interest" or "conflict" means any situation in which:

- a Governor or a related person has a direct or indirect personal interest in an existing or proposed transaction, contract, agreement, or arrangement with the Institute;
- a Governor's or related person's personal, financial, corporate or other organizational duties influence, or reasonably appear to influence, the Governor's obligations to the Board;
- Board discussions involve labour negotiations, grievances or other labour relations activities involving a related person who holds, or is expected to hold, a faculty, support, or management staff position;
- a related person holds a position with another institute or organization that could benefit from confidential Board information; or
- the Board determines that the circumstances constitute actual, potential, or perceived conflict of interest.

Governors must avoid:

- using their Institute position to advance personal interests or the interests of any related person, business associate, partnership, corporation, union, or person to whom the Governor owes an obligation;



- benefiting, directly or indirectly from an Institute transaction over which the Governor can influence decisions;
- taking personal advantage of an opportunity available to the Institute unless the Institute has clearly and irrevocably declined it and the opportunity is also available to the public;
- using their Institute position to solicit clients for the Governor's business, or for a business connected to a related person, close friend, business associate, partnership, corporation, union, or a person to whom the Governor owes an obligation; and
- any situation that creates, or may appear to create, a conflict that could interfere with the Governor's judgment in acting in the Institute's best interests.

No Limitation

No contract, constitution, bylaw, governorship, appointment, election, or other circumstance relieves a Governor from the duties described above or from a liability imposed by law for negligence, breach of duty, or breach of trust.

Disclosure of Conflict

For matters considered, or to be considered, by the Board, every Governor must disclose actual or potential conflicts and any relationship with another who has such a conflict. *Refer to the Board Governance Manual for the full process.*

The Governor must disclose the conflict at or before the first meeting after becoming aware of it.

Disclosure may be made in writing or verbally at the meeting and must be recorded in the minutes by the Executive Assistant.

- Any Governor who believes that another Governor or related person has an actual or potential conflict regarding a matter before the Board must identify the concern to the other Governor at the first opportunity. If the Governor does not declare the conflict, the matter must be brought without delay to the Board Chair in writing.
- If the concern involves the Board Chair, the matter must be referred to the Vice Chair, who will act as Board Chair and bring it to the Board to determine whether a conflict exists.
- A Governor uncertain whether they have an actual or potential conflict must fully disclose the nature and extent of the interest and ask the Board to determine whether a conflict exists.
- In either case, the Board will determine by majority vote of Governors present and be entitled to vote whether a conflict exists. A Governor whose conflict is at issue must not vote.
- A student or employee may raise a possible conflict with the Board Chair by providing a written description and any relevant documents. The Board Chair will determine whether a conflict exists or refers the matter to the Board. If the concern involves the Board Chair, the matter must be referred to the Vice Chair, who will act as Board Chair.
- If a conflict is disclosed or discovered after a decision, the Board will determine whether the conflicted Governor influenced the decision. If so, The Governor must be recused and the Board will reconsider, confirm, rescind, or vary the decision.

A Governor with a conflict in relation to a matter before the Board will:



- not vote on that matter, but be counted for quorum whether excluded from the meeting in respect of the matter; and
- withdraw from any Closed, In Camera or Open session during discussion and voting on the matter, unless the Board Chair asks the Governor to remain only to state a position or answer questions, at the Governor's discretion.

If a Governor votes despite the above provisions, that vote will not be counted.

Specific Conflicts

A conflict of interest exists for elected Governors when discussions or decisions:

- directly affects a specific educational program or service in which a Governor, whether as a student, faculty or support staff member, or related person, is or is expected to be enrolled or employed;
- relate to labour negotiations, grievances or other labour relations matters involving elected Governors or their constituency; or
- directly or indirectly affect, or could affect, the Institute's dealings with an organization in which the Governor or related person has a financial interest or position of influence;
 - for these discussions or decisions, a conflict exists when the Governor or related person is a shareholder, director, officer, owner, or limited or general partner of a corporation, society, partnership, association, or group;
 - however, a Governor is not considered a shareholder, owner, partner, or financially interested solely because they hold units in managed investment funds.

Committees

Conflict of Interest provisions apply to all Board committee proceedings and to any person the committee Chair considers a committee Governor, principal advisor, or employee.

Office

A Governor may also hold office with the Institute and is not disqualified from contracting with the Institute, provided they comply with these Conflict-of-Interest provisions.

Board Action

If a Governor breaches these bylaws, the Board may take any of the following actions:

- censure;
- requesting the Governor's resignation from the Board;
- for an appointed Governor, recommending rescission of the appointment; and
- other actions determined appropriately by the Board, including legal remedies.

PART VI – MEDIA, COMMUNICATION AND EXTERNAL RELATIONS

Communication to the Board can be done through the Institute's public website via a single email address, ([Board of Governors@bcit.ca](mailto:Board_of_Governors@bcit.ca)). If Governors directly receive unsolicited correspondence, it can be redirected through this email address for triage and assignment.

Correspondence on behalf of the Board will be sent under the Board Chair's signature, and in their absence, by the Vice Chair. Each committee Chair may sign correspondence on behalf of their respective committee. A Governor may use the designation "Governor of the Board" or "Governor" in correspondence or other communication if the Governor has been requested by the Board Chair, Board, or committee Chair to act on their behalf. Governors' communication should then state "on behalf" or "for" the Board, or words to that effect.

The Executive Assistant may sign correspondence of a general nature, such as acknowledging receipt and cover letters for Board-related materials.

Except for the Auditor General of British Columbia in relation to the Audit and Finance Committee, as a cybersecurity strategy per [Information Security - Policy #3502](#), materials for all meetings and meeting invitations will not be distributed to non-BCIT email addresses. User access is limited to Governors and appropriate employees only, using their BCIT email addresses.

BCIT has the responsibility to ensure effective and appropriate BCIT communications with governments, rights-holders, stakeholders, the public, and BCIT community Governors (e.g., employees, both current and prospective students - alumni, student association, faculty and staff unions).

The Board has the responsibility to:

- ensure the Institute has appropriate protocols and policies to enable BCIT to communicate effectively;
- conduct its business, to the greatest extent possible, at meetings open to the public;
- ensure that the reporting of financial performance is adequately and promptly reported as required by law and in accordance with policy set by the provincial government;
- ensure financial results are reported fairly and in accordance with generally accepted accounting principles;
- ensure timely reporting of any other developments that have a significant and material effect on the performance of the Institute; and
- report annually to the provincial government on the Board's stewardship for the preceding fiscal year through both its Institutional Accountability Plan and Report.

The primary spokesperson for the Institute is the President or their designate. The Board Chair will assume the lead role only for all Board-related matters and can, in consultation with the President, assume the lead role to address other issues when required.

All media requests received by a Governor will be referred to the President.

Unless permission has been granted by the President or Board Chair, Governors will not speak publicly on behalf of the Board or the Institute and will exercise discretion in any comments made publicly. Unless permission has been granted by the President or Board Chair, Governors are not permitted to publish meeting material or meeting proceedings on social media platforms or external websites.



Upon approval by the President or Board Chair, the Executive Assistant may post the summary of actions and decisions taken by the Board for publication on BCIT's intranet; decisions taken by the Board during Closed and In Camera meetings must not be included.

Only the President or Board Chair may release Board decisions to the news media through the Institute's media relations department in the VP, External office.

Requests for information by Governors shall be made to the Board Chair or to the Executive Assistant. The Board Chair may place the request before the Board for a decision as to whether or not the information should be provided.

External Relations

The Board Chair has the responsibility to:

- act as a primary spokesperson for the Institute on matters directly involving:
 - the Board, such as resignations and Board activities; and
 - the President, such as appointment, resignation, and remuneration.
- in consultation with the President:
 - undertake speaking events, official functions, and other public engagements in connection with the Institute's activities; and
 - represent the Institute in its interactions with government, and other sponsors or rights-holders.

PART VII – AMENDMENT OF BYLAWS

The Board will make bylaws consistent with the Act and on other matters where it is deemed necessary.

Bylaws may be amended at a meeting of the Board provided that written notice of a proposed amendment has been submitted to the Board at least two weeks prior to the regular Board meeting at which the amendment will be considered.

Approved Revisions to Bylaws

May 29, 2018	Board of Governors
November 20, 2018	Board of Governors
January 29, 2019	Board of Governors
May 16, 2019	Board of Governors
February 17, 2021	Board of Governors
April 21, 2021	Board of Governors
June 29, 2022	Board of Governors
October 2, 2024	Board of Governors
June 23, 2025	Board of Governors
October 6, 2026	Board of Governors



BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY BOARD OF GOVERNORS GOVERNANCE MANUAL

Continued under the *College & Institute Act*
Approved by Resolution of the Board
October 6, 2026

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EDUCATION
FOR A COMPLEX WORLD.



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BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

GOVERNANCE MANUAL

1. DEFINITIONS

In this document, unless the context otherwise requires:

“Act” means the *College and Institute Act* [RSBC 1996] c.52, of the province of British Columbia

“Appointed Member” means an individual appointed to the Board by the Lieutenant Governor in Council

“Bicameral” means there are two governing bodies: the Board of Governors and the Education Council. This separates strategic and fiduciary responsibilities, overseen by the Board, from academic matters decided by the Education Council.

“Board” means the Board of Governors of the Institute

“Board Member” means a Governor; a duly elected, appointed, or ex officio member of BCIT’s Board of Governors

“Bylaws” means Board of Governors’ bylaws

“Chair” means the Board Chair

“Closed Meeting” means not open to the public, but may include employees and external guests as necessary

“Committee” means a Committee of the Board of Governors

“Conflict of Interest” or “Conflict” see *Part IV – Conflict of Interest*

“Education Council” or “EdCo” drives the Institute’s academic mission. It focuses on academic matters, including setting education policies, criteria and procedures for awards, academic standing, appeals, and examinations; defining curriculum content for courses; and advising the Board on developing educational policies, programs, or priorities.

“Employee” means an employee of the Institute

“Executive Assistant” means the Executive Assistant, Governance, an employee of the Institute responsible directly to the Board to carry out specific duties as outlined in the Bylaws and the Governance Manual

“Executive Committee” means the Board’s Committee composed of the Board Chair, Vice Chair, and Committee Chairs

“Faculty” or “Faculty Member” means (from the [Act](#)), includes an instructor, librarian, tutor, counsellor, research associate, program co-ordinator or other employee of the institute that a collective agreement between the bargaining agents, as defined in section 1 of the [Labour Relations Code](#), for the institute and faculty members specifies to be a faculty member. May also include program and department heads, Deans and Associate Deans.

“Governance Manual or manual” means the document of that name (*see 2. Introduction*)

“Governor” means a member of the Board of Governors

“In Camera Meeting” means a meeting only of Governors, unless employees or external guests are invited



“Institute” means the British Columbia Institute of Technology, BCIT

“Minister” means the minister overseeing higher education in the government of British Columbia

“Ministry” means the ministry responsible for overseeing higher education in the province of British Columbia.

“Officers of the Board” means the Chair and the Vice Chair

“Officers of the Institute” means persons designated by the Board as Officers of the Institute for the period of such designations, or positions which the Board determines will carry the rank of Officer for the incumbent in such positions. The Officers of the Institute shall be the President; the Chief Financial Officer and Vice President, Administration; the Registrar; and others designated by the Board.

“Open or Regular Meeting” means open to the public

“Order in Council” means an order of the Lieutenant Governor in Council

“President” means the person appointed by the Board of Governors as the President and Chief Executive Officer of the Institute

“President’s Executive” means the members reporting to the President listed [on the website](#).

“Registrar” means the Registrar of the Institute, appointed by Board resolution

“Related Person” means a spouse, child, parent, sibling, parent-in-law, sibling-in-law of a Governor, or being a person having some other relationship with the Governor which, in the Board’s opinion should be considered “related” for the purpose of this manual and the Bylaws

“Student Association” means the BCIT Student Association (SA) operating as a non-profit organization and registered charity incorporated under British Columbia’s *Societies Act* and recognized as a student society under the *College & Institute Act*. The SA’s mission is to act as an advocate and to provide services for students.

“Vice Chair” means the Board Vice Chair

“Vice President” means a Vice President of the Institute reporting to the President

2. INTRODUCTION

This Governance Manual (“this manual”) is a living document requiring updates as governance practices and procedures evolve to meet the Institute’s needs and recognize public governance best practices. The Governance Committee reviews the manual prior to Board approval and is responsible for ensuring the manual remains accurate. Substantive amendments require Board approval.

After consulting with the Chair, the Executive Assistant may make and publish minor or administrative amendments to the manual as needed. The Executive Assistant is also responsible for producing and distributing the Board-approved amendments.

This manual outlines the governance structure and principles under which the Board exercises stewardship and accountability responsibilities to the Institute. It provides information and guidance to the Board of Governors in carrying out its duties. These guidelines build on BCIT’s Board Bylaws and serve as supplementary orientation materials for Governors.

Supplementary resource include the [Orientation for B.C. Public Post-Secondary Institution Board Members](#) (April 2023), and *Best Practice Guidelines for B.C.’s Public Sector Boards* (June 2024).

3. BCIT OVERVIEW

Since 1964, the British Columbia Institute of Technology (BCIT) has taught and trained experts, professionals, and innovators who shape our economy across BC and around the world.

BCIT delivers flexible, relevant, and future-focused education that prepares learners to lead innovation in their workplaces and communities. As one of BC’s largest post-secondary institutes, with five campuses, more than 300 programs, and nearly 43,000 students annually, BCIT connects education, industry, and government to support an agile workforce. Its curriculum is developed in close consultation with industry and delivered by instructors with practical field experience.

BCIT offers a range of credentials, including microcredentials, certificates, diplomas, apprenticeships, bachelor’s degrees, and master’s degrees, and is the largest trades training institute in Western Canada. Programs are delivered through six Schools, each led by a Dean and Associate Deans. The academic portfolio also includes Deans responsible for Applied Research and Academic Planning and Quality Assurance.

- School of Business + Media;
- School of Computing & Academic Studies;
- School of Construction & the Environment;
- School of Energy;
- School of Health Sciences; and
- School of Transportation.

In alignment with both the province’s [Declaration on the Rights of Indigenous Peoples Act](#) and BCIT’s commitment to Reconciliation, the Institute acknowledges that its campuses are located on the unceded traditional territories of the Coast Salish Nations with our main campus in Burnaby on the lands of the xwməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) Nations.

BCIT Vision: Empowering people. Shaping BC. Inspiring global progress.

BCIT Mission: Partnering learners and industry for success through workforce development.

BCIT adheres to a set of core values and strives to:



- achieve excellence in everything it does and to accomplish real and measurable results;
- embrace innovation, ignited by imagination and creativity, to improve its approaches, opportunities, and outcomes;
- champion diversity and inclusion: ideas, cultures, and perspectives, fostering a community permeated with equality and inclusivity;
- pursue collaboration: believe in the power of collaboration to amplify its efforts; and
- engage with respect: work from a position of respect for others' expertise, insight, and inherent worth, and reflect a respect for future generations in its passion for sustainability.

To support the mandate, vision, mission, and values BCIT develops a strategic plan and a set of related plans and visions.

4. GOVERNANCE FRAMEWORK AND ROLE OF THE PROVINCIAL GOVERNMENT

The Institute operates within our provincial mandate for strategic workforce development and policy directions set by the provincial government through the ministry responsible for post-secondary education and has reporting responsibilities to the provincial government and the public.

The governing legislation for the Institute is the [College and Institute Act](#) [RSBC 1996] c. 52 (the *Act*). The *Act* is provincial legislation defining the objects (or purposes) of the Institute and its broad operational parameters, including Board structure and authority.

The objects of the Institute as specified in [the Act](#), are to act as a polytechnic institute for British Columbia by:

- providing courses of instruction in technological and vocational matters and subjects;
- providing courses of instruction at the baccalaureate and applied master's degree levels; and
- performing other functions designated by the Minister.

The Institute also falls under the jurisdiction of the provincial government through other statutes, including the [Financial Administration Act](#), the [Financial Information Act](#), [Public Sector Accounting Standards Board](#), and the [Public Sector Employers Act](#).

Ensuring that BCIT's business affairs are conducted in the public interest is a fundamental governance objective established by the province. Most capital and operating funding is provided annually by the provincial government through the ministry within an accountability framework that sets sector goals and institute-specific performance targets.

Each year, BCIT must prepare an *Institutional Accountability Plan and Report* setting out its goals, objectives, outcomes, and planned actions to address government priorities identified in the Mandate Letter.

The Lieutenant Governor in Council appoints non-elected Governors and is responsible for ensuring appointees are suitable to govern the Institute. Provincial legislation also provides for elected student, faculty, and support staff representation on the Board.

The Office of the Auditor General of BC has jurisdiction to audit the Institute. BCIT must also obtain an annual external audit, make audited financial statements available to the province and the public, and meet provincial financial and performance reporting requirements under applicable policy and statute.



The province oversees BCIT's governance framework and has established best practice guidelines for corporate governance and public disclosure. The policies in this manual align with provincial guidelines and applicable legislation; where discrepancies arise, legislation prevails.

Commercial Interests in Public Policy

Post-secondary institutes established under the *Act* have no share capital or shareholders. The provincial government represents the public interest by appointing most Governors, providing most capital and operating funding, and overseeing the conduct of the Institute's business affairs.

The Institute applies sound business practices in managing its operations and strategy while fulfilling the public policy objectives and responsibilities assigned by the provincial government.

Government's Accountability Framework

The provincial government's [Accountability Framework for British Columbia's Public Post-Secondary Education System](#) (the Framework) is a set of planning and reporting processes for BC's public post-secondary system. Under the Framework, government sets system-level goals, objectives, and performance targets for each post-secondary institute. The Framework also establishes quarterly financial and other reporting requirements for each institute.

In addition to the Premier's sector mandate to the Minister, the ministry issues each post-secondary institute a Mandate Letter setting out performance targets, priorities, and expectations. The Institute uses the Mandate Letter to develop its annual *Institutional Accountability Plan and Report*. The Board is responsible for ensuring the Institute meets its mandate under the *Act* and the requirements set out in the Mandate Letter. Both mandate letters may change, including following a change in government or Minister.

Public Sector Employers' Council Secretariat

The Institute falls under the provincial [Public Sector Employers' Council Secretariat \(PSEC\)](#), which coordinates labour relations, total compensation planning, and human resource management across the broader provincial public sector. PSEC also represents the BC government in jointly trustee public sector pension plans.

Post-Secondary Employers' Association

The Institute is a member of the provincial [Post-Secondary Employers' Association \(PSEA\)](#), the employer bargaining agent for BC's 19 public colleges, special purpose teaching universities, and institutes. PSEA supports member institutions by coordinating collective bargaining objectives, human resource best practices, non-union compensation, and benefit administration.

5. BOARD GOVERNANCE STRUCTURE

Board Powers

The Board serves as the governing link between the provincial government and the President and is responsible for stewarding the Institute. It oversees the conduct of the Institute's business, ensures major issues receive appropriate consideration, and provides independent, collective judgment to advance the public policy objectives set by government. Consistent with BCIT's bicameral governance model, the Board's focus is strategic and long-term, including mandate achievement, financial stewardship, strategic planning, objective prioritization, succession planning, and risk management. The Board communicates



provincial government requirements and objectives to the President and oversees reporting to the province on stewardship of the Institute's resources.

The Board ensures the Institute works toward its mandate by maintaining effective systems of governance, leadership, and stewardship. In doing so, the Board must balance its oversight obligations with the President's authority to manage operations.

The Board delegates certain authority to management while retaining authority over other matters. Section 6 outlines the Board's responsibilities.

Committees including Task Groups and Advisory Committees

The Board may appoint Committees it considers necessary or advisable, including joint Committees with EdCo, and may establish sub-Committees, task groups, advisory Committees, or other temporary working groups for time-limited projects.

The Board establishes Terms of Reference for each Committee (*see section 19. Appendices*), setting out its mandate, composition, powers, duties, procedures, and accountability. Each Committee reviews its Terms of Reference as required and submits proposed changes to the Governance Committee for review and recommendation to the Board.

Committees carry out Board-delegated tasks that are strategic and policy-focused. Depending on the authority delegated, they may review issues and make recommendations to the Board or act on the Board's behalf.

The Board may amend a Committee's Terms of Reference to align responsibilities with the Committee structure.

Committees generally work closely with the President's Executive and support information flow to the Board. The Chair and President serve as ex officio, non-voting members of all Committees and are not counted for quorum unless quorum has not otherwise been constituted, in which case the Chair may count toward quorum and vote. The Chair may delegate their ex officio Committee role to the Vice Chair, as required.

Current Board Committees excluding sub-Committees, are:

- Executive Committee (Appendix B): possesses and exercises powers of the Board, as needed, between Board meetings. All powers that may be exercised by the Executive Committee are subject to any restrictions, limitations, or directions imposed by the Board.
- Audit and Finance Committee (Appendix C): assists the Board in fulfilling its obligations and oversight responsibilities relating to the Institute's audit processes (internal and external), review student fees, financial planning and reporting, financing and borrowings, ensuring legal, regulatory and statutory requirements are met, internal controls are maintained, reviews and advises on risk management including fraud and cybersecurity. The Campus Planning and Development Committee is an advisory Committee reporting to the Audit and Finance Committee to review and discuss capital construction projects.
- Governance Committee (Appendix F): assists the Board in reviewing its policies and practices, ensuring the continuing ability of the Board to fulfill its legislated mandate and implementing effective due diligence practices for the operations of the Institute. The Nominating Committee is a task group constituted annually to elect the Board Chair and Board Vice Chair.

- Human Resources Committee (Appendix E): reviews, reports and provides recommendations to the Board regarding human resources issues, including but not limited to executive recruitment and succession planning, collective bargaining, the President's compensation and evaluation, employee engagement and wellness programs, being apprised of diversity and inclusion, and approving Management Terms and Conditions of Employment. The President Search Committee is a task group established to hire the Institute's President.

Committee Chairs and members are appointed annually, or as required, on the Chair's recommendation. Committee members may be removed or replaced by the Board at any time and cease to serve when they are no longer Governors. In making recommendations for Board approval, the Chair consults with the Governance Committee and the President and considers each Governor's preferences, skills, and experience. The Board may amend the Committee structure as required.

Committee Terms of Reference apply to Board-established task groups as required. Task groups and advisory Committees are created for a defined period to complete a specific task and are dissolved once that work is complete. Each operates under Board-approved Terms of Reference.

Some task groups and advisory Committees may include non-Governors. The Board appoints their Chairs and members on the Chair's recommendation, following consultation with the President and Governors and consideration of relevant preferences, skills, and experience.

Task Groups

- Nominating Committee
- President Search Committee
- Executive Incident Task Force

Advisory Committees

- Campus Planning and Development Committee
- Tributes Committee

Board Relations with the Education Council

Colleges and institutes governed by the *Act* must have an Education Council ("EdCo") (Appendix A). EdCo's duties are set out in the *Act* and include advising the Board on educational policy matters, including new programs; sharing responsibility with the Board for approving transfer credit equivalencies; and establishing policies on examinations, student performance evaluation, withdrawals, academic standing, standards and grading, student awards, curriculum content, and academic appeals. The Chair of EdCo serves as an ex officio Governor.

Board Relations with the Research and Ethics Board

BCIT's Research Ethics Board ("REB") operates under BCIT's [Research Ethics for Human Participants – Policy #6500](#) and [Ethical Practice of Research Involving Human Participants – Procedure #6500-PR1](#). As the establishing body, Governors should be familiar with both documents.

The REB has jurisdiction over BCIT community research involving human participants and external research using BCIT resources, personnel, participants, or human biological materials. It reports directly to the Board and is administratively responsible to the Provost and Vice President, Academic.

The REB Chair provides an annual report to the Board summarizing the REB's activities, policy development, education activities, and other relevant matters.

Board Relations with the [BCIT Foundation](#)

BCIT supports the independence of the BCIT Foundation (the "Foundation") while maintaining a cooperative relationship with it.



The Foundation is a separately incorporated, non-profit charitable organization established under the [Societies Act](#). Its Board of Directors is responsible for the Foundation's operations and the control, management, and prudent administration of its assets and gifts in accordance with donor intent. BCIT has a Memorandum of Understanding with the Foundation.

The Board recognizes and supports the Foundation's fundraising work to advance BCIT's strategic priorities.

The Foundation:

- provides financial support for students;
- supports donors in achieving their philanthropic goals for BCIT's future wellbeing;
- promotes public awareness of the Institute;
- receives, holds, invests, administers, and distributes donations, gifts, grants, endowments, funds, resources, and other property; and
- solicits and encourages contributions to further BCIT's goals, objectives, strategic interests, educational programs, services, and capital projects.

BCIT's President and Chair serve as ex officio members, not Directors, of the Foundation.

BCIT funds the Foundation's administration. BCIT's Vice President, External, is responsible for the employment and evaluation of the Foundation's Executive Director.

Board Relations with the BCIT [Alumni Association](#)

The BCIT Alumni Association (the "Association") is autonomous and self-governing, while maintaining a collaborative relationship with BCIT. The BCIT Board does not appoint Association directors. Under [Honorary Awards – Policy #5501](#), the Association President (Chair) serves on the Tributes Committee. Refer to the Tributes Committee Terms of Reference (Appendix H).

The Association is a registered non-profit society under the [Societies Act](#). It supports alumni success and lifelong engagement with BCIT and fellow alumni, is governed by a volunteer Board of Directors, and is funded through Association programs, partnerships, sponsorships, and Institute support.

The Board recognizes the significant contribution of BCIT alumni to the communities served and supports the Association's alumni engagement activities.

The Association coordinates alumni engagement. The Institute funds the Association Executive Director's salary and administration costs, and the role reports to the Vice President, External. BCIT's Alumni Relations office maintains alumni records, delivers alumni events and programs, and manages alumni communications. Alumni activities are developed with the Association Board, BCIT, and the BCIT Foundation to align strategic goals.

Board Relations with the [BCIT Student Association](#)

The BCIT Student Association ("SA") is a non-profit student service and advocacy organization mandated to enhance student life. The Board and Institute President do not oversee the SA's operations or management, and BCIT does not fund its operations or administration. The SA is governed by an elected student board, which appoints an Executive Director to manage the association. The Institute's Registrar



administers annual SA Board elections and elections for the two student seats on the Institute's Board, in accordance with the Act.

Board Relations with the President's Executive

The Board appoints the President and delegates to the President overall responsibility for the operations of the Institute within parameters set by the Board.

This manual establishes the roles and responsibilities of the Board in relation to the President, and the President's Executive. Governors may direct questions or concerns through the Chair to the President, or through the Vice Chair.

The President's Executive, led by the President, is responsible for the day-to-day operations of the Institute. The President reports to and is accountable to the Board.

The functions of the President's Executive are those delegated by the President and the Board. These include delivering the core business of the Institute (delivery of programs, courses, and services to students), providing strategic leadership, implementing actions, and measuring the Institute's performance. The President's Executive identifies risks and manages the financial, capital, human, technical, intellectual, and all other resources of the Institute.

Board policies and guidelines are issued to the President's Executive for their adherence. Governors may direct questions or concerns about a President's Executive member's performance to the Chair, the President, or through Board and Committee meetings. Governors must respect organizational structure and management expertise and treat management personnel respectfully. A Governor has no authority to direct an employee, other than the President.

BCIT Subsidiaries

The Institute may create subsidiary companies and not-for-profit organizations or may partner with other organizations to accomplish specific objectives or tasks.

The Institute currently has one wholly owned independent subsidiary, [Technology Training Associates Ltd.](#) (TTA). The focus of the TTA is to promote BCIT's international programming, training the trainer and providing expertise in education consulting.

BCIT owns an interest in the following organizations. To ensure BCIT interests are protected, members of management sit on the subsidiary boards. All high-risk impacts to BCIT stemming from the activities of the subsidiary will be brought forward to the Board for information or approval, as appropriate.

- The Great Northern Way Campus Trust is jointly owned by: BCIT, the University of British Columbia (UBC), Simon Fraser University (SFU), and Emily Carr University of Art + Design. There are two primary focuses, (1) The Centre for Digital Media and (2) revitalization of its land to bring together business, academia and the general community into an emerging district for the digital and creative sectors.
- PanGlobal is jointly owned by BCIT, the Southern Alberta Institute of Technology (SAIT), and the Northern Alberta Institute of Technology (NAIT). Its focus is designing training systems in power engineering to support standardized Canadian certification.

External Advisors

In rare circumstances, a Governor may require an external advisor to assist with their responsibilities. Engagement at the Institute's expense requires prior authorization from the Chair.



In consultation with the President's Executive, and where appropriate having regard to internal resources, the Board budget, and procurement practices, the Board may retain external professional firms, consultants, or advisors as needed to fulfill its mandate.

The Board must ensure relevant information, findings, or recommendations from external advisors are reported to the President's Executive as appropriate, typically through the Chair to the President.

The Board may also retain external advisors to address immediate and critical gaps in Governor skills, experience, or background.

6. BOARD TERMS OF REFERENCE

Role

The Board has ultimate responsibility for the affairs of the Institute and ensuring it operates consistently with statutory requirements. In accordance with [the Act](#), the Board delegates to the President the responsibility for the day-to-day leadership and management of the Institute.

Governors have responsibility to oversee the conduct of the business and ensure all major issues affecting the Institute are given proper consideration. In performing its functions, the Board also considers the legitimate interests of other stakeholders including employees, students, and the public.

In supervising the conduct of business, the Board, through the President, sets the standards of conduct for the Institute and ensures it is operated appropriately.

Composition and Term Lengths

The Board composition and terms of office are established in [the Act](#), and are as follows:

- eight or more persons appointed by the Lieutenant Governor in Council;
- one person is a faculty member of the Institute and elected by the faculty members;
- two students elected by the students;
- one person who is a support staff member and elected by the support staff;
- the President (a non-voting member); and
- the Chair of the Education Council (a non-voting member but a voting member of the Governance Committee).

Term lengths for appointed Governors are determined by the Lieutenant Governor in Council to a maximum of six consecutive years. Terms are posted on the Institute's website. The Crown Agencies and Board Resourcing Office (CABRO) of the provincial government establish the overall size of the Board. The Chair and the President, have a responsibility to provide advice to the provincial government regarding the number of appointees above the minimum number specified in statute, and criteria for the provincial government's appointments.

Per [the Act](#), students are elected for one-year terms and may be elected for further terms, to a maximum of six consecutive years, while remaining a student. Faculty and support staff members serve for a three-year term and may be elected for further terms.

The Board annually reviews the strategic direction of the Institute and the skills, experience, background, and diversity of the Governors in relation to that strategic direction.

Key Considerations in Board Composition

The optimal Board composition for the Institute involves consideration of the following four broad categories.

Personal Characteristics

All Governors should be committed to the Institute's vision, mission and values and possess the following personal characteristics:

- commitment to innovative and interdisciplinary education;
- integrity and accountability;
- the ability to express views in a collegial manner;
- informed judgment;
- the ability to provide wise, thoughtful counsel on a broad range of governance issues;
- a preference for Board and team performance;
- high-performance standards;
- a history of achievements that reflects high standards for themselves and others;
- ability to commit the time required; and
- no actual, potential, or apparent conflicts-of-interest

Specific Skills and Experience

Governors, as a group, should possess a combination of skills and experience relevant to the Institute's strategic goals and the Board's oversight responsibilities. The specific skills and experience sought may change occasionally in keeping with changes to the Institute's internal and external opportunities or challenges.

Relevant skills and experience identified by CABRO:

- | | |
|-----------------------------------|---|
| • diversity | • cybersecurity |
| • accounting | • legal expertise |
| • investment management | • financial expertise |
| • business management | • public sector or government knowledge |
| • risk management | • previous leadership experience |
| • real estate/property management | • industry / sector specific |
| • marketing / communications | • engineering |
| • labour relations | • community & institutional awareness |
| • human resources | • governance & Board experience |
| • construction | • lived experience |
| • information technology | • Board specific competency |

Board Leadership

For the Board to be effective, it is important that it include some Governors who have the necessary skills, experience, and desire to fill key Board leadership positions including the Chair and Committee Chairs.

Diversity

Within the context of the required board skills, consideration is given to bringing together a diverse group of Governors with the goal of creating robust board dynamics, full Board discussions, and delivering different perspectives. The Board should also reflect cultural, gender, and other forms of diversity relevant to the community served by the Institute.



Eligibility

The following persons are not eligible to be or to remain Governors:

- members of the Parliament of Canada;
- members of the British Columbia Executive Council or of the Legislative Assembly;
- a member of the public service in a provincial ministry; and
- a member of the public service designated by the provincial Minister.

If a member ceases to be eligible during their term (taking a position with the provincial government, other post-secondary institutes, become an elected official) they will be expected to resign from the Board.

From CABRO's Board Manual - there are ministry boards that must have members from post-secondary Institutes and public servants, because of this, the guidelines are not firm on application; however, these guidelines do apply to all college, institute and university boards:

Elected Officials - unless the legislation provides otherwise, the elected officials are not normally appointed to the governing boards of public sector organizations. If a member of the Board seeks to run in a civic or provincial election, a leave of absence is recommended during the election period, however resignation is not required unless they are successful in the election.

Public Servants - typically provincial government employees are not normally appointed to the governing boards of public sector organizations. If a board member becomes a provincial government public servant during their time on the Board, they are asked to resign.

Residents of British Columbia – if a Governor moves out of the province, a request will be made for the Governor to end their term at the Board's earliest convenience. This may mean the Governor participates remotely for a few months to allow for recruitment to be completed. Members with Canadian citizenship and/or citizens with permanent resident status, and who are permanent residents of British Columbia are appointed to post-secondary institute boards.

Employee of another BC Public Institute – as a rule, any Governor who becomes an employee of a different BC public post-secondary institute would be asked to step down to prevent any perception of a perceived conflict of interest.

Legal Obligations

The Board is responsible for directing management to ensure legal and regulatory requirements are met, and documents and records are properly prepared, approved, and maintained.

The basic legal duties of Governors are imposed at common law and under the *Act*.

Governors are under a fiduciary¹ duty to the Institute in respect of their office to act:

- honestly and in good faith;
- in the best interest of the Institute; and
- with the care, diligence, and skill of a reasonably prudent person.

¹ Without being legally precise, a fiduciary duty is the duty to act honestly and in good faith, with a view to the best interests of another. Governors owe this duty to the Institute.

Governors have specific statutory duties and obligations under employment, environmental, taxation, and financial reporting laws. Collectively Governors have a responsibility to ensure that the decisions and actions of the Board are always taken in the best interests of the Institute.

Duties and Responsibilities

The Board retains responsibility for managing its own affairs, including to:

- enact Institute bylaws (the Bylaws) for the orderly conduct of its affairs consistent with the Act, section 19(5);
- assume responsibility for the Institute's corporate governance practices and ensure they remain in scope while meeting the needs of the Institute, the provincial government, and the public while upholding best practices per *Robert's Rules of Order*;
- appoint a Chair, Vice Chair, and a President of the Institute;
- annually review, with the President, the skills and experience represented on the Board in light of the strategic direction of the Institute and recommend to the provincial government, through the Chair, criteria for making appointments to the Board;
- constitute, delegate powers, duties, responsibilities, and seek the advice of Committees, subject to the Bylaws and the Act;
- establish, and update as required, a code of conduct for Governors, Officers, and employees, including procedures for identifying potential conflicts-of-interest and resolving such conflicts; direct management to ensure that BCIT always operates within the code of conduct and applicable laws, and to the highest ethical and moral standards;
- set annual Board objectives for the Board; and
- implement an appropriate process for assessing the effectiveness of Board and Committee governance and the contributions of all Governors.

Governors and Officers are also bound by the [Code of Conduct - Policy #1500](#).

Further responsibilities include:

- monitor compliance with the Institute's provincial mandate;
- approve and monitor compliance with the Bylaws;
- approve and monitor, through the President's Executive, compliance with all significant policies and procedures that govern the Institute's operations;
- approve and act as the guardian of the Institute's vision, mission, values, and strategic direction;
- direct management to design and implement systems to ensure the Institute always operates within applicable laws and regulations and to the highest ethical and moral standards; and
- approve all Institute policies and procedures.

Enterprise Risk Management

The Board directs and oversees the Institute's Enterprise Risk Management (ERM) program, ensuring principal risks are understood and managed within the approved risk tolerance. While the President and senior leadership develop and implement the ERM program, the Board retains ultimate approval authority and accountability for ensuring the Institute's risk capabilities and culture support institutional objectives.

The Board discharges this responsibility through the Audit and Finance Committee (AFC), which works with the President and President's Executive to establish reporting protocols and obtain the information required to monitor the ERM program and key risk decisions. As needed, the AFC consults other Board Committees on risk matters within their areas of expertise.

Refer to the AFC Terms of Reference of this manual for further details on the Committee's duties and responsibilities regarding risk management.



Reliance on Management

In carrying out its responsibilities, the Board relies on the President's Executive to provide accurate and complete information. The Board plays a role in the academic mandate of the Institute in the following areas:

Educational and Training Programs - the Board delegates to management the responsibilities for managing and advancing the educational and training programs and services offered at the Institute, including determining the appropriate timing for the introduction of new programs and changes of significance to existing programs (once approved by the Board).

The Board retains the responsibility to:

- approve new educational and training programs offered at the Institute;
- seek policy advice on all proposed new programs, including qualifications for admission, from the Education Council (EdCo);
- approve cancellations of the Institute's educational and training programs; and
- ensure adequate oversight of planning and evaluation of programs and operations, and that reporting on these matters meets the policy requirements of the provincial government.

Degrees and Diplomas - with recommendations from EdCo, the Board is responsible to:

- determine new diplomas or certificates to be awarded by the Institute;
- make recommendations to the provincial government pertaining to new baccalaureate and applied master's degrees to be awarded; and
- establish and award honorary degrees.

Suspension of Employees and Students - the Act provides the following:

- for just cause, the President may suspend instructional, administrative, or other employees of the Institute;
- for just cause, the President may suspend a student and deal summarily with matters of student discipline;
- on exercise of these powers of suspension the President must immediately report the action to the Board with a statement of reasons; and
- a person suspended has the right of appeal to the Board.

For issues relating to student suspensions and discipline, see the *Student Code of Conduct (Non-Academic)* – Policy #5102, the Student Code of Academic Integrity - Policy #5104 and the procedures established under those policies. Students wishing to appeal a suspension to the Board must follow *Institutional Appeal Tribunal - Procedure #5104-PR3*.

Selection of Management - the Board has the responsibility to:

- appoint and replace the President and monitor and evaluate their performance;
- collaborate with the BC Public Sector Employers' Council (PSEC) Secretariat and the Board's Human Resources Committee to approve the President's compensation;
- provide advice and counsel to the President in the execution of their duties; and
- ensure appropriate planning for management succession and development and any unexpected incapacitation of members of the President's Executive and employees in other critical positions.

PART V – CODE OF CONDUCT AND CONFLICT OF INTEREST

1. General

The Board is responsible for the overall stewardship of the Institute, ensuring the Institute complies with governing policies, bylaws, and procedures. The Board is expected to comply with all applicable laws and regulations, and to align with the highest ethical and moral standards.

The Board will promote a culture of integrity at the Institute directly, through its own actions, and indirectly, through its interactions with the Institute's administration, Education Council, employees, and students. Governors must refrain from any conduct that calls into question the integrity of the Institute, the Board, or themselves.

Fiduciary Duty

Governors owe a fiduciary duty to the Institute: they are required to act honestly and in good faith, with a view to the best interests of the Institute. Governors must therefore:

- not place self-interest or the interests of others ahead of the Institute's best interests;
- not take personal advantage of opportunities coming before a Governor while performing their duties unless the opportunity and interest are disclosed, and the Institute expressly permits it;
- avoid conflicts and disclose to the Board any facts or situations which may create a conflict or perception of a conflict; and
- not disclosing any confidential or non-public information relating to the Institute or its affairs (including its employees, or students), or discussions that occurred in an In Camera meeting of the Board or its committees.

Internal Governors who are elected due to their position as employees or students at the Institute are not delegates. While internal Governors may express and consider those interests and concerns, internal Governors have the same duty as appointed Governors to always act in the best interests of the Institute.

2. Code of Conduct

Duty of Care

Governors also owe a duty of care to the Institute to exercise the degree of care, skill, and diligence that would be reasonably expected of a Governor on a board of a comparable organization. This means that Governors should:

- attend all regularly scheduled Board meetings (including Board retreats or planning sessions), and Board committees on which the Governor serves;
- diligently review all material provided in advance of Board meetings and where appropriate, request information that would allow the Governor to properly participate in the Board's deliberations, make informed judgments, and exercise meaningful oversight;
- participate fully and frankly in the deliberations and discussions of the Board and its committees, applying reasoned judgment to each issue; and
- be generally knowledgeable about the academic, business, and political contexts affecting the



Institute.

Given the Board best fulfills its obligations to the Institute if the diverse views of its Governors are voiced, Governors are expected to present their views in a respectful and tolerant manner and to be unbiased when considering other approaches or perspectives. However, once debate on issues is over and Board decisions are made, Governors are expected to support the Board's position.

When the Board becomes aware of serious allegations against a Governor, the Governance Committee will be called to consider the matter and may make recommendations to the Board Chair for a decision. If required, the Governance Committee may seek assistance of the HR Committee. This process may arise whether the allegations involve an alleged violation of BCIT policies or conduct away from or within BCIT that could create a conflict with the Governor's fiduciary duty to the Institute or put the reputation of the Institute or the Board at risk.

If the Governor who is the subject of the allegations is a Governor of the Governance Committee, they shall recuse themselves from the meeting and shall not vote on any decisions on the matter. The Governance Committee shall consider steps including but not limited to the following:

- requesting a response from the Governor in question;
- seeking advice from counsel;
- arranging for mediation between the complainant, if applicable, and the Governor;
- engaging an external investigator if the matter is not already subject to investigation; and
- temporary suspension from the Board, or a reduction in Board duties and/or participation, until the investigation is complete.

Any action taken will be subject to Board Chair approval

3. Conflict of Interest

"conflict of interest" or "conflict" means any situation in which:

- a Governor or a related person has a direct or indirect personal interest in an existing or proposed transaction, contract, agreement, or arrangement with the Institute;
- a Governor's or related person's personal, financial, corporate or other organizational duties influence, or reasonably appear to influence, the Governor's obligations to the Board;
- Board discussions involve labour negotiations, grievances or other labour relations activities involving a related person who holds, or is expected to hold, a faculty, support, or management staff position;
- a related person holds a position with another institute or organization that could benefit from confidential Board information; or
- the Board determines that the circumstances constitute actual, potential, or perceived conflict of interest.

Governors must avoid:

- using their Institute position to advance personal interests or the interests of any related person, business associate, partnership, corporation, union, or person to whom the Governor owes an obligation;
- benefiting, directly or indirectly from an Institute transaction over which the Governor can influence



decisions;

- taking personal advantage of an opportunity available to the Institute unless the Institute has clearly and irrevocably declined it and the opportunity is also available to the public;
- using their Institute position to solicit clients for the Governor's business, or for a business connected to a related person, close friend, business associate, partnership, corporation, union, or a person to whom the Governor owes an obligation; and
- any situation that creates, or may appear to create, a conflict that could interfere with the Governor's judgment in acting in the Institute's best interests.

No Limitation

No contract, constitution, bylaw, governorship, appointment, election, or other circumstance relieves a Governor from the duties described above or from a liability imposed by law for negligence, breach of duty, or breach of trust.

Disclosure of Conflict

For matters considered, or to be considered, by the Board, every Governor must disclose actual or potential conflicts and any relationship with another who has such a conflict. *Refer to the Board Governance Manual for the full process.*

The Governor must disclose the conflict at the first meeting after becoming aware of it.

Disclosure may be made in writing or verbally at the meeting and must be recorded in the minutes by the Executive Assistant.

- Any Governor who believes that another Governor or related person has an actual or potential conflict regarding a matter before the Board must identify the concern to the other Governor at the first opportunity. If the Governor does not declare the conflict, the matter must be brought without delay to the Board Chair in writing.
- If the concern involves the Board Chair, the matter must be referred to the Vice Chair, who will act as Board Chair and bring it to the Board to determine whether a conflict exists.
- A Governor uncertain whether they have an actual or potential conflict must fully disclose the nature and extent of the interest and ask the Board to determine whether a conflict exists.
- In either case, the Board will determine by majority vote of Governors present and entitled to vote whether a conflict exists. A Governor whose conflict is at issue must not vote.
- A student or employee may raise a possible conflict with the Board Chair by providing a written description and any relevant documents. The Board Chair will determine whether a conflict exists or refer the matter to the Board. If the concern involves the Board Chair, the matter must be referred to the Vice Chair and the Vice Chair, who will act as Board Chair.
- If a conflict is disclosed or discovered after a decision, the Board will determine whether the conflicted Governor influenced the decision. If so, The Governor must be recused and the Board will reconsider, confirm, rescind, or vary the decision.

A Governor with a conflict in relation to a matter before the Board will:



- not vote on that matter, but be counted for quorum whether or not excluded from the meeting in respect of the matter; and
- withdraw from any Closed, In Camera or Open session during discussion and voting on the matter, unless the Board Chair asks the Governor to remain only to state a position or answer questions, at the Governor's discretion.

If a Governor votes despite the above provisions, that vote will not be counted.

Specific Conflicts

A conflict of interest exists for elected Governors when discussions or decisions:

- directly affects a specific educational program or service in which a Governor, whether as a student, faculty or support staff member, or related person, is or is expected to be enrolled or employed;
- relate to labour negotiations, grievances or other labour relations matters involving internal Governors; or
- directly or indirectly affect, or could affect, the Institute's dealings with an organization in which the Governor or related person has a financial interest or position of influence;
 - for these discussions or decisions, a conflict exists when the Governor or related person is a shareholder, director, officer, owner, or limited or general partner of a corporation, society, partnership, association, or group;
 - however, a Governor is not considered a shareholder, owner, partner, or financially interested solely because they hold units in managed investment funds.

Committees

Conflict of Interest provisions apply to all Board committee proceedings and to any person the committee Chair considers a committee Governor, principal advisor, or employee.

Office

A Governor may also hold office with the Institute and is not disqualified from contracting with the Institute, provided they comply with these Conflict-of-Interest provisions.

Board Action

If a Governor breaches these bylaws, the Board may take any of the following actions:

- censure;
- requesting the Governor's resignation from the Board;
- for an appointed Governor, recommending rescission of the appointment; and
- other actions determined appropriately by the Board, including legal remedies.

7. BOARD CHAIR AND VICE CHAIR

The roles, duties and responsibilities of the Chair and Vice Chair are outlined in the *Board of Governors Bylaws - Part III*.

8. GOVERNOR CONFLICT OF INTEREST

Guidelines

These Conflict-of-Interest Guidelines provide practical guidance for Governors and Officers. The Bylaws remain the authoritative legal source.

Appointed Governors must avoid conflicts that could impair, or reasonably appear to impair, the independence, integrity, or impartiality of their role, and should follow [applicable CABRO](#) and BCIT conduct guidance.

The Guidelines apply to all Governors and Officers of BCIT. They supplement, and do not replace, any statutory or common law duties or obligations.

Governors and Officers must comply with applicable legal requirements, maintain high ethical standards, and avoid conflicts or perceived conflicts.

Compliance with the Guidelines is a condition of service for Governors and Officers.

These Guidelines support sound judgement but cannot address every circumstance. When uncertain, Governors and Officers must act in BCIT's best interests and seek guidance from the Chair.

Duties

Governors and Officers must act in BCIT's best interest, honestly, in good faith, and with care, prudence, and diligence. They must stay informed, use their expertise responsibly, maintain confidentiality, and comply with the Act and other legal duties.

Governors and Officers should arrange their affairs to avoid conflicts and any appearance that their judgement may be affected.

Applying the Bylaws

This section provides implementation guidance only; the Bylaws govern for definitions, examples, disclosure obligations, voting restrictions, and remedies.

- Governors or Officers speaking for themselves personally or for another organization should make clear they are not speaking for BCIT.
- Before accepting an external role that may create a conflict with their duty to BCIT, Governors and Officers should discuss it with the Chair.
- Governors and Officers must disclose, and update business interests as required.

Protocols for Dealing with Conflicts of Interest

Governors and Officers should disclose actual, potential, or perceived conflicts as early as possible.



Disclosure should be made to the Chair, or to the Vice Chair if the matter involves the Chair. Officers should also inform the President where required.

After disclosure, the Chair will determine how to manage materials, participation, voting, and any Board review.

Meeting procedures must be consistent with the Bylaws and recorded in the minutes. The Executive Assistant will record the disclosure and any departure and return times in the minutes.

If a Governor or Officer knows that a Board or committee topic may place them in conflict, they should ask the Board or Committee Chair not to provide background materials on that topic. The Chair will convey the request to the Executive Assistant.

If a Governor or Officer identifies a conflict after receiving background materials, they should return the materials to the Executive Assistant and notify the Chair or the Committee Chair.

Where materials are withheld, the Chair will inform the Board or committee. This applies to conflicts involving background materials as well as discussion or decisions.

Raising and addressing a Conflict-of-Interest Issue

A Governor or Officer who identifies a possible conflict involving another Governor or Officer should raise it promptly with that person and, if unresolved, with the Chair. Concerns involving the Chair should be raised with the Vice Chair. A student or employee may raise a possible conflict with the Chair in writing, with any related documents. The Chair will determine whether a conflict exists or refers the matter to the Board.

The Chair or Vice Chair if the concern involves the Chair, may investigate before asking the Board to determine whether a conflict exists. If the Board determines that no conflict exists, the Governor or Officer may participate fully in the matter.

The Board may manage a conflict by restricting access to materials, limiting participation, requiring recusal, or taking other appropriate steps.

The Executive Assistant will record the decision and any participation restrictions in the minutes and ensure related materials are withheld where required.

Annual Declaration

Governors must submit the annual *Conflict-of-Interest Declaration* form (see section 19. Appendix M - *Conflict-of-Interest Declaration*) to the Executive Assistant.

Conflict Identified After a Decision Is Made

If a conflict is discovered after a matter has been considered, it must be declared through the Chair and recorded at the first opportunity. The Board will determine the appropriate resolution.

Post Service Restrictions

Following the conclusion of their service with BCIT, Governors remain bound by their duties of confidentiality and loyalty and must not disclose, use, or permit the use of confidential information obtained through their Board service for their own private interest, the interest of their employer, or the interest of any other person or organization.



9. GOVERNOR INDEMNITY, LIABILITY AND INSURANCE COVERAGE

Indemnity, Liability, and Insurance Coverage

The Institute indemnifies each Governor and Officer from the date of appointment until the end of their term. Under the *Act*, Governors are protected from damages arising from acts or omissions performed in the course of their intended duties, except where done in bad faith. Governors and Officers are also covered under BCIT's insurance policies for alleged acts, errors, omissions, misstatements, misleading statements, negligence, or breaches of duty committed in their role.

10. GOVERNOR ORIENTATION & DEVELOPMENT

The Chair, with support from the President and Executive Assistant, ensures orientation for new Governors and ongoing development for existing Governors. Orientation familiarizes Governors with the Institute and provides the information and resources needed to fulfill their duties.

Orientation covers the Institute's governance, services, operations, current issues and strategies, public policy objectives, and responsibilities assigned by the provincial government. It includes institute-wide strategies, plans, frameworks, BCIT's [IDEAS Lens](#) (Indigenous, Inclusion, Diversity, Equity, Accessibility, Sustainability, and Student Wellbeing), and relevant legislation, including the *Accessible British Columbia Act* and the *BC Declaration on the Rights of Indigenous Peoples Act* (DRIPA).

New Governors attend an orientation before their first Board meeting, including governance policies and practices, strategic and business planning processes, historical, financial, and business information, and key strategic issues.

The goals of the orientation are to:

- ensure each new Governor fully understands the formal governance structure, the role of the Board, Board Committees, and the expectations for individual performance as set out in the *Governor Terms of Reference*;
- assist in building an understanding of BCIT's operations and working environment;
- build links with the individuals who comprise BCIT, including:
 - opportunities to meet and get to know fellow Governors; and
 - in consultation with the President, meet with senior management when necessary
- build an understanding of BCIT's main relationships, including those with local First Nations and Indigenous communities, government, faculty, staff, students, alumni, unions, and industry partners.

The orientation will include a comprehensive set of briefing materials including:

- Oath of Office and Code of Conduct Declaration (Part III(1) of the Bylaws, Appendix M of the manual);
- the [College and Institute Act](#);
- the Bylaws;
- this manual;
- Institute-wide documents (e.g. *Institute Accountability Plan and Report*, *Indigenous Vision*, *Education Plan*, *Sustainability Vision*, *People Vision*, *Anti-Racism Framework*, *Accessibility Plan*, etc.)
- a schedule of dates for upcoming Board meetings;
- biographical and contact information for all Governors and the President's Executive;
- user instructions for Aprio (the Board portal holding all Board related information); and



- policies, including: [*Travel and Professional Development Expense Reimbursement - Policy #2005; Travel and Professional Development Expense Claim - Procedures #2005-PR1; Information Security - Policy #3502; and a list of all other BCIT policies*](#)

Board Retreats

Governors may receive information sessions on matters important to the Institute, either during or separate from regular Board and Committee meetings. Through the annual Board assessment, the Chair may identify areas where additional information or education would benefit the Board.

11. BOARD AND GOVERNOR EVALUATIONS

The Governance Committee, with support from the Executive Assistant and the Chair, leads the annual assessment of the Board, its committees, and individual Governors. The evaluation supports continuous improvement in the Board's fulfillment of its responsibilities.

Process

The process may vary and include any of the following:

- Chair evaluation;
- Governor self-evaluation;
- Board evaluation;
- Committee evaluation; and
- an exit interview with the Board Chair for departing Governors.

The evaluation typically assesses the Board, Chair, and each Committee against their respective Terms of Reference. Individual Governor evaluations may include self or peer review against the Governor Terms of Reference and the competencies and skills expected of each Governor.

The Board may include specific topic areas in addition to an evaluation against Terms of Reference, as well as:

- input from the President's Executive regarding their interaction with the Board, the Chair, and Committees; and
- an assessment against objectives the Board has set for itself.

The Governance Committee will oversee implementation of the evaluation process approved by the Board. This may involve:

- engaging, setting the terms for, and liaising with, an external consultant retained in the evaluation process;
- communicating the method and timeline for the evaluation to all Governors and applicable members of management; and
- compiling results.

The Governance Committee will review the evaluation results and develop recommendations based on those results in a timely manner at the next Board meeting following the Committee's review, or as soon thereafter as is practical:

- the Committee will provide a written summary of results to the Board and recommendations;
- the Board Chair will discuss the results and recommendations and determine what, if any, actions will be taken; and
- the Board will set objectives for itself for the upcoming year.



Governors may communicate to the Governance Committee comments or suggestions regarding the structure or content for subsequent Board evaluations for the Chair, Committees, and individual Governors.

12. BOARD SUCCESSION PLANNING

Board succession planning supports the long-term effectiveness of the Board by ensuring Governors, collectively and individually, have the skills, experience, lived experience, and backgrounds needed to advance the Institute's mandate, strategic goals, and objectives.

Board succession planning operates within statutory constraints. Although the Board does not determine its composition or membership, it may, through the Chair and in consultation with the President, make recommendations to CABRO on appointed members. The Registrar's Office establishes the rules and procedures for electing the two student representatives, the support staff representative, and the faculty representative. The election of the EdCo Chair is governed by EdCo.

- the Registrar must conduct the elections described in *section 9 of the [Act](#)*;
- the Registrar must establish, after consultation with the Board Chair and the chief officers of the representative groups, rules that are necessary and consistent with the [Act](#) for the conduct of the elections described in *section 9 (1)*, including an appeal process for the conduct of elections; and
- rules under this section for an election under *section 9 (1) (c)* must provide for representation of program areas at the institute as determined by the registrar.

Process

The Board uses an analytical framework to identify the competencies, expertise, skills, backgrounds, and qualities sought in potential appointed or elected Governors. This framework is shared with appointing and electing bodies.

Succession planning is informed by an annual assessment of Governors' collective and individual capabilities against the skills, experience, and backgrounds required for effective governance.

Identifying Required Skills and Experience

In consultation with the Chair, the Governance Committee leads a process to identify specific skills and experience desired in new Governors to fill upcoming vacancies.

To identify the desired skills and experience, the Chair and the Governance Committee develops and analyzes the Competency Matrix (Appendix M) for a Governing Board to determine:

- the optimal attributes desired for the Board as a whole;
- the skills, background, and experience of continuing Appointed Members; and
- the "priority needs" (i.e., those attributes that should be added or strengthened on the Board) to be filled in the appointment of new Governors.

Appendix M sets out a form of Competency Matrix for a Governing Board to be used as a guide by the Governance Committee in reviewing the needs of the Board and the priority needs in new Board appointments (*Section 6 of this manual - Board Terms of Reference*).

In completing the Competency Matrix for a governing Board, the Board:

- reviews and revises the list of desired skills and experience along the horizontal axis as required;
- marks the key skills and experience of each continuing Governor; and

- circulates the completed Competency Matrix for Governing Board to Governors for their review and approval.

Process Considerations – Appointed Governors

Once Board needs are identified, the Governance Committee, with the Chair and following consultation with the President, identifies Governors eligible for reappointment and potential new appointed Governors with the Board-approved knowledge, experience, and skills. Governors may suggest candidates who meet the desired profile.

The Chair and President, with support from the Executive Assistant, lead liaison with CABRO on appointed Governors, including Board needs, potential candidates, and incumbent Governor performance.

At least six months before a Governor's term expires, the Executive Assistant works with the Board Chair to submit the required CABRO materials, including a request to fill the vacancy, any recommended candidate names and biographies, the Notice of Position, Request for Appointment checklist, Competency Matrix, Performance Appraisal, and, for Governors eligible for reappointment, an assessment based on the Chair's review and applicable evaluation feedback.

Process Considerations – Elected Members

Prior to an election being held, the Executive Assistant ensures that each constituency is provided with the Bylaws and Governance Manual on the election sites.

13. PRESIDENT

The position description describes the roles and responsibilities of the President of BCIT. It should be read in conjunction with the President's employment agreement.

Appointment

The *Act* gives the Board the power to appoint the President as the Chief Executive Officer of BCIT.

Role

As the Senior Officer of the Institute, the President provides executive leadership as a whole and shares strategic leadership responsibility with the Board. The President is the individual to whom all employees of the Institute are ultimately responsible.

The President is integral to Board meetings, deliberations, and decisions. The *Act* appoints the President to the Board as an ex officio, non-voting member of the Board and its Committees.

The President is also a non-voting member of EdCo with responsibility for appointing educational administrators to EdCo and providing advice to the Registrar with respect to the rules for elections.

In consultation with the President's Executive, and the Chair, the Board may approve persons to assume the functions of the President on a temporary basis where the President is unable to act by reason of absence, illness, or otherwise. Such persons shall be designated as acting and, when so acting, have all the powers and duties of a President under the *Act* and the Bylaws.

Accountability

Duties and responsibilities are referenced in the *Bylaws*.



14. PRESIDENT SELECTION

The Board has the responsibility to select and appoint the President, as approved by the Board and provincial government.

To coordinate the identification of appropriate candidates for the position, the Board will establish a President Search Committee (the Committee), a Task Group of the Board.

The Board, on recommendation from the Chair, will appoint the Committee and the Chair shall serve as the Committee Chair. In its establishment of the Committee, the Board must comply with the Collective Agreement between BCIT and the BCIT Faculty and Staff Association (the FSA) which articulates the rights of the FSA during a President search.

The membership, timelines, roles, and responsibilities with respect to the selection process are set out in the President Search Committee Terms of Reference (Appendix I), approved by the Board upon the initiation of a search process.

Process

The selection process comprises the following steps:

1. The Board engages an executive search firm in consultation with the Vice President, People, Culture, and Inclusion and the BCIT Procurement office.
2. The Chair and Vice President, People, Culture, and Inclusion consult with the Public Sector Employers' Council (PSEC) to determine the compensation range for the President position.
3. All members of the Committee, Board, and the President's Executive reporting to the incumbent President, are interviewed by the executive search firm to ascertain their views on the key attributes, skills, and experience required for the President. The appointed executive search firm incorporates this feedback into the development of an executive profile for the President. The executive profile is reviewed by the Human Resources Committee and requires approval by the Board before it is posted publicly.
4. The Committee then reviews a "candidate long list" – a preliminary group of individuals identified by the executive search firm who meet the qualifications for and have expressed interest in the President position. At a subsequent Committee meeting, a "candidate short list" is reviewed in more detail in terms of each candidate's attributes, leadership style, skills, and experience. From this list, candidates are selected for the Committee's interview process.
5. The Committee, as advised by the executive search firm, determines the number of candidates to interview.
6. Following first interviews, the Committee will short list (referenced in #4) candidates. A verification of qualifications, references, criminal, and credit checks on the candidates will be conducted by the executive search firm and reported to the Committee. Each candidate whose background checks the Committee deems satisfactory will then be invited to participate in second interviews.
7. Second interviews will involve separate interviews with the Committee, the Board and the President's Executive. The Committee will obtain feedback on the candidates from each of the above groups and then recommend the preferred candidate to the Board.

8. With the assistance of the executive search firm, the Chair in consultation with the Vice President, People, Culture, and Inclusion, and PSEC will determine the terms of the employment contract. PSEC is required to review and approve the new President's contract before it is executed.
9. Following successful completion of its responsibilities, the Committee will be dissolved.
10. Within 15 days of execution, a copy of the employment contract for the new President must be filed with PSEC, as required by the [Public Sector Employers Act](#).

This section of this manual should be read in conjunction with the [President Search Committee Terms of Reference \(Appendix I\)](#).

15. PRESIDENT EVALUATION

With support from the Human Resources Committee Chair (Committee Chair), the Chair initiates the President's annual performance review, assessing performance as Chief Executive Officer against established annual goals and objectives.

The Committee Chair conducts the annual evaluation against objectives and relevant criteria established by the Board and the President in the prior year. The evaluation also supports consultation by the Chair and the Vice President, People, Culture, and Inclusion with PSEC regarding any permissible annual merit increase.

The Committee reviews the evaluation process annually and recommends any changes to the Board. The Board Chair may initiate an expanded process involving additional stakeholders. All process changes require Committee and Board approval, must be recorded in the meeting minutes and reflected in the Governance Manual.

Performance Benchmarks

The President's performance will be assessed each June using the following benchmarks:

- the President's written goals, approved by the Board for the year under review;
- the Executive Committee should work with the President to confirm these goals early in the fiscal year (May), with input from the Human Resources Committee and the Audit and Finance Committee. The written goals are to be reviewed by the Executive Committee and then recommended by the Executive Committee to the Board for approval at its June meeting;
- financial performance of the Institute for the fiscal year under review; and
- progress against the goals set out in the BCIT Strategic Plan and the Institutional Accountability Plan.

President's Self-assessment, Setting Goals, and the Evaluation Process

Each March, the President submits a self-assessment to the Human Resources Committee evaluating performance against the annual goals and proposing goals and priorities for the coming year. Before the self-assessment is finalized, the President reviews it with the Chair and the Committee Chair.

Each April, the Committee Chair reviews the President's self-assessment with Committee members to obtain additional feedback and may seek input from other Governors and relevant parties, including government and the President's Executive, as appropriate. The Committee Chair then reviews the final evaluation with the full Board before meeting with the President in May and provides the President with the final written evaluation in June. The President may submit a written response to the final evaluation to the Board through the Chair. (*refer to Appendix Q*)

The President evaluation process involves the following steps:

Activity	Whom	When
With the support of the Executive Assistant, the Committee Chair distributes a briefing note to the Board for their In Camera meeting (<i>appendix E – Information Note</i>)	Committee Chair	March
President develops a set of goals and objectives for the coming year which are reviewed by the Executive Committee, and approved by the Board (<i>appendix E – President Evaluation Template</i>)	- President - Executive Committee - Board	March
President provides a self-assessment of their performance for the previous year to the Chair and Committee Chair	- President - Chair - Committee Chair	April
President discusses the evaluation with the Chair and the Committee Chair	- President - Chair - Committee Chair	April / May
Human Resources Committee Chair seeks input on the President's performance from Committee members, Board members and other relevant parties, if necessary	- Human Resources Committee Chair - Chair	May
Chair and Human Resources Committee Chair complete the final evaluation of the President's performance (<i>appendix E – President Performance Evaluation template</i>)	- Human Resources Committee Chair - Chair	May/June
Chair discusses draft final evaluation with the Board	- Chair - Board	June
The Chair and Human Resources Committee Chair meet with President to present final evaluation	- Chair - Human Resources Committee Chair - President	June/July
The Chair and Committee Chair meet with the President to present the final evaluation, which includes their comments on the evaluation form	President	July
If the President determines that no additional comments are required, the Committee Chair and the Chair will sign the evaluation and provide it to the President and the VP, People, Culture and Inclusion for the President's personnel file	- President - Chair - Committee Chair	Before July 31

16. EXECUTIVE ASSISTANT, GOVERNANCE

The Executive Assistant, Governance ("Executive Assistant"), is accountable to the President and the Chair. This position provides a senior level of administrative support to the Board of Governors and works to ensure the Institute's governance function is executed effectively and efficiently.

Role

The Executive Assistant supports the Board by coordinating and facilitating the activities of the Board and Board Committees to ensure the effective and efficient operation of BCIT's bicameral governance framework. The Executive Assistant acts as a liaison between the Board, the Education Council, and the President's Executive.

The Executive Assistant is responsible for the organization and administration for all Board related matters and the organization and maintenance of governance records, including governance compliance matters. They work with the President's Executive on agendas and work planning for the Board to ensure the timely submission of reports to the Board of Governors.

Other Duties

- recommending an annual schedule of Board meetings;
- developing the annual Board budget for approval by the Board, and monitoring expenditures; and
- ensuring appropriate minutes for the Board and Board Committees are recorded.

Conflict

If there is a conflict of interest (actual, potential, or apparent) between the Executive Assistant's administrative or managerial responsibilities within BCIT and their responsibilities to the Board, it is the Executive Assistant's responsibility to bring it to the Board's attention through the Chair. The Chair determines whether a Conflict of Interest exists.

17. BOARD MEETING GUIDELINES *Referenced in the Bylaws, Part III (s.3)*

Regular Board and Committee Meetings

The Board schedules six regular open and closed meetings each year, plus at least one strategic planning or information retreat. Meetings will have a virtual attendance option and are held in person at the Burnaby Campus but can be held one of the other campuses if necessary. The open portion is open to the public.

Committees schedule six regular meetings each year before Board meetings and may add or cancel meetings as required. Committee meetings are closed to the public.

An observing Governor may attend a committee meeting only with the Committee Chair's permission. If permitted, the observing Governor may not vote and is not counted for quorum. Attendance is not permitted where prohibited by the Committee Terms of Reference, such as the Human Resources Committee, or where the Governor discloses a conflict of interest.

An observing Governor who wishes to add an item to a meeting agenda must notify the Committee Chair 14 business days before the meeting. Observing Governors may not attend an In Camera portion unless expressly invited by the Committee Chair.

Each Committee Chair will report to the Board, verbally or in writing, on major matters considered at the Committee meeting at the Board's next regular meeting. Committees may make periodic



recommendations on matters within their mandate; the Board will consider, but is not bound by, those recommendations.

At the discretion of the Chair, some or all a closed Board meeting may (or may not) include:

- Governors who are members elected by faculty, staff, or students at the Institute or are non-voting members;
- the President's Executive or other employees of the Institute, including the President; and
- other invited guests at the Chair's discretion.

Unless otherwise determined by the Board, the following will be considered in closed meetings:

- all matters relating to salaries, conditions of employment, and collective bargaining;
- staff changes and any matters relating to individual employees;
- any discipline relating to individual students;
- the Institute budget and preliminary estimates;
- matters where Board liability may arise, and legal opinions may be required respecting the liability or interest of the Board;
- matters relating to the acquisition, disposition, or security of real property;
- matters of a contractual nature where it is in the Institute's interest to maintain confidentiality;
- official tributes;
- discussions regarding the President's annual performance review or evaluation;
- discussions regarding conflicts-of-interest, the application of the *Code of Conduct – Policy #1500*; or both; and
- other matters referred to closed meetings by the Board or the Chair.

Members of management, employees, or others may attend the Board meetings to provide information and opinions to assist the Governors in their deliberations. The Board, through the Board Chair and through the President, will determine attendees at the closed meetings. If a Governor cannot attend a meeting, a substitute may attend in their place only if required for a specific agenda item and only with the prior approval of the Board Chair and the President. Attendance is limited to that portion of the meeting. The participant will be requested to complete a Confidentiality Agreement for a closed Board meeting (Appendix P).

Governors will have an opportunity to meet In Camera, without management present, at all Board and Committee meetings. At the discretion of the Chair, or Committee Chair for Committee meetings, the President, EdCo Chair, and Executive Assistant may be included in all or part of the In Camera portion.

Governors may raise matters during the In Camera portion of a closed meeting. Where matters are lengthy or require background information, Governors should advise the Chair in advance. Matters arising during a Board meeting that may be viewed as criticism of management action or inaction should be deferred to the In Camera portion.

Procedures

Board meetings will be conducted using the latest edition of *Robert's Rules of Order* as a guide.

Participation

Each Governor has the responsibility to:

- participate actively in Board and Committee meetings;



- through the Chair, ask relevant, probing questions of management, auditors, other Governors, and external advisors in an appropriate time and manner without meeting disruption;
- focus contributions and inquiries on issues related to strategy, policy, implementation, and results rather than issues relating to the day-to-day management of the Institute;
- advise the Chair or President in advance of introducing significant and previously unknown information at a meeting; and
- speak and act independently and, per the Act, in the best interests of the Institute.

Quorum and Voting

The following describes general procedures regarding the conduct of Board meetings:

- questions arising at any Board meeting shall be decided by a majority of the votes of the Governors present and voting;
- where a majority of votes has not been reached at a committee meeting, the matter will be referred to the Board for decision;
- a resolution in writing, signed by all the Governors entitled to vote and placed with the minutes of the Board, shall be as valid as had it been passed at a regular meeting of the Board;
- if the Committee Chair is not present at a Committee meeting, the Committee Chair shall be chosen by the Committee from among the members present at the meeting; and
- in order to constitute quorum at Committee meetings, the Chair may represent, at their request, absent Committee members and may vote on motions in that capacity.

Meeting Preparation

Each Governor has the responsibility to:

- prepare for each Board and Committee meeting by reviewing materials thoroughly;
- maintain an excellent Board and Committee meeting attendance record; and
- become familiar with deliberations and decisions as soon as possible after any missed meetings.

Agenda and Supporting Material

The Executive Assistant in consultation with the Chair, Committee Chairs, President, and the President's Executive will develop the agendas for the open and closed Board and Committee meetings. All Governors are given an opportunity to make suggestions to change an agenda before it is approved during the respective meeting or after the material has been distributed one week prior to the meeting.

Under normal circumstances, the agendas and supporting materials for all meetings will be distributed to Governors not less than seven calendar days before a meeting. Material distributed to the Governors in advance of Board and Committee meetings should be concise yet complete and focused on critical issues to be considered and the decisions sought from the Board. All materials submitted to the Board or by a committee become part of the Board record and will be deposited with the Executive Assistant for maintenance, safekeeping, and access.

Except for the Office of the Auditor General of BC in relation to the Audit and Finance Committee, as a cybersecurity strategy per [Cyber Security - Policy #3502](#) the agenda and supporting materials for all meetings and meeting invitations will not be distributed to non-BCIT email addresses. User access is limited to Governors and appropriate staff members only, by their BCIT email addresses.

Public (Open) Meetings: The agenda (posted on the Institute's website) and supporting materials (by request to the Board office), are available to the public at least three days before a meeting. Coincident



with the distribution to Governors, the Executive Assistant will provide all meeting information to the President's Executive and will post the material on the Institute's intranet for employee access.

Employees, students, and members of the public may make presentations to the Board by written request to the Chair and President at least 14 business days before a meeting. Requests to be added to an agenda for an open meeting must be approved by the Board Chair in consultation with the President.

Closed Meetings: The agenda and supporting materials are confidential and have distribution limited to Governors, President's Executive, and Executive Assistant.

Special Board Meetings

Special Board meetings may be held at any time at the call of the Chair or designate, either virtually or in person. Only the business for which the meeting is called may be discussed, unless otherwise approved by the Chair or designate before the meeting.

The Chair or designate must call a special Board meeting at the request of three or more Governors and provide the required notice. If the meeting is not called within 48 hours of the request, any three or more Governors may convene the meeting.

Board Deliberations and Confidentiality

Deliberations at closed or in camera Board meetings must remain confidential and must not be discussed externally. Governors must recognize that the approved minutes are the official record of Board deliberations and must treat the views of individual Governors and other attendees with appropriate respect and confidence.

Consent Resolution

A resolution consented to in writing by all the Governors, including by email or other electronic transmission, will be as valid as had it been passed at a meeting of the Governors.

Minutes

Draft Board and Committee minutes will be provided, where relevant, to the President's Executive, the Chair or Vice Chair, and the applicable Committee Chair, and submitted for approval at the next regularly scheduled Board or Committee meeting.

Approved minutes are the official record of Board and Committee meetings. Closed meeting minutes will have limited distribution and may be provided on request with the approval of the Chair and President, having appropriate regard to the context of any related decision.

The Executive Assistant will provide approved open and closed Board minutes, and Audit and Finance Committee minutes, to the provincial Office of the Auditor General of BC. Approved open Board minutes are posted on the Institute's website.

The Executive Assistant may make minor administrative corrections to approved Board or Committee minutes with the approval of the Chair or applicable Committee Chair. All other amendments require Board approval.

18. STRATEGIC PLANNING AND GOVERNANCE FRAMEWORK FOR BOARD MEMBERS

As Governors, your role in BCIT's strategic planning process is essential to the effective governance and long-term success of the Institute. The Board provides critical oversight and approval, ensuring that our



strategic direction aligns with BCIT's mandate and addresses key priorities for our students, strategic workforce development, and the broader BCIT community.

Board's Role in Strategic Planning

The strategic plan serves as a cornerstone for BCIT's operations and resource allocation. Developed by the President and the Executive team, with consultation from the broader BCIT community, the plan is approved by the Board. It is designed to be responsive to evolving challenges and opportunities, and its goals are reflected in our annual operating and capital budgets. The Board regularly reviews updates and progress reports to ensure BCIT remains on track.

The Board's Key Responsibilities Include:

Approving the Strategic Framework: The Board, in partnership with the President and the Executive team, approves BCIT's strategic plan, which outlines our mission, vision, values, and priorities.

Overseeing Strategic Priorities: The Board plays an active role in aligning BCIT's strategic objectives with the provincial mandate and in monitoring progress through performance targets.

Ensuring Accountability: The President provides regular updates, highlighting achievements and addressing any areas where targets are unmet. The Board monitors the implementation of the strategic plan.

Strategic Framework Components

The strategic framework, reviewed regularly by the Board, encompasses several core components:

Strategic Plan

- defines BCIT's long-term direction

Campus Development Plan

- presents a phased approach for capital projects and resource allocation

Institutional Accountability Plan

- details annual priorities and performance measures, aligning with ministry mandates

Institutional Accountability Report

- reflects BCIT's achievements and provides a comparison of planned and actual results from the previous fiscal year

Annual Operating and Capital Budgets

- allocate resources aligned with the strategic priorities and ministry funding guidelines

Oversight of the Institutional Accountability Plan and Report

The Accountability Plan and Report is an annual Board approved document that provides transparency on BCIT's strategic outcomes. It demonstrates BCIT's alignment with ministry priorities, highlighting performance against targets. Governors approve this public document which is then submitted to the provincial government and shared on BCIT's website.

Roles and Responsibilities

Governors provide input, question assumptions, validate strategic directions, and endorse the plans developed by the President and the Executive team. The Board also monitors implementation, to ensure



BCIT maintains focus on its established objectives. The President and the Executive team will communicate regular progress updates to the BCIT community and ensures alignment with the strategic direction.

Planning and Reporting Schedule

Key dates in the planning and reporting cycle include:

Strategic Plan	quarterly updates
Campus Development Plan Approval	fiscal Q3
Institutional Accountability Plan and Report Approval.....	fiscal Q4
Annual Budgets Approval.....	fiscal Q4
Report Submission and Release	next fiscal Q1 and Q2

Supporting Visions, Strategies, and Internal Plans

To support BCIT's mission and objectives, the Board reviews complementary documents, including:

- Indigenous Vision
- Sustainability Vision
- People Vision
- Education Plan
- Accessibility and Anti-Racism Frameworks
- Internationalization Plan
- Applied Research Plan

These foundational elements ensure BCIT's responsiveness to evolving needs and contribute to a cohesive institutional strategy.

19. APPENDICES

Appendix A - Education Council Mandate

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

EdCo has a close relationship with the Board and acts in an advisory capacity. The *Act* requires that EdCo provide advice to the Board on certain matters concerning educational policy and programming of the Institute. An example of this is recommendations for new certificate, diploma, and degree programs. In addition to the educational matters prescribed under the *Act*, the Board may direct EdCo to provide advice on any other matter of educational policy it chooses.

The full list of matters which EdCo is to provide advice to the Board is listed in [the Act](#). With respect to educational policy, EdCo must advise the Board, and the Board must seek advice from EdCo on the following matters:

- the mission statement and the educational goals, objectives, strategies and priorities of the Institute;
- proposals about implementation of courses or programs leading to certificates, diplomas or degrees, including the length of or hours for courses or programs;
- reports after implementation by the Institute without prior review by EdCo of:
 - new non-credit programs, or;
 - programs offered under service contract;
- priorities for implementation of new programs and courses leading to certificates, diplomas, or degrees;
- cancellation of programs or courses offered by the Institute or changes in the length of or hours for courses or programs offered by the Institute;
- evaluation of programs and educational services;
- policies concerning library and resource centres;
- setting of the academic schedule;
- policies on faculty member qualifications;
- adjudication procedure for appealable matters of student discipline;
- terms for affiliation with other post-secondary bodies;
- consultation with community and program advisory groups concerning the Institute's educational programs;
- qualifications for admission policies;
- criteria for awarding certificates, diplomas, and degrees; and
- other matters specified by the Board.

The *Act* requires that the Board provide EdCo with a minimum of 10 working days to consider and provide advice on any of these matters. However, in extraordinary circumstances the Board may address a matter of educational policy within a shorter timeframe, provided the Board advises EdCo of the matter, the reason notice could not be given, and the decision taken on the matter.

As an ex officio Governor, the EdCo Chair is responsible for presenting EdCo's recommendations to the Board. The EdCo Chair also provides regular written reports updating the Board on EdCo activities.

Powers of Education Council

EdCo has sole responsibility for creating education policy with respect to certain matters as specified in [the Act](#). Specifically, they must:



- set policies concerning examinations and evaluation of student performance;
- set policies concerning student withdrawal from courses, programs and the Institute;
- set criteria for academic standing, academic standards, and the grading system;
- set criteria for awards recognizing academic excellence;
- set policies and procedures for appeals by students on academic matters and establish a final appeal tribunal for these appeals; and
- set curriculum content for courses leading to certificates, diplomas or degrees.

Joint Approval

The Board and EdCo have joint responsibility under the *Act* for the approval of course or program transfer credit equivalence (internal and external). This responsibility is fulfilled through a policy approved by the Board.

At its discretion, the Board may bring forward other matters to EdCo for joint approval.

Membership

[The Act](#) outlines the composition of EdCo membership.

The following are voting members of EdCo:

- 10 faculty elected by faculty members;
- four students elected by students;
- two support staff elected by support staff; and
- four administrators appointed by the President.

The *Act* also provides for the President to be a non-voting member of EdCo. The Board is permitted to appoint a non-voting member to serve for a one-year term. Such appointments are made by the Board on the recommendation of the Chair.

Procedures

The *Act* requires that EdCo establish bylaws in respect of the conduct of its business.

Education Council's Organizational Structure

To ensure that EdCo can fulfill its mandate, it has created three standing Committees and one sub-Committee to perform due diligence regarding matters before EdCo. The Terms of Reference of the respective Committees are set out in the EdCo bylaws, and their mandates are as follows:

Executive Standing Committee reviews and makes recommendations on the development and revision of educational policies; criteria for academic standing, academic standards and the grading system; and governance issues. The Executive Standing Committee also acts as a coordinating Committee for all EdCo activities.

Programming Standing Committee reviews and makes recommendations related to curriculum for programs leading to certificates, diplomas, degrees, and advanced degrees.

Policy Standing Committee advises EdCo on the development and revision of educational policies.

Educational Technology and Learning Design Sub-Committee advises EdCo on decisions and initiatives related to Institute use of technology in educational delivery.

Appendix B - Executive Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

The Executive Committee (“Committee”) may exercise all powers of the Board between Board meetings, subject to the following limitations and restrictions:

- the Committee shall have no power to change the membership or fill vacancies for any Board Committee;
- the Committee shall follow the procedure for approvals of contracts or other commitments as set out in *Signing Authority – Policy #2502*; and
- the Committee shall comply with all such other restrictions, limitations, or directions as the Board may prescribe.

Composition

The Committee is comprised of the Board Chair, the Board Vice Chair, and Chairs of the Audit and Finance, Human Resources, and Governance Committees as voting appointed members. The Board Chair will be the Committee Chair.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee will take such action as may be necessary or expedient on behalf of the Board.

Signing Authority

The Committee will make approvals as required between regular Board meetings for contracts or other commitments in accordance with [Signing Authority – Policy #2502](#).

If most of the Committee replies within two business days after delivery of the briefing material to the full Committee, the contract or commitment may be approved by the Committee. If a majority of affirmative replies is not received, the Committee may schedule a Board meeting to further consider the request for approval, subject to Institute bylaws and with notice of at least two business days. The standard requirements for quorum and for Board approval decisions will apply to such a meeting.

The Committee will report to the Board, all approvals made on the Board's behalf.

Meetings

The Committee meets when issues arise that warrant discussion, review, approval and/or at the request of its members or the President.

Accountability and Committee Support

The primary reporting accountability of the Committee is to the Board Chair (“Chair”). The Chair and the Executive Assistant or designates, support the Committee in carrying out its work.



Appendix C - Audit and Finance Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2024

Role

The role of the Audit and Finance Committee (“Committee”) is to assist the Board in fulfilling its obligations and oversight responsibilities with respect to the Institute, relating to:

- establishing student tuition fees and other student fees;
- integrity of processes and internal controls and the financial planning and reporting provided to provincial government and required parties;
- strategic financial plans and annual operating and capital budgets;
- capital planning and execution;
- external audit and audited financial statements;
- financing, borrowing, and investing;
- legal, regulatory, and statutory requirements;
- Enterprise Risk Management and Internal Audit (“ERIA”);
- information technology (“IT”) systems; and
- cybersecurity management.

The Committee plays a critical role in establishing and monitoring corporate governance practices relevant to the above. To assist in fulfilling its obligations and oversight responsibilities, the Committee maintains an annual calendar of key deliverables.

The Committee will have reasonable access to the Institute’s personnel, financial reports and documents and will be provided with the resources necessary to carry out its responsibilities, including the authority to engage independent counsel and other advisers as needed.

The Committee, may have in camera sessions, as needed, with the President, Chief Financial Officer, and Vice President, Administration (“CFO”); Director of Enterprise Risk and IA; Chief Information Security Officer; External Auditors and Auditor General of BC; and other members of the Executive or senior leadership (as required).

Composition

The Committee is comprised of four independent Governors who are voting members. Members of the Committee shall not be officers, employees, or students at the Institute, its subsidiaries or affiliates.

Committee members will be financially literate (*in this context means the ability to read and understand financial statements presenting a breadth and level of complexity of accounting issues comparable to the breadth and complexity of the issues reasonably expected to be raised by the Institute’s financial statements.*), and at least one Committee member will have accounting or related financial management expertise, or oversight experience related to technology or cybersecurity.

The External Auditor, and the Director, Enterprise Risk and IA will be notified of the Committee’s meeting schedule and have the right to appear before and be heard at every meeting of the Committee and will appear before the Committee when requested. In addition, the Executive and senior leadership, and the Auditor General of BC, will attend Committee meetings when required.

Meetings

The Committee meets six times per year, typically two weeks prior to a regularly scheduled Board meeting or when issues arise that warrant discussion and/or review and approvals, at the request of the Committee, CFO or the President.

Accountability and Committee Support

At the Board's request, the Committee Chair is responsible for making periodic reports on financial and related risk matters relevant to the Institute.

The Committee shall report its discussions to the Board by maintaining minutes of meetings and providing a report at the next regularly scheduled Board meeting.

The primary reporting accountability of the Committee is to the CFO. The CFO and the Executive Assistant or designates, support the Committee in carrying out its work.

Responsibility for Policy Review

Board Committees play an important role in BCIT's policy management and approval framework. Committees review, advise upon, and recommend for approval of policies brought forward by senior management. Committee review is integral to development of new policies. It may also relate to the following, non-exhaustive factors:

- proposed amendments;
- reapprovals, in accordance with scheduled reviews;
- legislative or regulatory requirements;
- institutional changes; and
- revocations or replacement.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee will undertake the following duties:

1. Student Fees

The Committee will annually review and recommend Board approval for changes in tuition fees and other student assessed fees, when considering the recommendations, if any, of the provincial government direction with respect to tuition fee changes.

2. Financial Planning

The Committee will review and recommend Board approval for all strategic financial plans involving major capital or significant revenue generating initiatives.

Ensure financial plans are forwarded to the Board and the government (and made publicly available, as applicable), including:

- Annual Operating and Capital Budgets
Review and recommend Board approval, the annual operating and capital budgets, including the Institute's five-year conceptual capital plan for the ministry (subject to approval of the full business case for each item) and amendments thereto. The Committee will monitor the progress of the Institute's budget management performance quarterly.
- Capital Construction
Ensure, on behalf of the Board, that appropriate systems of governance and leadership are in place to guide the planning and execution of capital projects, and to oversee the redevelopment planning for all campuses as the Board requires.
- Commitments

Prior to commitments being made by the President's Executive, review and approve for recommendation to the Board business cases, expenditures, contracts, projects, or initiatives outside the levels of authority delegated to the President by the Board.

- Ensure the appropriateness and validity of fundamental assumptions and estimates used in the preparation of such financial plans.
- Ensure the consistency of the financial plans with other financial data.

3. Financial Reporting

The Committee reviews, advises upon, and recommends for Board approval, internal quarterly financial statements, management reports, and other internal financial information.

The Committee ensures the Board receives:

- timely, meaningful financial reports for information and decision-making;
- quarterly forecasts of the year-end financial results that reflect events to-date and known factors that may influence the financial results; and
- all financial information to be forwarded to government or made publicly available

The following duties with respect to external financial reporting are delegated to the Committee Chair, who may at their discretion, call a special meeting or email consent approval to meet timelines:

- review and approval of the quarterly financial forecast reported to the ministry prior to submission, with subsequent approval by the Committee; and
- review and approval of the annual statement of the *Financial Information Act* report, with subsequent approval by the Board.

4. Audited Financial Statements

The Committee reviews, advises, and recommends Board approval for the following:

That the annual audited financial statements are reasonable and fairly presented in accordance with the Budget Transparency and Accountability Act (*requires accounting policies which are consistent with Canadian Public Sector Accounting Standards except regarding accounting for restricted capital contributions.*), section 23.1 and the Canadian Public Accounting Standards (PSAS) including:

- The completeness and accuracy of financial information contained in the financial statements and other financial disclosure documents in all material respects.
- The appropriateness of accounting principles, policies, and financial reporting practices and/or requirements that may affect the current period's financial statements.
- That management assumptions support all significant estimates or judgements affecting the financial statements.

An explanation will be provided to the Board if the Committee cannot recommend approval.

5. Financing and Borrowings

The Committee will:

- Review and approve for recommendation to the Board details of proposed financings or borrowings, prior to such proposals being executed and/or submitted to the provincial government for approval.
- Review on a periodic basis, the status of all financial borrowings.

6. Legal, Regulatory and Statutory Requirements

The Committee will:

- In accordance with the *College and Institute Act*, review and approve for recommendation to the Board, plans to acquire or dispose of buildings or lands prior to such plans being affected or submitted to the provincial government for approval.
- Ensure all reporting is in accordance with the *Budget Transparency and Accountability Act* and the *Financial Information Act*.
- Review and advise the Board on the impact of material litigation on financial reporting.
- Review and advise the Board of the impact of significant legislative, regulatory, or contractual non-compliance issues in all jurisdictions where the Institute does business.

7. Internal Controls Processes

The Committee will:

- Through discussions with the President's Executive, the External and Internal Auditors, obtain reasonable assurance that the Institute's accounting systems are reliable, and internal controls are properly designed, implemented, and maintained. The Committee may wish to direct the examinations of the External or the Internal Auditors to areas and may request special examinations be undertaken.
- Review the evaluation of internal controls by the External or Internal Auditors, including recommendations for improvement of the Institute's accounting procedures and internal controls, together with management's response.
- Ensure that the Institute has appropriate procedures to address issues or concerns raised by employees or other parties in respect of accounting, financial reporting, or internal control and fraud matters.

Review the outcome of all disclosures from employees or other parties concerning accounting, financial reporting, or internal control matters, where applicable, in accordance with the *Public Interest Disclosure and Protection Policy #1100*. Also review the President's annual report under the Public Interest Disclosure Act.

8. Risk Management

The Committee reviews and advises the Board on:

Risk Philosophy, Risk Appetite, Risk Tolerance, and Risk Strategy

- Review and recommend to the Board for approval the Institute's risk philosophy, risk appetite, risk tolerance, and overall risk strategy, ensuring alignment with the Institute's current and future business and education strategy.
- Provide, as needed, general guidance and direction as well as specific input and recommendations to the President and the President's Executive regarding the Institute's approved risk appetite, risk tolerance and risk strategy.
- Review and recommend to the Board for approval decisions of the Institute initiatives or risk exposures that highly deviate from the Board approved risk appetite or risk tolerance.

Risk Governance, Risk Framework and Risk Policy

- Review the adequacy and effectiveness of the Institute's risk governance structure, risk management framework, and escalation mechanisms for risk oversight and management.

- Review and recommend to the Board for approval the Institute's Enterprise Risk Management Framework and ERM Policy, ensuring the Framework and Policy remain fit-for-purpose, integrated with institutional planning and aligned with leading practices.
- Review and recommend to the Board for approval other key risk-related policies and associated plans that the Institute uses to manage critical risks, including but not limited to: Occupational Health & Safety; Safety, Security and Emergency Management; Business Continuity; Disaster Recovery; Cybersecurity.

Risk Profile and Risk Culture

Understand the key risks inherent in the Institute's strategy and operations, monitor the Institute's risk profile and obtain assurance from the President or the President's Executive, that all known and relevant material and emerging risks have been identified, mitigated, and managed within the approved risk tolerance or risk appetite.

For areas where the Committee has direct knowledge and expertise (e.g., financial performance, levels of funding, enrolment levels, internal controls, capital and construction projects and plans, interest rates, foreign exchange and debt exposure, disaster preparedness, information technology, cybersecurity, governors' and officers' liability and litigation), the Committee will review and report to the Board on the management of the associated material risks.

For risk areas that fall primarily within the expertise of the Governance, and Human Resources Committees (e.g., compensation of senior management and, labour negotiations, preparedness for labour disruptions, pension plan performance, Board performance, skill continuity and experience, governor and officer compliance with the Code of Conduct and conflict of interest disclosure requirements), the Committee will seek and consider advice and recommendations from those respective committees to support effective risk oversight.

Assurance and Continuous Improvement

As part of its oversight responsibilities, the Committee should:

- obtain independent assurance periodically regarding the adequacy of the Institute's ERM program, framework, risk management practices, and key controls.

9. Fraud Risk Management

The Committee works with the President to:

- oversee the Institute's Fraud Risk Management (FRM) program and practices and to understand how the Institute responds to heightened fraud risks;
- ensure adequate communication and reporting protocols are in place to obtain sufficient, timely information to effectively monitor and support the Institute's FRM program.

10. Cybersecurity Risk Management

The Committee reviews and advises the Board in respect of:

- overseeing the establishment and maintenance of an appropriate cybersecurity risk framework and decision-making as it relates to cybersecurity threats;
- overseeing the adequacy of internal controls for the security of information, information systems, and recovery plans, including obtaining a report on information system risk at least annually from IT management; and meet with the Chief Information Security Officer (CISO) in camera, without management, when required.

- provide updates to the Board on relevant cyber matters.

11. External Audit

The External Auditor is accountable to the Board through the Committee. The Committee will liaise with the External Auditor and advise the Board in respect of the appointment, independence, planning, conduct, and results of the External Audit activities. This includes:

Inviting the External Auditor to attend meetings of the Committee, and to be heard at those meetings on matters relating to the External Audit, including an In Camera meeting without management present, to discuss matters the Committee or the External Auditor consider should be discussed privately:

- at the request of the Committee Chair;
- at the request of the External Auditors; and
- at least twice yearly to present the Audit Plan and Audit Findings Report.

Reviewing the appointment and independence of the External Auditors, including:

- assessing performance and recommend to the Board, for approval, the engagement and reappointment of the External Auditor;
- receiving assurance on the independence of the External Auditor,
- assuring the External Auditor understands that BCIT is a component of the province's financial statement audit and the role of the Auditor General of BC (OAG) as the group auditor; and
- pre-approving the retaining of the External Auditor for non-audit service to be provided to the Institute or its subsidiaries or related entities.

Reviewing the plans and conduct of the annual External Audit, including but not limited to the audit plan, and:

- engagement letter;
- procedures to review internal controls and management estimates;
- materiality limits;
- areas of financial risk identified by the auditors;
- staffing;
- timetable; and
- proposed fees; and
- difficulties encountered, or restrictions imposed by management, during the annual audit.

Reviewing External Audit results, reporting and annual financial statements, including:

- in discussion with the External Auditor, the annual financial statements and the External Auditor's report including the appropriateness of accounting policies and underlying estimates;
- significant accounting or financial reporting issues;
- the evaluation of the system of internal controls, procedures, and documentation;
- the post-audit management letter containing findings or recommendations on internal controls, including management's response and subsequent follow-up on significant identified internal control weaknesses; and
- other matters the External Auditor brings to the Committee's attention.

12. Internal Audit (IA)

The Committee ensures there is appropriate organizational independence of the Director ERIA and will therefore provide for the Director ERIA to report to the Committee.

The Committee authorizes IA to:

- Have full and unrestricted access to all BCIT information, including subsidiaries, functions, data, records, property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scope of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of BCIT and other specialized services from within or outside BCIT to complete the engagement.

Committee Oversight:

To establish, maintain, and ensure that IA has sufficient authority to fulfill its duties and continues to generally conform with the Institute of Internal Auditors Global Internal Audit Standards (the Standards), the Committee will:

- Discuss with the Director ERIA and executive management the appropriate authority, role, responsibilities, scope, and services of the IA function.
- Ensure the Director ERIA has unrestricted access to, and communicates and interacts directly with the Committee, including in private meetings without management present.
- Annually review the IA Charter with the Director ERIA to consider amendments to the IA Charter which may be influenced by organizational changes, changes in employment of the Director ERIA, changes in the type, severity and interdependencies of risks to the organization, and/or other topics that should be included in the IA Charter. Ensure the Director has reviewed the alignment of the IA Charter with the Standards and the Committee's Terms of Reference.
- Approve the IA Charter, which includes the IA mandate, and the scope and types of internal audit services.
- Participate in discussions with the Director ERIA and executive management about the "essential conditions" as described in the Standards, which establish the foundation that enables an effective IA function.
- Review and approve the IA strategic plan.
- Receive communications from the Director ERIA about IA including its performance relative to its plan and any other significant operational matters, as appropriate.
- Make inquiries of executive management and the Director ERIA regarding IA's scope, scope limitations, and adequacy of resources.
- Approve the annual risk-based IA plan, and any amendments (i.e. additions or deletions) from the plan as they arise.
- Ensure a quality assurance and improvement program has been established and review the results of internal and external quality assurance reviews performed.
- Approve specific administrative matters of the IA function, such as IA resource capacity and needs and operating budget, and any technology requirements of the IA function.

- Receive annual reporting from the Director ERIA on organizational independence of the IA function, conflict-of-interest disclosure and potential impairments to independence, as applicable.
- Ensure appropriate safeguards are established if the Director ERIA roles and responsibilities impair or appear to impair the IA function's independence.
- Collaborate with executive management to determine the qualifications and competencies the organization expects in a director ERIA, as described in the Standards.
- Ensures the Committee periodically reviews and approves the job profile of the Director ERIA after satisfying itself that the qualifications and competencies required to manage the IA function and the roles and responsibilities expected to be demonstrated by the Director ERIA are appropriately reflected in the job profile.
- Ensure the Committee's involvement in the recruitment process for the Director ERIA position is established with BCIT before the position is posted.
- Authorize the appointment and removal of the Director ERIA. Ensure the Committee's authorization over the appointment of the Director ERIA is documented in the Committee minutes.
- Annually review the Director ERIA's performance.
- Annually approve the remuneration of the Director ERIA.

13. Chief Financial Officer

The Committee will:

- be advised of and concur with appointment, replacement, reassignment, or dismissal of the CFO of the Institute; and
- review and provide comments to the Human Resources Committee on proposed changes of major significance to the position of the Chief Financial Officer.

14. Governor and Officer Expenses

The Committee will:

- periodically review policies and procedures with respect to the Board Chair, and Officers' expense accounts and perquisites, including their use of Institute assets; and
- review the Internal Auditor's report on expenditures for the Board and for Officers every three years.

15. Other Duties

The Committee will:

- keep current on best practices in corporate governance relevant to the mandate of the Committee and recommend changes to the governance framework for audit and finance functions to the Governance Committee, as required;
- review other matters that the Committee or the Board deems advisable or timely; and
- review and monitor the overall strategy, systems, and supporting policies and procedures for the organization's risk management relating to privacy and security.

Audit and Finance Committee Timetable of Key Deliverables

Committee Meeting Dates	Action/Team Responsible	Regular Meeting						Special Issue / Working Session Meetings			
		Feb	Mar	May	June	Sept	Nov	Feb ²	Jul ¹	Oct ¹	Dec ¹
Student Fees											
Changes to tuition fees and other student-assessed fees: Assumptions Final Approval	Approval/ Registrar		X				X				
Financial Planning											
Budget Assumptions	Approval/ Finance						X				
Fiscal Plan (Operating and Capital Budgets)	Approval/ Finance		X								
Five-Year Capital Plan	Approval/ Facilities				X						
Budget/Multi-Year Plan Workshop with Board ³	Approval/ Facilities							X			
Multi-Year Plan ³	Information/ Finance			X							
Financial Reporting											
Quarterly Financial Results/ Management Discussion and Analysis	Information/ Finance	Q3		Q4		Q1	Q2				
Major Capital Summary Report	Information/ Facilities	X		X		X	X				
Updates on major Capital Project progress	Information/ Facilities	X		X		X	X				
Ministry Forecasts	Approval/ Finance								Q1	Q2	Q3
Statement of Financial Information Report (Financial Information Act)	Approval/ Finance					X					
External Audit											
Review appointment/ reappointment of External Auditors	Approval/ Finance					X					
Audit Plan	Information/ Finance						X				
Declaration of Auditor Independence	Information/ Finance			X							
Audited Financial Statements	Approval/ Finance			X							

Committee Meeting Dates	Action/Team Responsible	Regular Meeting						Special Issue / Working Session Meetings			
		Feb	Mar	May	June	Sept	Nov	Feb ²	Jul ¹	Oct ¹	Dec ¹
Review Auditors Report	Information/ Finance			X							
As required, pre-approve retaining external auditors for non-audit services	Approval/ Finance	X	X	X	X	X	X				
Cybersecurity											
Annual Roadmap	Information					X					
Cybersecurity Update	Information	X		X		X					
Cybersecurity Training/Tabletop Exercise with Board Executive ⁴	Information							Jan			
Risk Management – Enterprise Risk											
Annual Risk Report with results from the annual ERM assessment	Approval				X						
Risk Profile Status Update	Information						X				
Risk Appetite Statement Update ⁵ (presented triennially or if there is a major event)	Approval	X									
Enterprise Risk Status Update	Information	X	X	X	X	X	X				
Fraud Risk Management											
Annual report on the status of the fraud risk management program	Information/ Internal Audit				X						
Internal Audit											
Internal Audit Budget ⁶	Approval		X								
Job Profile of Director Enterprise Risk and Internal Audit ⁶	Approval			X							
Approval of Director Enterprise Risk and Internal Audit's: Remuneration and Performance ⁶	Approval			X							
Internal Audit Charter	Information				X						
Annual Audit Plan, including Internal Audit's Resource Plan	Approval			X							

Committee Meeting Dates	Action/Team Responsible	Regular Meeting						Special Issue / Working Session Meetings			
		Feb	Mar	May	June	Sept	Nov	Feb ²	Jul ¹	Oct ¹	Dec ¹
Internal Audit Utilization Statistics	Information			X			X				
Confirms AFC Terms of Reference are in alignment with IA Charter	Approval			X							
Annual Report	Information						X				
Annual confirmation of organizational independence of the Internal Audit function	Information			X							
Annual confirmation of any independence impairments	Information			X							
Internal audit status updates	Information	X	X	X	X	X	X				

Other Reporting as Needed

- Financing, Borrowing and Investments; included in MDA/Financial statements and Annual Audited Financial. Any changes will be brought forward for approval as per the Committee Terms of Reference
- Legal, Regulatory and Statutory Requirements: reported as applicable
- Internal Controls: report as part of the Internal Audit updates and External Auditor Annual Report
- Commitments outside the President Signing Authority, as applicable
- Fraud Risk Management: reviewing alleged fraud matters as needed
- Any plans to acquire or dispose of buildings or lands, prior to such plans being affected and/or submitted to the provincial government for approval

Notes:

1. Sessions to align with ministry reporting deadlines
2. Other special meetings as needed
3. Decoupling Budget Workshop and Multi-Year Plan due to ministry review
4. Cybersecurity Tabletop Exercise – winter meetings
5. Risk Appetite Statement Update to be presented for next fiscal year, subsequently at three-year intervals
6. Items to be presented In Camera requiring meeting minutes

Appendix D - Campus Planning and Development Committee Terms of Reference

Reference: Governance Manual
Approval Request Date: October 6, 2026

Role

The Campus Planning and Development Committee (“Committee”) is an advisory group reporting to the Audit and Finance Committee (AFC). The Committee offers recommendations for BCIT’s campus capital development projects. The Board has delegated the AFC to oversee campus planning and development in respect of:

- planning, including the development of a five-year Capital Plan;
- project budgeting;
- development;
- construction activities;
- asset strategy planning and implantation; and
- other planning and development projects as required.

The AFC will refer capital projects to the Committee where additional oversight is requested. This Committee differs from the *Campus Planning and Development Steering Committee*, which is an internal management Committee governed by its own Terms of Reference.

Delivery of campus capital projects overseen by the AFC and the Committee is the responsibility of senior management through an internal management planning and development steering Committee. The steering Committee provides regular capital project updates and recommendations to the Committee.

Composition

The Committee is comprised of a minimum of four Governors who are voting members, with a minimum of two of those Governors serving on the AFC. Membership may include individuals who are not members of the Board and who will be non-voting members of the Committee. Each member will have strong relevant experience in major infrastructure development and construction projects.

All Committee members, including the Chair, are appointed by the AFC. The Chair will approve non-voting member substitutions as required. The Committee may consider input from external sources, including expert advice.

Meetings

The Audit and Finance Committee activates this Committee on an as needed bases. The Committee meets when issues require discussion or review, or at the request of its members.

Accountability and Committee Support

Primary reporting accountability to this Committee rests with the Associate Vice President, Campus Planning and Facilities (“Associate Vice President”) and the CFO. The CFO, the Associate Vice President, and the Executive Assistant or their designates, support the Committee in carrying out its work.

Delivery of projects overseen by the Committee is the responsibility of senior management through the internal management planning and development steering Committee.

Duties and Responsibilities

The duties and responsibilities of the Committee typically align to the following project phases:

Planning Phase: Provide oversight and direction to BCIT capital project items such as the Five-Year Capital Plan, project business cases, or the Campus Planning and Development Plan.



Procurement Phase: The Committee's mandate provides oversight of procurement, including contract award and development strategies, obtaining advice, and recommendations from the AFC for consideration.

Construction Phase (post-contract award): Management will provide regular status updates to the Committee regarding delivery, construction, budget, schedule, safety, quality, and risk. Following execution of the project agreement, the Committee will provide ongoing oversight and recommendations to the AFC as required.

Operational Phase: Following completion of construction, the Committee's oversight of a project could remain in place until the end of the construction warranty period, generally one year after substantial completion, including project review and closure processes.

Appendix E – Executive Incident Task Force Terms of Reference

Reference: Governance Manual
Approval Request Date: October 6, 2026

Role

The Executive Incident Task Force ("Task Force") is a special-purpose advisory and decision-making body. The Task Force is activated in response to a critical cybersecurity incident requiring Board and executive-level oversight, rapid decision-making, and coordinated institutional response.

The Task Force provides strategic direction and, where necessary, exercises delegated authority of up to \$5M to support cybersecurity incident response, recovery, legal, communications, and related activities required to protect BCIT's operations, people, information assets, and reputation. The Task Force may also make recommendations to the Board regarding extraordinary expenditures, risk acceptance decisions, and matters requiring Board consideration.

Composition

The Task Force is comprised of the Institute President, CFO and VP Administration, CISO, Board Chair, Vice Chair, and supported by Legal Advisor as External Breach Counsel (advisory and non-voting).

Additional internal or external subject matter experts may be invited to participate as required, including representatives from legal, communications, risk management, insurance, law enforcement, cybersecurity response firms, or business continuity functions.

Accountability

Through the AFC, The Task Force is accountable to the Board. The CFO serves as executive sponsor for the Task Force. The CISO is responsible for coordinating incident briefings, maintaining situational awareness, and providing recommendations regarding cybersecurity risks, response actions, and recovery strategies. Throughout a critical incident, the Task Force will provide updates to the AFC Chair and Board Chair, as appropriate.

Cybersecurity is a significant enterprise risk for BCIT, with potential impacts including operational disruption, financial loss, privacy breaches, reputational harm, and effects on teaching, learning, and research. BCIT maintains a cybersecurity program based on recognized industry standards and supported by a Cybersecurity Incident Response Plan (the "Plan").

The Plan outlines escalation, decision-making, communication, reporting, and recovery processes for serious cybersecurity incidents and supports regulatory requirements, including the Freedom of Information & Protection of Privacy Act (FIPPA) privacy breach reporting and the Payment Card Industry Data Security Standard (PCI-DSS) compliance.

Duties and Responsibilities

Upon activation, the Task Force shall:

- provide executive oversight and strategic direction during a critical cybersecurity incident;
 - review and approve significant incident response decisions requiring executive authority;
 - engage external breach counsel, forensic investigators, cyber insurance providers, negotiators, communications advisors, and other external specialists as required;
 - consider legal, regulatory, business, financial, operational, privacy, and reputational impacts of response options;
 - review and approve credit monitoring, identity protection, notification, and other support services for affected individuals, where appropriate;
 - oversee executive-level stakeholder communications and external communications strategies;
-



- consider recommendations relating to ransom demands, threat actor engagement, and other extraordinary response measures, recognizing that each situation must be assessed individually based on risk, legal advice, and organizational circumstances;
- support business continuity, recovery, and restoration priorities; and
- provide post-incident recommendations and lessons learned to strengthen BCIT's cybersecurity resilience.

Board Position and Statements

The Board of Governors approved the Board position statements including the formation of the Executive Incident Task Force in an event of a critical cybersecurity incident and delegation authority of up to \$5M. (2024-12-04)

The Task Force is guided by the following principles:

Transparency and Communications: BCIT is committed to transparent, timely, and responsible communication with stakeholders, impacted individuals, regulators, and the media regarding cybersecurity incidents. Communications must balance transparency with the need to protect ongoing response activities and avoid exposing people, systems, or institutional operations to additional risk.

Threat Actor Engagement: BCIT's preferred position is to avoid ransom payments whenever possible. However, in circumstances involving a ransom demand, the Task Force may consider engagement with threat actors were deemed necessary and appropriate, considering all relevant facts, legal advice, operational impacts, regulatory requirements, public safety considerations, and the interests of BCIT and its community. Each situation shall be evaluated independently on its own merits.

Annual Readiness Exercise: the Task Force shall participate in an annual cybersecurity incident response tabletop exercise involving the President's Executive and the Board Executive. The purpose of the exercise is to test institutional readiness, validate decision-making processes, reinforce roles and responsibilities, and identify opportunities for continuous improvement in cybersecurity incident response and business continuity planning. Exercise objectives include:

- educating the President's Executive and the Board Executive on the impacts of major cybersecurity incidents;
- assessing crisis response effectiveness using established plans and procedures;
- identifying gaps and improvement opportunities;
- strengthening understanding of cybersecurity, crisis management, and business continuity processes;
- increasing organizational preparedness and resiliency; and
- providing an opportunity for the President's Executive and the Board Executive to practice their roles in a realistic but safe environment.

Post Incident Reporting

Following the resolution of a critical cybersecurity incident, the Task Force will provide a post-incident report to the AFC and the Board Executive:

- incident impacts and response actions;
- decisions made under delegated authority;
- financial expenditures;
- lessons learned; and
- recommendations for future improvements.



Appendix F - Human Resources Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

The Human Resources Committee ("Committee") reviews, reports, and provides recommendations to the Board regarding human resources matters including management recruitment, development, and succession; employee experience; collective bargaining; and other significant human resources issues.

Composition

The Committee is comprised of a minimum of three Governors who are voting members, and who are not members elected by faculty, staff, or students.

Meetings

The Committee meets four times per year, two weeks prior to a regularly scheduled Board meeting, or when issues arise that warrant discussion and/or review or at the request of its members or the President.

Accountability and Committee Support

The primary reporting accountability of the Committee is to the Vice President, People, Culture and Inclusion (Vice President). The Vice President and the Executive Assistant or designates, support the Committee in carrying out its work.

Responsibility for Policy Review

Board Committees play an important role in BCIT's policy management and approval framework. Committees review, advise upon, and recommend for approval the policies and procedures brought forward by senior management. Committee review is integral to development of new policies and procedures. It may also relate to the following, non-exhaustive factors:

- proposed amendments;
- reapprovals, in accordance with scheduled reviews;
- legislative or regulatory requirements;
- institutional changes; and
- revocations or replacement.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee will:

1. In consultation with the Board, develop and lead the President's annual evaluation (review of performance and compensation), including:
 - periodically reviewing the Terms of Reference for the President and recommending changes to the Governance Committee for consideration and recommendation to the Board;
 - reviewing the corporate goals and objectives relevant to the President's compensation;
 - reviewing the employment contract and agreements between the Institute and the President including those addressing retirement, termination of employment, severance, or other special circumstances.
 2. Receive notice from the President of significant public service commitments or appointments to Boards of unrelated organizations the President proposes to accept, including corporations and non-profit organizations:
 - recommend to the Board the approval or objection to such actions; and
-



- where participation by the President on an unrelated Board is approved, confirm in writing from the Committee Chair that the Institute will not indemnify nor be exposed to liability with respect to the President's participation.
3. Review the organizational structure, promotions, and appointments at the President's Executive level of the Institute and, with respect to the position of the Chief Financial Officer, seek input from the Audit and Finance Committee on significant changes affecting the CFO's role.
 4. Annually review the Institute's succession plan for the President's Executive and other critical positions.
 5. Review the President's recommendations for the appointment of Officers of the Institute and make recommendations on such appointments to the Board.
 6. Annually review and make recommendations to the Board concerning Management Terms and Conditions of Employment, including:
 - all salary plans and other remuneration matters with respect to management; and
 - benefit plans applicable to management.
 7. Review collective bargaining agreements and negotiations including:
 - reviewing and making recommendations concerning Institute bargaining mandates to the Board;
 - obtaining and providing periodic reports on the status of bargaining to the Board; and
 - reviewing and recommending approval of tentative collective agreements to the Board.
 8. Ensure all labour relations activities of the Institute are conducted in a manner consistent with Post-Secondary Employers' Association (PSEA) and Public Sector Employers' Council (PSEC) directives.
 9. Review and provide reports to the Board on the employee experience and related surveys conducted at the Institute.
 10. Keep current on best practices in corporate governance relevant to the Committee and recommend changes to the Governance Committee on governance framework for human resources functions as required.
 11. Address other human resource issues as delegated to the Committee by the Board.
 12. The Committee will review Governor remuneration periodically and, when warranted, will recommend changes to the Lieutenant Governor in Council for consideration.

Human Resources Committee Timetable of Key Deliverables

	Action	Regular Meetings					
		Feb	*Mar	May	*June	Sept	Nov
President's Evaluation							
In consultation with the Board, develop and lead the President's annual evaluation (review of performance and compensation), including: - periodically reviewing the Terms of Reference for the President and recommending changes to the Governance Committee for consideration and recommendation to the Board; - reviewing the corporate goals and objectives relevant to the President's compensation; - reviewing the employment contract and agreements between the Institute and the President including those addressing retirement, termination of employment, severance, or other special circumstances. Refer to <i>Section 15 – President Evaluation</i>	Board Discussion						
President Notification on Boards							
Receive notice from the President of significant public service commitments or appointments to Boards of unrelated organizations the President proposes to accept, including corporations and non-profit organizations.	Information	As required					
Organization Structure							
Review the organizational structure, promotions, and appointments at the President's Executive level of the Institute and, with respect to the position of the Chief Financial Officer, seek input from the Audit and Finance Committee on significant changes affecting the CFO's role.	Information	As required					
Executive Succession Planning							

	Action	Regular Meetings					
		Feb	*Mar	May	*June	Sept	Nov
Annually review the Institute's succession plan for the President's Executive and other critical positions.	Discussion						
Officers of the Institute							
Review the President's recommendations for the appointment of Officers of the Institute and make recommendations on such appointments to the Board.	Discussion	As required					
Management Terms and Conditions							
Annually review and make recommendations to the Board concerning management Terms and Conditions of Employment,	Approval and recommendation to the Board	As required					
PSEA and PSEC – Bargaining Update							
Ensure all labour relations activities of the Institute are conducted in a manner consistent with Post-Secondary Employers' Association (PSEA) and Public Sector Employers' Council (PSEC) directives.	Information	Ongoing					
Governance							
Keep current on best practices in corporate governance relevant to the Committee and recommend changes to the Governance Committee of governance framework for human resources functions.	Report to the Governance Committee	As required					
Governor Remuneration							
The Committee will review Governor remuneration periodically and, when warranted, will recommend changes to the Lieutenant Governor in Council for consideration		As required					
Policy Review							
Committee review will consist of the following when Institute policy revisions are required: proposed amendments;	Approval and recommendation to the Board	As required					

	Action	Regular Meetings					
		Feb	*Mar	May	*June	Sept	Nov
reapprovals, in accordance with scheduled reviews; legislative or regulatory requirements; institutional changes; and revocations or replacement.							
Other and Standing Items							
Address other human resource issues as delegated to the Committee by the Board	Discussion	Ongoing					
Turnover and Vacancy Rates	Information						
Employee and Family Assistance Program	" "						
Respect, Diversity & Inclusion Report	" "						
People Plan	" "						
Grievance Report	" "						
Employee Wellness Initiatives	" "						
Occupational Health & Safety Report	" "						
Annual Sexualized Violence Report from the President	" "						

**March and June meetings will be held if required.*

Appendix G - Governance Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

The Governance Committee ("Committee") focuses on Board governance to enhance Institute performance. The Committee assesses and makes recommendations regarding Board effectiveness and criteria the provincial government should consider when appointing Governors.

Composition

The Committee is comprised of a minimum of three Governors who are voting members of the Board. The Education Council Chair is a voting member on this Committee. The Committee Chair shall be an appointed member of the Board and will become a member of the Executive Committee.

Meetings

The Committee meets four times per year, two weeks prior to a regularly scheduled Board meeting or when issues arise that warrant discussion and/or review or at the request of its members or the President.

Accountability and Committee Support

The primary reporting accountability of the Committee is to the Vice President, People, Culture and Inclusion (Vice President). The Vice President and the Executive Assistant or designates, support the Committee in carrying out its work.

Responsibility for Policy Review

Board Committees play an important role in BCIT's policy management and approval framework. Committees review, advise upon, and recommend for approval the policies and procedures brought forward by senior management. Committee review is integral to development of new policies and procedures. It may also relate to the following, non-exhaustive factors:

- proposed amendments;
- reapprovals, in accordance with scheduled reviews;
- legislative or regulatory requirements;
- institutional changes; and
- revocations or replacements.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee may:

1. Develop a plan for Board composition and update the Skills Competency Matrix for the Board.
2. Recommend composition needs to the Board Chair for communication to the provincial government for consideration for Board appointments.
3. Working with the Executive Assistant, review and make recommendations regarding the orientation for new Governors and the ongoing development of current members.
4. Annually review and recommend to the Board changes, to the Governance Manual.
5. Keep current on emerging best practices in corporate governance and recommend relevant training and professional development for Governors.



6. Annually review and make recommendations to the Board relating to governance issues and the way the Board fulfills its duties and responsibilities, including:
 - the frequency and content of Board and Committee meetings;
 - the annual schedule of matters to be presented at Board meetings and the Board calendar;
 - types of materials that are to be provided to Governors generally and with respect to Board and Committee meetings;
 - the resources available to Board members; and
 - communication between the Board and the Executive Team.
7. At the request of the Board, review and make recommendations to the Board in respect of:
 - proposed revisions to the existing policies adopted by the Board;
 - new policies proposed for adoption; and
 - processes to ensure the relevancy of policies adopted by the Board.
9. Administer an annual evaluation process for assessing the effectiveness of the Board Chair, the Board, and the Committees. The objective of the evaluation is continuous improvement in Board performance. (*refer to section 11*)
10. Administer and enforce the *Code of Conduct – Policy #1500* and the conflict-of-interest provisions set out in the Bylaws or in any related Board policies.
11. Review the requirements of the Chair and Vice Chair position descriptions and the skills and experience criteria developed by the Governance Committee (see Nominating Committee Terms of Reference, Appendix G).

Governance Committee Timetable of Key Deliverables

	Action	Regular Meetings					
		Feb	*Mar	May	*June	Sept	Nov
Develop a plan for Board composition and update the Skills Competency Matrix for the Board.	Review						
Recommend composition needs to the Board Chair for communication to the provincial government for consideration for Board appointments.	Review	As required					
Working with the Executive Assistant, review and make recommendations regarding the orientation for new Governors and the ongoing development of current members	Review and recommend to the Board	As required					

	Action	Regular Meetings					
		Feb	*Mar	May	*June	Sept	Nov
Annually review and recommend changes to the Governance Manual	Review and recommend to the Board	As required					
Keep current on emerging best practices in corporate governance and recommend relevant training and professional development for Governors.	Discussion	As required					
Annually review and make recommendations to the Board relating to governance issues and the way the Board fulfills its duties and responsibilities, including: - the frequency and content of Board and Committee meetings; - the annual schedule of matters to be presented at Board meetings and the Board calendar; - types of materials that are to be provided to Governors generally and with respect to Board and Committee meetings; - the resources available to Board members; and - communication between the Board and the Executive Team	Review						
At the request of the Board, review and make recommendations to the Board in respect of: - proposed revisions to the existing policies adopted by the Board; - new policies proposed for adoption; and - processes to ensure the relevancy of policies adopted by the Board	Review and recommend to the Board	As required					

	Action	Regular Meetings					
		Feb	*Mar	May or June	*June	Sept	Nov
Administer an annual evaluation process for assessing the effectiveness of the Board Chair, the Board, and the Committees. The objective of the evaluation is continuous improvement in Board performance	Delegate to the Executive Assistant						
Prepare recommendations for the Board regarding any reports on governance required or considered advisable	Recommend to the Board	As required					
Administer and enforce the <i>Code of Conduct – Policy #1500</i> and the conflict-of-interest provisions set out in the Bylaws or in any related Board policies		As required					
Review the requirements of the Chair and Vice Chair position descriptions and the skills and experience criteria developed by the Governance Committee (see <i>Nominating Committee Terms of Reference, Appendix G</i>).	Review						

Appendix H - Nominating Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

Related to the Governance Committee's duties for Board succession planning, the Nominating Committee ("Committee"), is established annually by the Board as a task group to lead the Board's election of Chair and Vice Chair.

In accordance with the College and Institute Act (the "Act") and Part III (2) of the Board of Governors' bylaws respectively, the Chair and Vice Chair must be members appointed under the Act. The election is held during the June closed regular meeting (or as soon thereafter as possible).

Composition

The Committee is comprised of no fewer than three Governors who are voting members of the Board. A member of the Committee may not be a Governor who is standing for election as Chair or Vice Chair of the Board.

The Committee is chaired by an appointed Governor who is not the Chair and preferred to be the immediate past Chair.

On the recommendation of the Chair (after consultation between the Chair and the Governance Committee), the Board will appoint Governors to the Committee and its Chair. These appointments will be made at a Board meeting at least 60 calendar days before the regular June Board meeting, to allow time for the process set out herein.

Meetings

The Committee meets at least once or at the request of its members.

Accountability and Committee Support

The primary reporting accountability of the Committee is to the Chair of the Governance Committee. The Committee Chair and the Executive Assistant or designate, support the Committee in carrying out its work.

Duties and Responsibilities

The Committee will lead the Chair and Vice Chair transition and election process by:

- referring to the requirements of the Chair and Vice Chair position descriptions and the skills and experience criteria developed by the Governance Committee;
- reviewing the current Board to identify potential candidates, and canvassing each member of the Board for nominees for the positions of Chair and Vice Chair;
- consulting with all Governors and the President to facilitate the exchange of views and build consensus; and
- reporting to the Board.

Accountability

The Committee will provide a written report to the Chair, as soon as practical, but at least 30 calendar days before the election.

Process

The transition and election process comprises the steps set out below. Timeframes ensure sufficient time is allotted for each step.



1. Prior to the elections, the Board will review the criteria approved by the Board for selecting nominees for the offices of Chair and Vice Chair.
2. The Committee will review current Board membership to identify potential candidates and canvas each Governor for nominees for the positions of Chair and Vice Chair. Only members appointed by Order in Council may stand for nomination.
3. Governors identified or nominated will be contacted by the Committee Chair to confirm their interest in standing for the office.
4. The Committee will assess nominees against skills and experience criteria with consideration of the Chair (or Vice Chair, as applicable) position criteria. While there is no presumption that a current Vice Chair will become Chair, the Committee will consider the Vice Chair's experience gained in supporting the Chair and in developing the skills and attributes required of the Chair.
5. The Committee will deliver a report to the Chair as soon as practicable and at least 30 calendar days before the election date. The Chair will ensure the Committee's report is provided to all Governors in advance and included with the meeting materials for the election.
6. If there is only one interested candidate for a position, the Committee will indicate so in its report to the Board. The report from the Committee will include a summary of information about each candidate in a form determined by the Committee.
7. If there is more than one candidate interested in assuming the Chair or Vice Chair positions, the Committee will report this to the Chair and there will be a contested election following the process outlined below.
8. For an election, the report from the Committee will include a summary of information about each candidate in a form determined by the Committee.

Election Process

When an election is required, it will be conducted by secret ballot. Governors who are voting members of the Board, including those nominated for office, will be eligible to participate in the voting. The nominee receiving the greatest number of votes will be appointed to the office. The Registrar will administer the vote, providing ballots, collecting and tallying marked ballots, verbally reporting the results of the vote to the Board, and destroying marked ballots once the appointment to office has been made.

In the event of a tie vote:

- If there are only two candidates, then there will be a draw to determine which candidate is appointed to the office.
- If there are more than two candidates, any candidates receiving fewer votes than those who are tied will be deleted from the ballot and a second election will be conducted among only the tied candidates.

As outlined in the bylaws Part III (2), the Chair and Vice Chair will take office at the end of the election meeting and will hold office for one year, until the next election meeting. They may be re-elected to the same office for one more year only.

BOARD CHAIR and VICE CHAIR: NOMINATION CRITERIA

Board Chair

The Board Chair (“Chair”) is responsible for providing effective leadership to the Board of Governors (“Board”) and to ensure the Institute is governed effectively. The **Vice Chair** will have the same attributes as the Chair. Upon delegation from the Chair, the Vice Chair is responsible for providing effective leadership to the Board of Governors and to ensure the Institute is governed effectively.

Experience on the Board

- minimum one year of service on the Board is preferred;
- have at least two years remaining on their current term for Board continuity;
- member in at least one Committee, preferably as Chair;
- consistent attendance in-person at Board and Committee meetings; and
- consistently provides thoughtful comment and garners respect of other Governors.

Past Experience

- experience in working in or with large, complex organizations in a senior capacity;
- significant experience in other private or public sector boards;
- have a positive reputation in the community and professional or business credibility and acumen; and
- free of significant interpersonal conflicts with members of the Board.

Perspectives

- sensitive to the role of the Board in implementing the provincial government mandate;
- passionate about BCIT's vision, mission and values;
- committed to institute-wide strategies (e.g. Indigenous Vision, Sustainability Vision, etc.); and understanding of the separate responsibilities of the Board and the President's Executive.

Ambassador

- proficiently works with government, industry, and community partners;
- liaises effectively between the Board and President;
- when requested by the President, attend institute and partner events; and
- demonstrates strong communication, public speaking, and presentation skills.

Attributes

- strategic, logical, and visionary;
- strong understanding of governance principles and practices;
- strong business sense and judgement;
- effective decision-maker;
- impeccable integrity;
- knowing ‘when to take action’ and having the capability to act effectively;
- strong leadership skills and able to work effectively with a team;
- respectful, open, and able to listen;
- good consensus builder and collaborator; and
- fosters a collaborative environment.

Meetings

- adept in creating a constructive meeting environment;
- asks relevant, difficult questions in a respectful, non-confrontational way;
- manages conflict;
- strong ability to foster consensus in Board meetings;



- good judgement on when and how to intervene in a discussion that runs on or becomes confrontational; and
- solid understanding of *Robert's Rules of Order* and how to conduct effective meetings.

Availability

- have sufficient time available to prepare for and attend all meetings;
- have flexibility to be available when required for meetings and matters arising between scheduled meetings; and
- consideration should be given to ensuring that the Board Chair and Vice Chair have more than two years remaining in their terms at the time of candidacy.



Appendix I - Tributes Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

The Tributes Committee (the Committee) leads the granting of honorary awards by BCIT. In reviewing candidates, the Committee determines the appropriate category. The eligibility criteria and selection procedures for the honorary awards are approved by the Board.

The role of the Committee is to lead the granting of honorary awards by the Institute. The Committee operates according to defined Terms of Reference reflected in [Honorary Awards, Policy #5501](#) and [Procedures #5501-PR1](#).

The Committee's deliberations are confidential.

Composition

The Board Chair recommends Institute members to the Board to determine the Committee's composition, as follows:

- two appointed Board members;
- one staff or faculty member appointed by the President;
- one excluded staff member appointed by the President;
- three members who are employees of the Institute representing each of the three bargaining units;
- one representative from the Alumni Association Board; and
- one member appointed by the Student Association.

Responsibilities

The Tributes Committee is responsible for advising the Board on matters relating to awards, including:

- developing award eligibility criteria;
- recommending modifications to criteria, qualifications for awards, and procedures;
- evaluating nominees based on consideration of all information;
- recommending award candidates for Board approval; and,
- reviewing the conduct of recipients and, if warranted, recommending award rescission to the Board.

The Tributes Committee may invite nominations or initiate invitations to nominate with the assistance of the Director of Alumni Relations.

The Director, Alumni Relations, the VP, External, and the Executive Assistant jointly prepare and distribute meeting materials to the Committee.

Quorum

A quorum is required for nomination decisions and Board approval. In the event of a tie, the Committee



Chair casts the deciding vote.

Appointment Term

The term of appointment will normally be three years. Members may be reappointed for additional terms to provide continuity.

Award Categories

The Institute grants honorary awards to recognize people who are distinguished by their significant contributions and accomplishments and whose excellence will reflect positively on the Institute. The selection process is referenced in the [Honorary Awards Procedures #5501-PR1](#)

Distinguished Alumni Award – is the award recognizing members of the Alumni Association distinguished in the community or industry and having shown outstanding leadership and commitment in their field and to BCIT in one or more of the following areas:

- applied research;
- entrepreneurial innovation;
- excellence in applying technology or technical skills;
- professional leadership;
- public service;
- service to the community; and
- significant contributions to a chosen profession.

Outstanding Student Leadership Award - is the award granted to graduating students having demonstrated both academic achievement and outstanding leadership skills through their contributions to BCIT or to the wider community.

Distinguished Service Award - is the award granted to recognize outstanding and sustained service to the Institute or the wider educational community, distinguished by one or more of the following:

- significant contributions to the Institute over many years;
- outstanding accomplishments that have benefitted the Institute or the community; and
- important contributions to the Institute's mandate, mission, and strategic goals.

Honorary Doctor of Technology Award - is the honorary degree awarded in recognition of achievement in areas related to applied science, technology, engineering, trades, business, and entrepreneurship.

Honorary Doctor of Laws - is the honorary degree awarded in recognition of achievement in areas such as public service, politics, community service and environmental stewardship.

Honorary Doctor of Letters - is the honorary degree awarded for scholarly achievement in areas such as science, health, engineering, and technology.

Appendix J - President Search Committee Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

As provided in the *College and Institute Act* (the *Act*), the appointment of a President is a duty of the Board of Governors. The Board has empowered a President Search Committee (the “Committee”) to search for and screen appropriate applicants and present to the Board a preferred candidate. The Committee is a task group of the Human Resources Committee.

Composition

The purpose of the Committee is to put forward a preferred candidate as per section 14 - *President Selection* of the Board Governance Manual.

The Committee comprises 15 members as follows:

- four members appointed from appointed Board members; one of whom will be the Chair of the Board who will also serve as Chair of this Committee;
- five members appointed by the BCIT Faculty and Staff Association (FSA) in accordance with the BCIT-FSA Collective Agreement;
- one member appointed by the BC General Employees' Union (BCGEU) Support Staff;
- one member appointed by the BCGEU Faculty;
- one member appointed by the BCIT Foundation or Alumni Association chosen by the Vice President External and the President;
- one member appointed from the President's Executive;
- one member appointed from the Management Staff chosen by the current President; and
- one member appointed by BCIT Student Association: preferably the SA President.

Meetings

If a member cannot attend a Committee meeting, no alternates are permitted. Meetings are scheduled as requested by the Committee Chair or as requested by a majority of the Committee members.

Accountability and Committee Support

The primary reporting accountability of the Committee is to the Vice President, People, Culture and Inclusion (“Vice President”).

The Vice President, and the Executive Assistant or designates, support the Committee in carrying out its work.

Duties and Responsibilities

- In accepting an appointment to the Committee, each member agrees to give the search process their highest priority and to adapt their schedules accordingly.
- The Board will engage an executive search firm with experience in public sector searches to provide professional expertise and support to the Committee in this search.
- The Committee will maintain in confidence all information in the search, including the identity and biographical information of potential candidates, referee information, and all Committee discussions. Each member will sign a Confidentiality Agreement to this effect.



- The Committee will ensure that the search is carried out ethically, impartially, and equitably and in accordance with all applicable legislation including the *BC Human Rights Code* and the *Freedom of Information and Protection of Privacy Act*.
- The Committee will strive to ensure that all candidates are treated with respect, courtesy, and in a way that enhances their image of BCIT and their relationship with it.
- The Committee will provide regular progress reports to the Board
- The Committee will strive to complete its work and provide the Board with a list of finalists within any relevant timelines determined by the Board or the Committee
- The Committee shall use its best efforts to find suitably qualified applicants who are in alignment with BCIT's vision, mission, and values for the position of President. If it is unsuccessful the Committee shall report this to the Board and seek further directions.

Appendix K - Governor Terms of Reference

Reference:

Governance Manual

Approval Request Date:

October 6, 2026

Role

Governors have collective authority as a Board to ensure the Institute is operated in accordance with all applicable laws and that the strategic mandate and public policy objectives for the Institute set by the provincial government are met.

Governors must acquire a working knowledge of the Institute and adequately prepare themselves for meetings and decisions. Their role is one of exercising oversight and ensuring the appropriate level of due diligence has been conducted on issues and decisions of significance. In this respect, Governors are expected to ask probing questions within the scope of their duties and focused on matters of governance, policy, and strategy. Operational matters are outside the scope of Governors.

The Board delegates responsibility to the President and their Executive Team for making operational decisions. Governors do not involve themselves in the day-to-day management of the Institute. Governors must understand the difference between their governance role and the administration's operational role. Governors bring specific skills and experience to the Board and, where appropriate and through the Chair, may provide advice and counsel to the President.

Regular attendance, as defined in the bylaws and manual and participation at meetings of the Board is expected, as is a collaborative and consensus-building approach to address matters before the Board.

Code of Conduct

The Board:

- Establishes, and updates as required, a Code of Conduct for Governors which includes the duties of governors or its Committees in conflict-of-interest situations.
- Approves a Code of Conduct for all employees and monitors (*Code of Conduct – Policy #1500*) through senior leadership, compliance with all significant policies that govern the Institutes operations.
- Adheres to the *Code of Conduct* for Governors (Part IV (2) of the bylaws).

Oath of Office

The Oath of Office (Part III (1) of the bylaws) is to be sworn, signed by the Governor, and dated before the commencement of the Governors' first meeting with the Board and returned to the Executive Assistant for the Board records.

Duties and Responsibilities

In addition to responsibilities covered in *section 6* of the manual and the *Code of Conduct* each Governor should:

Be informed and become familiar with the Institute including:

- its governance and legal framework;
- its vision, strategies and business plans, objectives, and critical success factors;
- its organizational structure and the Executive;
- its operations, as necessary to make informed decisions;
- understand the difference between governing and managing, and not encroach on areas of responsibility which have been delegated to management;



- understand the processes by which the Committees and task groups work, and the role of the Executive and support staff; and
- be knowledgeable about the purposes and goals of the Committees and task groups established by the Board.

Exercise Care

- exercise due diligence and reasonable care in fulfilling legal duties under applicable legislation, including the British Columbia Declaration on the Rights of Indigenous Peoples Act;
- comply with the conflict-of-interest requirements in section 3 of the bylaws and the Board Conflict of Interest Policy;
- act honestly, with integrity, and exercise sound judgment;
- respect confidentiality;
- provide advice to the Executive, through the Chair, on governance, policy, strategy, and related matters;
- appoint the President, when required, in accordance with the President Search Terms of Reference; and
- evaluate the performance of the President and the Institute.

Participate

- communicate with the Chair and President between meetings, as appropriate;
- consult with the Chair and President separately, as required;
- attend Board and assigned Committee meetings, and provide regrets when unable to attend;
- participate in Board, Committee, and task group performance reviews;
- work collaboratively, build consensus, and uphold BCIT's values;
- maintain collegial and respectful relationships with other Governors;
- devote sufficient time to Board matters, including orientation and ongoing education and professional development;
- participate in Committees and task groups when requested by the Board.

Other Appointments

Governors may be asked by the Board, through the Chair, to participate on Boards of related organizations, on advisory bodies, or to take on other assignments on behalf of the Board. Before accepting such appointments, Governors must ensure they have sufficient time to devote to such activities and adhere to all *Conflict-of-Interest Guidelines* (section 8 of this manual).

Professional Development (PD)

Governors are encouraged to complete BCIT's free online modules, including Indigenous Awareness, Understanding Unconscious Bias, Human Rights 101, Anti-Racism, and Relearning Gender.

Upon joining the Board, Governors must complete all modules in the government-mandated [Governing in the Public Interest Certificate](#). Governors are also encouraged to review the *Best Practice Guidelines for BC's Public Sector Boards 2024*, available from the Board Office.

- the Chair approves PD requests over \$50 and under \$1,000;
- the Governance Committee approves PD requests of \$1,000 or more;
- PD approval is based on the Governor's developmental needs and the expected benefit to BCIT;
- approvals consider the number of events attended and accumulated PD costs for the requesting Governor;



- to qualify, Governors must have excellent attendance, defined as attending more than 60% of regular Board meetings, and at least nine months remaining in their term. Student Governor PD requests are considered separately by the Chair; and
- Governors who receive PD approval are expected to share relevant learning with the Board.

Governor Remuneration and Expenses

Governors who are not BCIT employees are entitled to an annual honorarium. The amount is fixed by Board resolution and determined by the Lieutenant Governor in Council under the *Act*. The February 1995 remuneration fee schedule is attached as *Appendix K*.

The Human Resources Committee periodically reviews Governor remuneration and, when warranted, recommends changes to the Lieutenant Governor in Council.

BCIT pays the honorarium quarterly in arrears. Income tax is withheld at 15% of full pay, including expenses. T4s are issued the following year, typically in mid- to late February, and include earnings to the calendar year-end.

When travel is required, Governors must complete a [*Request for Approval to Travel \(FIN-23\) – Policy #2005*](#) form and obtain approval from the Chair or Vice Chair, including for travel within the province.

Governors approved to travel for meetings or other Board-related business may be reimbursed for reasonable travel expenses in accordance with policy and with the Chair's approval, including registration, meals, accommodation, and transportation.

To claim reimbursement, Governors must submit a completed expense claim form, provided by the Board Office, to the Executive Assistant with original receipts showing expenses and payment method. Claims require approval by the Chair, Vice Chair, Chair of the Audit and Finance Committee, and President.

Appendix L - Policies & Reviewing Board Committees

As of: October 6, 2026

NOTES

The following annotations apply throughout the Policy List:

BOG Committee - an asterisk (*) Indicates that the policy, while in force, has not been approved by the Board of Governors. The named Board Committee is proposed to review and recommend the policy for Board approval

- Audit and Finance Committee = AFC
- Governance Committee = GOV
- Human Resources Committee = HR
- Tributes Committee = TRIBS

Scheduled Review** - each policy is due for formal review by a pre-determined date. However, a review may be required sooner if there are changes to the regulatory context or relevant operational circumstances.

President (Policy Management Office)

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
1000, Policy Development and Maintenance, v.3	Policy Mgmt. Office	2018-05-29	2023-05-29	Under review	s. 19 - BOG	GOV
1200, Fraud, v.2	ERIA	2025-10-07	2030-10-07	Current	s. 19 - BOG	AFC



CFO and VP, Administration

(Campus Planning & Facilities; Corporate Services; Cybersecurity; Enterprise Risk & Internal Audit; Financial Services; Information Technology Services; Safety; Security & Emergency Management)

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
1004, Corporate and Academic Seal, v.7	Corp Svcs	2023-04-04	2025-04-04	Review required	s. 19 - BOG	AFC
1300, Enterprise Risk Management, v.1	ERIA	2022-12-06	2025-12-06	Under review	s. 19 - BOG	AFC
2003, Purchasing, v.4	Corp Svcs	2019-05-28	2023-05-28	Under review	s. 19 - BOG	AFC
2004, Capital Asset, v.5	Fin Svcs	2023-04-04	2025-04-04	Under review	s. 19 - BOG	AFC
2005, Travel and Professional Development, v.10	Fin Svcs	2020-05-26	2025-05-26	Under review	s. 19 - BOG	AFC
2009-PR1, Cash Collection and Handling, v.5	Fin Svcs	2023-04-04	2025-04-04	Under review	s. 19 - BOG	AFC
2010, Banking, v.1	Fin Svcs	2022-06-01	2024-06-01	Under review	s. 19 - BOG	AFC
2020, Restricted Funds, v.5	Fin Svcs	2023-04-04	2025-04-04	Under review	s. 19 - BOG	AFC
2030, Investments, v.3	Fin Svcs	2022-06-01	2024-06-01	Under review	s. 19 - BOG	AFC
2040, Borrowing, v.1	Fin Svcs	2022-06-01	2024-06-01	Under review	s. 19 - BOG	AFC
2300, Tuition & Fees, v.7	IRP	2025-06-23	2030-06-23	Current	s. 19 - BOG	AFC
2502, Signing Authority Policy, v.1	Fin Svcs / Corp Svcs	2023-12-05	2026-12-05	Current	s. 19 - BOG	AFC
3501, Acceptable Use of Information Technology, v.7	IT Svcs	2025-12-03	2030-12-03	Current	s. 19 - BOG	AFC



3502, Cyber Security, v.4	Cybersecurity	2025-12-03	2030-12-03	Current	s. 19 - BOG	AFC
7160, Parking, v.11	Campus Planning & Facilities	2012-03-30	2017-04-01	Under review	s. 19 - BOG	GOV*
7504, Liquor Consumption on Campus, v.8	Corp Svcs /SSEM	2023-12-05	2028-12-05	Current	s. 19 - BOG	GOV
7518, Insurance, v.4	Corp Svcs	2023-04-04	2025-04-04	Review required	s. 19 - BOG	AFC
7540, Retailing of Course Materials, v.2	Corp Svcs	2009-02-09	2014-02-01	Under review	s. 19 - BOG	AFC*

VP, People, Culture, and Inclusion

(Academic; Human Resources; Enterprise Risk & Internal Audit; Information Access and Privacy Office; Respect, Diversity and Inclusion; Safety, Security & Emergency Management; Student Success)

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
1100, Public Interest Disclosure & Protection, v.2	HR/ERIA	2024-04-03	2029-04-03	Current	s. 19 - BOG	AFC
1500, Code of Conduct, v.2	HR	2022-10-04	2027-10-04	Current	s. 19 - BOG	HR
1502, Guidelines for serving external bodies as they relate to BCIT, v.2	HR	2003-07-02	2005-09-13	Under review	s. 19 - BOG	HR*
1508, Moving Expenses (Excluded Employees), v.1	HR	2017-03-30	2022-03-30	Under review	s. 19 - BOG	HR*
6700, Freedom of Information & Protection of Privacy, v.4	IAPO	2021-05-26	2022-05-26	Under review	s. 19 - BOG	GOV
7100, Safety and Security, v.4	SSEM	2023-12-05	2028-12-05	Current	s. 19 - BOG	HR
7103, Sexualized Violence, v.4	SSEM/SS	2023-12-05	2026-12-05	Current	s. 19 - BOG	GOV



7110, Emergency Management, v.7	SSEM	2023-05-30	2028-05-30	Current	s. 19 - BOG	HR
7130, Filming on Campus, v.3	SSEM	2023-05-30	2028-05-30	Current	s. 19 - BOG	GOV
7140, Travel - Risk and Security, v.10	SSEM	2024-10-02	2029-10-02	Current	s. 19 - BOG	HR
7150, Occupational Health & Safety, v.2	SSEM	2023-02-28	2028-02-28	Current	s. 19 - BOG	GOV
7170, Protection of Equipment and Property, v.3	SSEM	2023-05-30	2028-05-30	Current	s. 19 - BOG	GOV
7200, Cannabis Use, v.3	SSEM	2023-10-04	2026-09-30	Current	s. 19 - BOG	GOV
7504, Liquor Consumption on Campus, v.8	SSEM/Corp Svcs	2023-12-05	2028-12-05	Current	s. 19 - BOG	GOV
7507, Prevention of Harassment, Discrimination & Bullying, v.6	RDI	2025-12-03	2030-12-03	Current	s. 19 - BOG	HR
7511, Employment and Educational Equity, v.3	HR/Academic	2025-05-27	2030-05-27	Current	s. 19 - BOG	GOV

Provost and VP, Academic

(Academic; Animal Care Committee; Applied Research; Education Council; Library Services; Registrar; Sustainability; Student Financial Aid & Awards; Student Success)

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
1010, Economic, Social, and Environmental Sustainability, v.1	Sustainability	2014-04-08	2019-04-01	Under review	s. 19 – BOG [TBD]	GOV
2300, Tuition & Fees, v.7	IRP	2025-06-23	2030-06-23	Current	s. 19 – BOG	AFC
4501, Accommodation for Students with Disabilities, v.5	SS	2021-10-05	2026-10-05	Current	s. 19 - BOG	GOV



4600, Student Financial Awards, v.1	SFAA	2013-10-17	2018-11-01	Review required	s. 19 - BOG	AFC*
5003, Admissions & Recognition of Prior Learning, v.10	Registrar	2024-02-27	2029-02-27	Current	s. 23 - BOG on advice of EDCO	GOV
5012, Course Credits, v.4	EdCo	2024-06-24	2029-02-27	Current	s. 23 - BOG on advice of EDCO	GOV
5102, Student Code of Conduct (Non-Academic), v.2	SS	2019-05-28	2024-05-28	Under review	s. 19 - BOG	GOV
5110, Student Attendance & Academic Concessions, v.1	Academic	2025-06-04	2030-06-04	Current	s. 24 - EDCO	N/A
5201, Recording in the Classroom, v.2	EdCo & Schools	2025-12-03	2030-12-03	Current	s. 23 - BOG on advice of EDCO	GOV
5401, Program Development and Credentials, v.4	EdCo	2024-04-03	2026-04-03	Under review	s. 23 - BOG on advice of EDCO	GOV
5402, Program Review, v.4	Acad..Quality	2025-10-07	2030-10-07	Current	s. 23 - BOG on advice of EDCO	GOV
5405, Program Suspension and Cancellation, v.2	EdCo	2018-01-24	2023-01-24	Under review	s. 23 - BOG on advice of EDCO	GOV
5505, Emeritus Faculty, v.1	EdCo	2021-12-07	2026-12-07	Current	s. 23 - BoG on advice of EDCO	GOV
5601, Faculty Qualifications, v.2	Academic	2018-05-01	2023-05-01	Review required	s. 23 - BOG on advice of EDCO	GOV
6400, Authored Materials, v.3	EdCo	2024-06-24	2029-06-24	Current	s. 23 - BOG on advice of EDCO	GOV
6500, Research Ethics for Human Participants, v.6	Appl Res	2018-03-20	2023-03-20	Review required	s. 19 - BOG	GOV
6505, Animal Care, v.1	AC Com / Academic	2025-02-25	2028-02-25	Current	s.19 - BOG	GOV
6600, Integrity in Research, v.1	Appl Res	2001-06-19	2004-06-20	Review required	s. 19 - BOG	GOV

6601, BCIT Intellectual Property Policy, v.1	Appl Res	2006-05-09	2007-05-09	Review required	s. 19 - BOG	GOV
6701, Records Management, v.2	Lib Svcs	2008-09-30	2013-09-01	Under review	s. 19 - BOG	GOV*
6702, Archives and Special Collections, v.3	Lib Svcs	2008-06-24	2013-06-01	Review required	s. 19 - BOG	GOV*
7103, Sexualized Violence, v.4	SSEM/SS	2023-12-05	2026-12-05	Current	s. 19 - BOG	GOV
7506, Use of Materials Protected by Copyright, v.5	Lib Svcs	2013-10-17	2015-10-01	Review required	s. 19 - BOG	AFC*
7511, Employment and Educational Equity, v.3	HR/Academic	2025-05-27	2030-05-27	Current	s. 19 - BOG	GOV

Chair of Education Council

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
5050, International Education, v.3	EdCo	2008-11-25	2013-11-01	Review required	s. 23 - BOG on advice of EDCO	GOV
5101, Student Regulations, v.3	EdCo	2016-05-04	2021-05-04	Under review [for revocation]	s. 24 - EDCO	N/A
5103, Student Evaluation, v.4	EdCo	2015-03-11	2019-06-01	Under review	s. 24 - EDCO	N/A
5104, Student Code of Academic Integrity, v.2	EdCo	2019-05-28	2024-05-28	Under review	s. 23 - BOG on advice of EDCO	GOV
5403, Syllabus and Course Outline, v.2	Academic	2021-12-07	2026-12-07	Current	s. 23 - BOG on advice of EDCO	GOV
5404, Program Advisory Committees, v.2	EdCo	2020-06-23	2025-06-23	Review required	s. 23 - BOG on advice of EDCO	GOV



5701, Academic Freedom, v.1	EdCo	2014-11-25	2017-11-25	Review required	s. 23 - BOG on advice of EDCO	GOV
5801, Educational Affiliations, v.1	EdCo	2017-04-06	2020-04-06	Review required	s. 23 - BOG on advice of EDCO	GOV
5900, Educational Technology Policy, v.1	Academic	2021-04-21	2026-04-21	Review required	s. 23 - BOG on advice of EDCO	GOV

VP, External*(Advancement, BCIT Foundation; Alumni Relations; Marketing & Communications.)*

Policy	Dept/Office	Last Approved	Scheduled Review**	Status	College and Institute Act	BOG Committee
3002, Naming Privileges, v.5	Advancement	2009-07-20	2014-07-30	Under review	s. 19 - BOG	Not Assigned
3020, Foundation Investment Management, v.3	FDN	2009-12-04	2014-12-04	Review required	<i>Societies Act</i> - Foundation BOG	BCIT Foundation
3021, Endowment Management, v.3	FDN	2011-02-18	2016-02-01	Review required	<i>Societies Act</i> - Foundation BOG	BCIT Foundation
5501, Honorary Awards, v.9	Alum Rls	2025-12-03	2030-12-03	Current	s. 19 - BOG	TRIBS
7000, Gift Acceptance, v.5	Advancement	2012-02-07	2017-02-28	Under review	s. 19 - BOG	AFC
7002, Corporate Sponsorship, v.2	FDN / Fin Svcs	1997-06-13	2001-09-01	Review required	s. 19 - BOG	TRIBS*
7003, BCIT Advertising Policy, v.2	Marcom	2005-09-26	2006-09-26	Under review	s. 19 - BOG	AFC



Appendix M - Annual Conflict of Interest Disclosure

As part of your commitment as a Governor or Officer with the Board, you are required to acknowledge that you have read and understand BCIT's Conflict of Interest for Governors and Officers (the "Code") and agree to comply with it. You are required to disclose your directorships, trusteeships, private interests, and other information relevant to BCIT's conflict of interest Bylaws and guidance for Governors and Officers.

This statement discloses information as of *(date)* _____

I, _____ *(print name)*, declare that:

1. I have read and considered the Conflict-of-Interest provision in the BCIT Board of Governors' Bylaws and Governance Manual, and I agree to conduct myself in accordance with its terms.
2. Other than disclosed below, I do not have relationships or interests that could compromise, or appear to compromise, my ability to exercise judgement in the best interest of the Institute.
3. A Conflict of Interest (as defined in the Bylaws and Governance Manual) with my duty as a Governor of BCIT may arise because:

4. Confidentiality

All information provided to BCIT is kept confident. Under certain circumstances, some information may be released subject to the provisions of the [Freedom of Information and Protection of Privacy Act](#) or other applicable laws.

This declaration will be kept for a minimum of two years after an individual ceases to be a Governor or Officer of BCIT.

5. Acknowledgement

I hereby declare that the information provided herein is complete and correct to the best of my knowledge and belief. **If, at any time following the signing of this Acknowledgement, there are changes to the information given herein, either by way of additions or deletions, I will promptly file with BCIT a new disclosure statement describing such changes.**

Signature: _____



Appendix N - Oath of Office and Code of Conduct Declaration



**BOARD OF GOVERNORS OATH OF OFFICE AND
CODE OF CONDUCT DECLARATION
FOR BOARD MEMBERS**

The Oath of Office and Code of Conduct Declaration will be sworn, signed and dated before the Board at the commencement of each Governor's first Board meeting.
The Board Chair will administer the Oath of Office as follows:

I have read and understood the BCIT Board of Governors Code of Conduct in the Board of Governors' Bylaws.

I agree to comply with all the terms of the Code of Conduct, including the Conflict of Interest provisions contained in the bylaws and manual, and promptly provide an updated Conflict of Interest Declaration annually and as may be required by changed circumstances.

I sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities as a Governor of the British Columbia Institute of Technology. I confirm that I have read the Board of Governors' Bylaws and Governance Manual and further promise and affirm that I will at all times abide by them, as they may be amended from time to time.

Signature: _____

Date: _____



Appendix O - Competency Matrix

Name	Appointment Expiry	Renewable to Yes/no	Specialized Sectoral Experience/Education	Age Category	Accounting	Investment Management	Business Management	Risk Management	Real Estate	Marketing/Comm	Labour Relations	Human Resources	Construction	Information Technology	Cybersecurity	Legal Expertise	Financial Expertise	Public Sector: or Government Knowledge	Previous Leadership Experience	Industry/Sector-specific	Engineering	Community & Institutional Awareness	Governance & Board Expertise	Lived Experience	Board Specific Competency	Diversity	Regional Representation (BC)
Order in Council Members																											
John Doe	2024/7/31	Yes 2029	Chartered Professional Accountant	41-55						3								3	2	2		3	2	2		2	Surrey
Jane Doe	2026/7/31	Yes 2027	Lawyer, Litigation	41-55			3	3	1	1		2		3	3	1	1	2	3	3		2	3	2	3	1	Castlegar
Tracey Doe	2026/7/31	Yes 2028	Chartered Professional Accountant	56-70	3	3	3	3	2	1		1	2	1			3	2	3			2	3	3		3	Vancouver
Elected Members (BCIT)																											
Kim Doe	2024/04/07	Yes	Education Council Chair	41-55														1	2	1		3		3	2	1	BCIT
Zoe Doe	2024/06/01	Yes	Student Governor, SA President	20-30	1		1					1			1				1							2	

The Competency Matrix is established by the CABRO – [follow the guide for instructions](#)

Appendix P - Acronyms and [Glossary of Educational Terms](#)

A

ABE	Adult Basic Education
ABEABC	Adult Basic Education Association of BC
ACCT	Association of Community College Trustees
ACERT	Associate Certificate
AD	Associate Dean
ADV	Advanced
AFC	Audit and Finance Committee
AGB	Association of Governing Boards of Universities & Colleges
AGE	Adult Graduation Program
ADSL	Asymmetrical Digital Subscriber Line
AETS	Adult Education Training Survey
AIC	Annacis Island Campus
AIMS	Apprenticeship Information Management System
APPL	Advanced Placement & Prior Learning
APQA	Academic Planning & Quality Assurance
ARB	Architecture Review Board
ARLO	Applied Research Liaison Office
ARM	Architecture Review Board
ASE	Adult Special Education
ASP	Active Server Pages
ATC	Aerospace Technology Campus

B

BBA	Bachelor of Business Administration
BBOT	Burnaby Board of Trade
BBY	Burnaby Campus
BCA	British Columbia Assessment
BCATTA	BC Association of Trades & Technical Administrators
BCCAT	BC Council on Admissions and Transfer
BCCCA	BC Career Colleges Association
BC CPI	British Columbia Consumer Price Index
BCEADS	BC Educational Association of Disabled Students
BCCWITT	BC Centre for Women in the Trades
BCGEU	BC General Employees' Union
BCI	Bachelor of Creative Industries
BCIT	British Columbia Institute of Technology
BCITSA	BCIT Students' Association
BCIB	British Columbia Infrastructure Benefits
BCP/DR	Business Continuity Plan and Disaster Recovery
BCSTA	BC School Trustees Association
BCTF	BC Teachers' Federation
BENG	Bachelor of Engineering
BHER	Business + Higher Education Roundtable
BMC	BCIT Marine Campus
BMTAB	Be More Than a Bystander
BOD	Board of Directors
BOG	Board of Governors
BPAC	Business Project Advisory Committee
BSN	Bachelors of Science in Nursing
BTECH	Bachelors of Technology
BUM	Budget Unit Manager
BYOD	Bring Your Own Device



C

C2R2	Canadian Colleges for a Resilient Recovery
CA	Collective Agreement
CAAE	Coalition for the ADVCMtent of Applied Education
CAF	Contract Approval Form
CARI	Centre for Applied Research & Innovation
CASA	Canadian Association of Student Associations
CAPSLE	Canadian Association for the Practical Study of Law in Education
CASTL	Canadian Alliance for Skills Training in the Life Sciences
CAUT	Canadian Association of University Teachers
CAUBO	Canadian Association of University Business Officers
CBA	Cost benefit analysis
CBA	Community Benefit Agreements
CBIE	Canadian Bureau for International Education
CCDC	Canadian Construction Documents Committee ²
CCEO	Council of Chief Executive Officers
CCLOW	Canadian Congress for Learning Opportunities for Women
C2T2	Centre for Curriculum, Transfer and Technology
CEA	Canadian Education Association
CEISS	Centre for Education Information Standards and Services
CFS	Canadian Federation of Students
CIEA	College/Institute Educators Association
ICan	College & Institutes Canada
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CMEC	Council of Ministers of Education, Canada
CMTN	Coast Mountain College
CNCP	Climate Change Strategy Carbon Neutral Capital Program
COA	Certificate of Approval – Ministry of Post-Secondary Education & Future Skills
COEDCO	Council of Education Council Chairs
COG	Council of Governors
CO-OP	Cooperative Education Department or Program
COR	Certificate of Recognition
COSEC	Committee on Sectoral Excluded Compensation
CPF	Campus Planning and Facilities
CST	Computer Systems Technology
CPDC	Campus Planning and Development Committee
CPF	Campus Planning and Facilities
CPP	College Pension Plan
CPSLD	Council of Post-Secondary Library Directors
CPI	Consumer Price Index
CRC	Canada Research Chair
CRM	Customer Relationship Management software
CSC	Community Skills Centres
CSR	Customer Service Representative CTC Career Technical Centre
CTM	Contract Training and Marketing
CUCI	Council of Unions in Colleges and Institutes
CUCCIO	Canadian University Council of Chief Information Officers
CWE	Center for Workplace Education

² CCDC2 CCDC 2 – Stipulated Price Contract is the industry standard prime contract between Owner and prime Contractor. This contract establishes a single, pre-determined fixed price, or lump sum, for the project.

CCDC5B CCDC 5B is a contract between the owner and the construction manager for: (1) advisory services during the pre-construction phase (design development, cost estimates, procurement), (2) construction services (performance of the work), and (3) post-construction services (occupancy review and warranty work)

D

D2L	Desire to Learn (BCIT's online software linking faculty and students)
DBA	Data Base Administrator
DDEF	MAETT's Data Definitions and Standards Project
DDOS	Distributed Denial of Service
DH	Department Head
DFIR	Digital Forensics Incident Response
DIPL	Diploma
DIPL.T	Diploma of Technology
DM	Facilities Deferred Maintenance (BCIT)
DMD	Digital Arts, Media & Design
DNS	Domain Name Server
DRC	Disability Resource Center
DTC	Downtown Campus
DQAB	Degree Quality Assessment Board
DTC	Downtown Campus

E

EAL	English as an Additional Language
ECP	Exposure Control Plan
EDCO	Education Council
EDI	Electronic Data Interchange
EDR	End-point detection and response
EEA	Employee Excellence Award
EFB	Employee Future Benefits (entitlements for sick leave, vacation, retirement allowance)
EHRC	Electricity Human Resources Canada
EI	Employment Insurance (EI)
ELMI	Enhanced Labour Market Information
ELMIS	Education and Labour Market Information Service
ELP	English Language Proficiency
ELS	English Language Support
EOC	Emergency Operations Centre
EPBC	Education Planner BC
EPSC	Executive Project Steering Committee
EQA	Education Quality Assurance
ERIA	Enterprise Risk & Internal Audit
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ERT	Emergency Response Team
ESA	Employee Supply Agreement
ESG	Environmental, Social and Governance
ESL	English as a Second Language
ETLDC	Educational Technology and Learning Design Committee

F

FAM	Fixed Asset Module
FAQ	Frequently asked questions
FBA	Facilities Bargaining Association
FDA	BCIT Foundation
FIA	Freedom of Information Act (Public Bodies Report)
FIPPA	Freedom of Information & Protection of Privacy Act
FL	Flexible Learning
FOG	Follow-up Graduates (National Graduate Survey)
FOI/POPA	Freedom of Information and Protection of Privacy Act
FPE	Future-Proof Applied Education



FRM	Fraud Risk Management
FRMP	Fraud Risk Management Program
FSA	Faculty and Staff Association
FTP	File Transfer Protocol
FTE	Full Time Equivalent

G

GIF	Graphics Interchange Format
GNW	Great Northern Way Campus Trust
GHG	Greenhouse Gas Emissions
GVBOT	Greater Vancouver Board of Trade

H

HEABC	Health Employers Association of BC
HSE	Health, Safety & Environment
HTML	Hyper Text Markup Language
HRC	Human Resources Coordinator
HRDC	Human Resources Development Canada
HRBP	Human Resources Business Partner
HQP	Highly Qualified Personnel
HR	Human Resources
HSC	Health Sciences Centre

I

IA	Income Assistance
IA	Internal Audit
IAM	Identity Access Management
IAPO	Information Access & Privacy Office
IBT	Industry Based Training
IDEAS	Indigenous, Inclusion, Diversity, Equity, Access, Sustainability, Student Wellbeing IDEInternet Development Environment
IEEE	Electrical and Electronics Engineers
IIP	Indigenous Initiatives & Partnerships
IP	Internet protocol
IP	Intellectual Property
IMF	International Mobility Funds
IMS	Information Management Services
IEAF	Indigenous Emergency Assistance Fund
IR	Incident Response
IR	Institutional Researcher
IRCC	Immigration, Refugees and Citizenship Canada
IRF	Institute Research Funds
IRIS	Incident Reporting and Information System
IRP	Institutional Research and Planning
IS	Internet Services
ISA	Industry Services Agreement
ISDN	Integrated Services Digital Network
ISED	Innovation, Science and Economic Development Canada
ISEP	International Student Entry Program
ISP	Internet Service Provider
ISS	Information Standards and Services
ISU	Internal Systems Unit
ITAC	Industry Training and Apprenticeship Commission
ITDR	Identity Threat Detection Response
ITS	Information Technology Services



J

JEG	Ministry of Jobs and Economic Growth
JOHSCs	Joint Occupational Health and Safety Committees
JPEG	Joint Pictures Experts Group (Photo format)

K

K-12	Kindergarten to Grade 12
K-12/PSI	Kindergarten to grade 12 / Post-Secondary Institute
KOI	Key Outcomes Indicators
KPI	Key Performance Indicators
KSA	Knowledge, Skills and Abilities

L

LAN	Local Area Network
LFDA	Labour Force Development Agreement
LFS	Labour Force Survey
LMI	Labour Market Information
LR	Labour Relations
LRDB	Labour Relations Database
LT	Leadership Team

M

MFA	Multi-factor Authentication
MOOC	Massive Open Online Courses
MOU	Memorandum of Understanding
MTU	Munich Turbine Union

N

NCA	National Cybersecurity Assessment
NIBRT	National Institute for Biotechnology Research and Training
NEADS	National Educational Association of Disabled Students
NEO	New Employee Orientation
NGFW	Next Generation Firewall
NRFP	Negotiated Request for Proposal
NRG	Natural Health and Food Products Research Group
NSERC	Natural Sciences and Engineering Research Council of Canada

O

OAGBC	Office of the Auditor General of B.C.
OCAM	October Cyber Awareness Month
OD	Organizational Development
OH&S / OHS	Occupational Health & Safety
OHSR	Occupational Health and Safety Regulation
OIPC	Office of the Information & Privacy Commissioner of B.C.
OM	Operations Manager
OWG	Outcomes Working Group

P

PAC	Program Advisory Committee
PACE	Pacific Association for Continuing Education
PACIU	Pacific Association of Canadian Institutes and Universities
PCI-DSS	Payment Card Industry Data Security Standard
PCI	People, Culture & Inclusion



Pentest	Penetration Testing
PSAB	Public Sector Accounting Standards
PASBC	Post-Secondary Application Service of BC
PD	Professional Development
PEN	Personal Education Number
Pentest	Penetration Testing
PH	Program Head
PHD	Doctor of Philosophy
PIA	Privacy Impact Assessment
PLA	Prior Learning Assessment
PLAR	Prior Learning Assessment Recognition
PLN	Provincial Learning Network
PM	Project Manager
PMIS	Project Management Information System
PNAIRP	Pacific Northwest Assoc of Institutional Researchers & Planners
POWA	Program for Older Worker Adjustment
PPA	Preparation of Plans Agreement
PPSEC	Private Post-Secondary Education Commission of British Columbia
PPWC	Pulp & Paper Workers of Canada
PRT	Policy Review Team
PSA	Public Service Agency
PSE	Post-Secondary Education
PSE	Part-time Studies Enrolment
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers Council
PSFS	Ministry of Post-Secondary Education and Future Skills (no E)
PSI	Post-Secondary Institution
PTI	Private Training Institute

Q

QS	Quantity Surveyor
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R

RAIS	Registered Apprentice Information System
RANDA	Research and Analysis
RD	Regional Districts
RDI	Respect, Diversity & Inclusion
RF	Restricted Funds
RFP	Request for Proposal
RFSQ	Request for Supplier Qualification

S

SCOEA	Standing Committee on Evaluation and Accountability
SCOET	Standing Committee on Educational Technology
SecOps	Security Operations
ST	Senior Team
SI	Strategic Initiatives
SIC	Standard Industrial Classification
SIEM	Security Incident Event Management
SIOC	Senior Instructional Officer's Committee
SFAA	Student Financial Aid and Awards
SITE	Sustainability, Infrastructure, Transportation and Environmental Economics
SLID	Survey of Labour and Income Dynamics
SME	Subject Matter Expert
SMG	Systems Management Group - CEISS
SOB+M	School of Business and Media



SOC	Standard Occupational Classification
SOCAS	School of Computing and Academic Studies
SOCE	School of Construction and Environment
SOE	School of Energy
SOHS	School of Health Sciences
SORS	Student Outcomes Reporting System
SOT	School of Transportation
SPS	System Partnership Services
SRIAG	Student Record Implementation Accountability Group
SSA	Secondary School Apprentice
SSCE	Select Standing Committee on Education
SSEM	Safety, Security and Emergency Management Team
SSER	Strategic Services and External Relations
SSHRC	Social Sciences and Humanities Research Council
STBC	SkilledTradesBC
STEM	Science, Technology, Engineering and Mathematics
SVMPA	Sexual Violence and Misconduct Policy Act
SVMPRC	Sexual Violence and Misconduct Prevention and Response Committee

T

TFSV	Technology-facilitated sexualized violence
TLU	Teaching and Learning Unit
TRACS	Training Registry and Case Management System
TTA	TTA Technology Training Associates
TTC	Trades and Technology Complex
TUPC	The University Presidents' Council
TVIS	Trade/Vocational Information System
TVET	Technical & Vocational Education

U

UEL	University Early Leavers Project
UGOP	University Graduate Outcomes Project
URL	Uniform resource locator
USIS	University Student Information System

V

VPAO	Office of the Vice President Academic
VPN	Virtual Private Network

W

WCB/WSBC	WorkSafeBC
WFCP	World Federation of Colleges and Polytechnics
WHMIS	Workplace Hazardous Materials Information Systems
WIL	Work Integrated Learning
WPSE	Women in Post-Secondary Education

Y

YTD	Year-to-date
YVR	Vancouver International Airport

Z

ZEB	Zero Emissions Building
ZTC	Zero Textbook Cost



Glossary

Town Hall - Open invitation to all staff/faculty members

An event at which a politician or public official answers questions from members of the public

SuperCluster - Canada's Digital Technology Supercluster. Is a consortium of some of the world's biggest names in healthcare, telecommunications, natural resources and computing, along with start-ups, SMEs, researchers and post-secondary institutions - all working together to solve some of the most pressing productivity, health and sustainability challenges facing Canada and the world today.

www.digitalsupercluster.ca

Smart Grid - an electricity supply network that uses digital communications technology to detect and react to local changes in usage

Micro Grid - a small network of electricity users with a local source of supply that is usually attached to a centralized national grid but can function independently.

Microcredentials - short, focused programs that help learners master emerging competencies and knowledge your industry needs

Smart Micro Grid - Often called the Smart Micro grid Initiative

Appendix P – Confidentiality Agreement

I, **X**, representing **X**, agree with the following statements:

I understand that I may be privy to confidential information during my attendance at the **BCIT Board of Governors Closed meeting held on *date***. As part of the condition of my work with **BCIT** I hereby undertake to keep in strict confidence any information regarding any client, employee or business of **BCIT** or any other organization that comes to my attention while at the meeting. I will do this in accordance with the [BCIT Governance Manual and BCIT Governor Bylaws](#).

I also agree to never remove confidential material of any kind from the premises of **BCIT** unless authorized as part of my duties, or with the express permission or direction to do so from **the BCIT Board of Governors**.

(Signature)

(Signature of Witness)

Dated this: _____



Appendix Q – President Performance Evaluation Template

(Refer to 15. President Evaluation)

Employee name:

Performance Year: June XX – June XX

This form may be used for President to provide written goals for each performance year. New goals should be completed and approved by end of June.

In May of each year, President will provide self-evaluation of performance against goals. Once complete, Human Resources Committee Chair and Board Chair will schedule a meeting with President to discuss self-evaluation and provide feedback. This feedback should be provided prior to the end of May. Following this meeting, additional feedback may be obtained from Human Resources Committee, Board of Governors, or other relevant parties in accordance with our Governance Manual.

Once complete, the Board and Human Resources Committee Chair will meet with the President to provide the final evaluation and merit increase.

Performance Goals
Goal #1
Describe the goal
Goal #1 - President self-evaluation comments:
Goal #2
Describe the goal
Goal #2 - President self-evaluation comments:
Goal #3
Describe the goal
Goal #3 - President self-evaluation comments:
Goal #4
Describe the goal
Goal #4 - President self-evaluation comments:
Goal #5



Describe the goal			
Goal #5 - President self-evaluation comments:			
Performance year end Human Resources Committee Chair Feedback			
To be completed by the Human Resources Committee Chair			
Performance year end Board Chair Committee Feedback			
To be completed by the Board Chair			
Performance-based Merit Increase percentage			
Signatures			
President		Date	
HR Committee Chair		Date	
Board Chair		Date	



Board of Governors Open Meeting – October 6, 2026

11.0 Next Meeting and Conclusion

- December 2, 2026