PRESIDENT'S REPORT TO THE BOARD

Reporting period from May 30 to September 5, 2023

PRESIDENT'S OFFICE

The University celebrated the achievements of the graduating class of 2023 at the spring <u>convocation</u> <u>ceremonies</u> from June 7–9. We joined graduates and their loved ones and friends to celebrate the successful completion of their academic credentials. We wish these new alumni the best of success in their future endeavours and hope we cross paths with them again in the future.

I attended the meeting of British Columbia Association of Institutes and Universities (BCAIU) presidents in late June. The group had a focused discussion on key priorities, including international students and immigration, innovation and research, and funding models. The group will meet again in early September.

One of the highlights of the summer was the official, joint announcement on August 16 by the University and the Minister of Post-Secondary Education and Future Skills about the newly acquired Squamish campus. Capilano University, with an investment of \$48 million from the B.C. government, has purchased the former Quest University campus at a cost of \$63.2 million. The new campus will serve up to 180 students when it opens in September 2024 and is projected to serve as many as 382 students in later years. CapU is proud to focus on excellence in learning, career readiness and good citizenship.

ACADEMIC & PROVOST

September brings palpable energy to our campuses and learning locations as more students and employees gather for the start of the new academic year. Over the last few weeks, the provost's office has welcomed Natasha Mrkic-Subotic as acting dean, Faculty of Global & Community Studies and Ellen Flournoy as regional manager, Squamish. With great gratitude and appreciation, we say farewell to Lara Duke, dean, Global & Community Studies and Pouyan Mahboubi, associate vice-president academic & vice provost, as they embark on their new journeys with UFV and Langara College, respectively.

Engagement in a range of academic activities continues and in addition to the work of the academic units and faculties shared below, an Elders protocol has been developed and will be circulated this month. This living, working document will continue to evolve as conversations continue with Elders and the University community. The newly approved Interaction Design Diploma launched at CapU Lonsdale, and with the leadership of the faculty program working group, dean and academic initiatives & planning, the external site review for the proposed Bachelor of Environment and Society will occur at the end of the month. Development of a digital learning framework continues, with a draft being circulated for additional input with the advisory group before Senate subcommittee review.

Significant attention, care, effort and energy by faculty, deans and several people at the University occurred in the late spring to respond to course demand for the Summer term. Significant, additional sections were mounted in the School of Business and the Faculty of Arts & Sciences. Additionally, with faculty leadership, new approaches where EAP is working more closely with schools/faculties has emerged as another support for

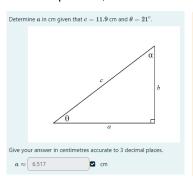


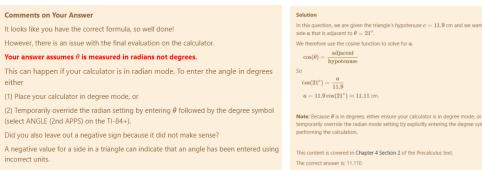
student success. Enrolment management practices continue to be challenging as we move forward in planning ways where a more predictable roster of courses is available and where there is sufficient lead-time to hire faculty. This is a collective goal of the provost office, through partnership with international education, institutional research and the registrar's office.

With the continued focus on regional academic activity, discussions are actively underway, most recently under the CARS & graduate studies portfolio, with a goal of signed agreements with the District of Squamish and Whistler Institute over the coming weeks.

FACULTY OF ARTS & SCIENCES

- » Kirsten McIlveen (faculty, geography) co-facilitated with a former prisoner Women's and Gender Studies 347: Gender Confined. Students' feedback was that this was a transformational learning experience related to issues of imprisonment of women and especially of Indigenous women. Additional funding support for this course was through the dean's office and CARS. Charles Greenberg and Kirsten McIlveen (geography department) also organized drop in non-credit lectures at the Fraser Valley Institution in a series called Global Impact Cafes. These are popular with prisoners and keep the instructors (and CapU) connected with potential students for future Walls to Bridges courses.
- » Fifteen graduating students from across the faculty published the second issue of <u>Capstone Magazine</u> this summer. This online publication features long-form reporting and research from students of psychology, interdisciplinary studies, sciences and arts on topics that are urgent culturally, politically and personally. These articles were produced during the Spring term's Capstone class CAPS 499, facilitated by faculty mentor Leah Bailly. IDEA student Megan Barry designed the website. https://capstone.capilanou.ca/
- A student research project exploring habitat connectivity in the Squamish area was launched, together with the Howe Sound Biosphere Region Initiatives Society and the Squamish Environment Society. This is more broadly part of the Natural Science and Engineering Research Council of Canada Mobilize award.
- Sandra Seekins (faculty, art history) was one of three judges who chose the first, second and third place artists for Paint on the Mountain. The initially selected paintings were on display and for sale at the Harmony Arts Festival. The event was sponsored by British Pacific Properties.
- During a paid education leave last year (2022–23), Lisa Lajeunesse (faculty, mathematics and statistics) developed an extensive set of eLearn exercises for students to help them in their introductory math courses. These exercises will also be available to students preparing for a math placement test or reviewing for a more advanced math course. Each practice question includes customized feedback in response to students' answers, alerting them to possible sources of errors, as well as showing full solutions. Each question has multiple versions, so students can try again to improve their result. A sample question, with feedback and solution is shown in blue, followed by the customized response and solution:







- » Senate approved the following curriculum at the August 15, 2023, meeting:
 - BIOL 412—A biology course focusing on neurological damage, disease and degeneration. Students will
 explore principles and patterns of nerve cell, tissue and organ damage associated with stress, disease,
 drugs, medications, ageing and head injury. Further, students will appraise risk factors, aetiologias,
 therapies and future trends with respect to neurological disorders, and how to recognize and explain the
 mechanisms of pathologic changes specific to the central and peripheral nervous systems.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- The School of Communication welcomes two new permanent faculty: Adam Vincient and Caio Cardoso.
- » Sue Dritmanis was re-elected as chair of the Senate Academic Planning and Program Review Committee.
- The School of Legal Studies has welcomed eight new faculty: Jeff Young, lawyer and trademark agent at Altman & Company, Entertainment + Business Lawyers; AnnaMarie Kersop, lawyer; Edith Szilagyi, lawyer, owner of Nova Law Corporation; Paul Kressock, partner at Lawson Lundell LLP; Zahra Jimale, lawyer, mediator, board member and vice-chair of Property Assessment Appeal Board; Henry Chung, lawyer at Winright Law Corp.; Brittany Buna, arbitrator and lawyer at League and Williams; Caitlin Hansen, project manager, paralegal at Borden Ladner Gervais LLP.
- » After completing LAW423 eDiscovery, a course facilitating simulated, practical exposure to electronic evidence and software platforms, including relativity, Bachelor of Legal Studies student, Maleah Virk was awarded a Relativity Fest Scholarship for her interest in eDiscovery. Relativity Fest is designed to educate and connect eDiscovery and analytics, and AI communities.
- » Faculty accomplishments in the School of Legal Studies include:
 - The British Columbia Law Society approved Karen Roussy's application to the Innovative Sandbox pilot, giving her the ability to provide specific family law legal services as a paralegal and non-lawyer.
 - Jeevyn Dhaliwal, KC was reappointed to the Federal Judicial Advisory Committee and is the incoming president of the Law Society for 2024.
 - Victoria Shroff inspired attendees with her TedX presentation, "Why Animals Need Law." In May 2023, she was a Woman of Distinction finalist, appointed associate fellow to Oxford Centre for Animal Ethics UK, and was a finalist for the Top 25 Most Influential Lawyers in Canada. The Canadian Bar Association board also appointed her to its Access to Justice Committee.
 - Michelle Casavant received the National Policy Award and the Deputy Ministers Award for Excellence from Justice Canada.
 - Paul Kressock received a favourable Court of Appeal decision whereby the court agreed that in
 many cases, subsequent conduct evidence can be the "best evidence" of whether there existed an
 intention to contract, and by extension, whether a contract was formed. This decision is an
 important addition to contract law, a required course for paralegal students.
 - Deb Jamison's article, "The Billable Hour" was featured in TLABC's *Verdict Magazine*. The article offers advice and best practices for new and seasoned legal professionals who bill for their services.
 - Sara El Rayess successfully completed her MEd in Educational Technology and Learning Design at Simon Fraser University and steps into the role of chair for the School of Legal Studies for the 2023–2024 academic year.



FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- The department of Early Childhood Care & Education (ECCE) received a substantial increase in ongoing funding for program delivery in Squamish and Sechelt through a funding proposal to the Ministry of Post-Secondary Education and Future Skills. This funding also supports educational developer and educational technology specialist positions on a one-time basis to support the development of HyFlex teaching and learning (in collaboration with the Centre for Teaching Excellence).
- » In partnership with Steps Forward, arrangements were made to support of three students with intellectual and developmental disabilities in Fall 2023 University programs. Faculty and an inclusion facilitator will support these students to have a rich experience in the Faculty of Education, Health & Human Development, the Faculty of Arts & Sciences and the Faculty of Fine & Applied Arts.
- In partnership with the School of Business, the English for Academic Purposes (EAP) department developed a series of customized academic skills workshops to support international students in business programs with success strategies for post-secondary education. This initiative emerged from joint planning focused on students' specific needs and the faculty collaborating with them, and aligns with core University values focused on student success and high-quality student learning experiences. This will be piloted in Fall 2023.
- EAP has re-established a partnership with the Collingwood Neighbourhood House to support student volunteers in the Berwick Breakfast program. Named after former EAP faculty member Rick Berwick, the program provides hot, nutritious breakfasts to unhoused members of the Metro Vancouver community once a week throughout the year. The involvement of EAP students in this program aligns with the strong value of community engagement in the department, which is also expressed through the Rick Berwick Community Spirit Award. This annual award recognizes EAP students who demonstrate a deep commitment to engagement with and contribution to the communities served by the University.

FACULTY OF FINE & APPLIED ARTS

» Carol Aitken, chair of the IDEA School of Design, worked with industry organization RGD to host the national 2023 RGD Design Educators Conference Question Tomorrow on June 1. Speakers from across Canada and the US addressed how we can create authentic, vibrant learning experiences for design students given constantly evolving technologies, Algenerated content, and the uncompromising vision of a new world by younger generations. Bachelor of Design faculty Elyssa Schmid designed the branding for the event.



» On May 31, to cap off Asian Heritage Month, Bosa Centre for Film and Animation hosted a K-pop performance by Mamakeish K-Pop Academy in Studio A. The event coincided with the last week of the summer intensive Lighting for Digital Imaging and Film and Lighting. Grace Kim, instructor, School of Communication, organized the event and collaborated with SMPA. Michael Thoma arranged for the lighting students, under the instruction

of Mark Murphy and David Bowie, to use the event as a lighting exercise. Keisha Kang, director, MAMAKEISH KPOP ACADEMY, mamakeish.com, choreographed and performed in the show. Not only did the lighting students light and film the event, but they also transformed Studio A—A culmination of creativity, motion, music and spectacular lighting.







» Doreen Manuel, director, Bosa Centre for Film and Animation and inclusive community projects attended the Indigenous Creativity and Well-being Symposium at Auckland University on June 19, 2023. This invitation follows the visit to CapU in March by their faculty, Nicholas Rowe and Tia Reihana, and the recent Letter of Understanding between CapU and the University of Auckland (UA). UA is the largest research university in New Zealand and a goal of their research is to Indigenize the university and to adopt United Nations sustainability goals.

FACULTY OF GLOBAL & COMMUNITY STUDIES

The School of Tourism Management was a gold partner at the June 29 Whistler Chamber of Commerce Power Lunch Series—Smarter and Sustainable: The Future of Tourism. Dean Lara Duke attended the event to network and take in the panel discussion that included tourism leaders of the Resort Municipality of Whistler community.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- Jessica Silvey, Indigenous education advisor, with support from the shíshálth Nation, was awarded the 'gw gwi? altxw House of Welcome Cultural Arts Centre 2023–2024 SIAM Grant, in support of arts and culture programs focusing on regional First Nations cultural and arts community at CapU. The program, "Wood/Silver Carving and Plant Medicine with shíshálh Nation," was awarded in full for 2023–2024. Additionally, we have been awarded the multi-year award with funds released annually next August 2024 and contingent on completing all grant reporting.
- In May, Joyce Ip and her team co-facilitated a community partnership dialogue at the <u>kálax</u>-ay campus. Community partners in attendance were from the SD46, Elder College, Sunshine Coast Economic Development Organization, Sunshine Coast Community Services Society, Open Door Group, Vancouver Coastal Health, Gibsons Chamber of Commerce, Desolation Sound Holdings, Sechelt Downtown Business Association and Sunshine Coast



Credit Union. We delved into the subject of a community partnership model, with our attention centred on employment, education and the demographic makeup of the population. We reached a unanimous consensus that education is integral to the economic advancement of the region. We also acknowledged that education and community partnerships are pivotal factors for success and value our regional partnerships.

INDIGENOUS EDUCATION & AFFAIRS

- » IEA hosted lunch & learn sessions with invited knowledge holders/facilitators from xwməθkwəyem (Musqueam), Skwxwú7mesh (Squamish), Selílweta?/Selilwitulh (Tsleil-Waututh), Métis, Lílwat and shíshálh (Sechelt). It was an opportunity for everyone to gather, learn and be together as a community and family.
 - July 28 & September 15—Tsiyálten, Robert George (Tsleil-Waututh)
 - August 28 & September 26—Kálkalilh , Deanna Lewis, (Skwxwú7mesh Úxwumixw) ,
 - September 14 & September 21— Madelaine McCallum (Métis)
 - September 19—P'áq'emul, Shelby Dan (Lil'wat)
 - Sept 5—Shy Watters (Shíshálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw)







» In honour of the National Day for Truth and Reconciliation, starting in August, we hosted a month of sessions with local artists, Elders, storytellers and knowledge holders.

ALL OUR RELATIONS. SAVE THE DATES: UPCOMING EVENTS

Aug 24th, 11am-3pm: Skw'cháys Canoe Paddle meet @ Cates Park
Aug 25th, 12pm - 2pm: Wool Weaving with Kálkalilh, Deanna Lewis (Skwxwú7mesh)
Aug 30th, 11am - 4pm: Indigenous Student Orientation

Sept 5th, 11:30am - 3pm CapU Street Party in park lot #1 visit KÈXWUSM-ÀYAKN table: fun, treats, & info Sept 13th, 12pm: Welcome lunch, new/returning students

Sept 14th, 12pm-1pm Powwow ZUMBA with Madelaine McCallum (Métis)

Sept 15th, 11am-2pm Drum making with Robert George, (Tsleil-Waututh)

Sept 18th, 8:30am Cedar Hat weaving: Shy Waters (Shíshálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw)
Sept 19th, 12pm Mini Drum Workshop with Shelby Dan (Lil'wat)

Sept 19th, 12pm Mini Drum Workshop With Snelby Dan (Lil Wat)
Sept 20th. 12pm Métis Jig Fit with Madelaine McCallum (Métis)

Sept 26th, 12pm - 2pm: Wool Weaving with Kálkalilh, Deanna Lewis (Skwxwú7mesh)

Sept 27th, 12pm-1pm Nature walk with local knowledge holder

Sept 28, 11am–3pm: National Day Truth and Reconciliation Blue Shore theater

Oct 17th, 11am -3:30 pm Elders Celebration and Ceremony Blue Shore Theater

ALL EVENTS WILL TAKE PLACE AT KÈXWUSM-ÀYAKN UNLESS OTHERWISE SHARED
LET'S COME TOGETHER IN A GOOD WAY, RSVP & FOR MORE DETAILS; INDIGENOUS@CAPILANOU.CA





An Elders' meet and greet was hosted on August 25, 2023. The Elders' Circle is growing; currently, we have regular scheduled visits with Elder Robert Joe (shíshálh), Delhia Nahanee (Nisga'a and Skwxwú7mesh), Latash Nahanee (Skwxwú7mesh) and Rose Nahanee (Skwxwú7mesh). Incoming Elders are Christine Leo (Lílwat), Sabra Thompson (Métis). ISS has also made a new recent connection with Elder Shane Point from xwməθkwəyəm (Musqueam) who has agreed to visits CapU when invited.



CapU Elders attended the 47th Annual BC Elders Gathering on August 15 at the Vancouver Convention Centre. It was a wonderful time for them to visit and exchange memories, knowledge and to engage in updates from visiting nations. Afterwards, they joined the announcement in Squamish, B.C. on August 16 and met with the Honourable Selina Robinson, Minister of Post-secondary Education and Future Skills.





In collaboration with the street party events team at CapU, IEA set up a table at Kéxwusm-áyakn on September 5 with snacks, information and cedar weaving with Shy Watters (shíshálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw). We are looking forward to reconnecting and meeting new students. We supported the CapU Street Party in inviting an Indigenous DJ from Team Waniskawin—Suzette Amaya, Joey Stylez and DJ Staniml. They are a wellness team that offers energetic, fun and engaging workshops for all ages! Waniskawin Tours across the Nation to Indigenous communities, schools and special events providing workshops, concerts, etc.



- We are launching an Indigenous Student Leadership Circle focusing on strengthening relationships and building community by students for students. Gatherings will take place in the Kéxwusm-áyakn Student Centre and host academic, social and cultural events (workshops, feasts, and collaborative-learning sessions). ISLC will meet once a month to discuss updates, event organizing and plans for the year.
- » Skwxwú7mesh Úxwumixw Elder Wendy Charbonneau performed on August 10, 2023, "Resisting Injustice, Genocide and Linguicide" in Kéxwusm-áyakn along with two classes who attended. It was a packed house of engaged learning from Elder Wendy. She shared songs: "Women are Gone," in honour of MMIWG2S+;

"Where the Salmon Tumble," sharing the strength and resistance on near loss of language; and "Ancestors: In the Shadows of Time," which celebrates International Year of Indigenous languages. An impactful visit that gathered new friends.





ACADEMIC INITIATIVES & PLANNING

On the strength of development activities completed during the 2022–23 academic year, excitingly, the School of Business is implementing two new post-baccalaureate certificates and one new postbaccalaureate diploma focused on financial planning for launch in 2024.

WORK-INTEGRATED LEARNING

The University is appreciative of the recent funding from the Ministry to support Work-Integrated Learning (WIL). Academic leaders endorsed a plan to invest the funds to expand initiatives like CityStudio and GrowthHub through the Sea-to-Sky and Sunshine Coast regions. The aim is to build off the successes of the current North Vancouver-based projects and lift successes with small businesses and non-profits throughout CapU's service region. To support this work, there is a draft five-year plan including key performance metrics supported by the University and ministerial budget to activate key WIL activities.

TEACHING & LEARNING

- We are pleased to announce the following teaching & learning associates for the 2023–2024 year, beginning August 15. These faculty have ongoing appointments in other areas and are joining teaching & learning through section release to drive key initiatives while building their own expertise.
 - Brian Ganter—ePortfolios and Digital Learning
 - Lydia Watson—Open Pedagogy and Learning
 - Bethany Paul—Indigenous Teaching & Learning Initiatives
- » Brit Paris, director, teaching & learning, and Barry Magrill, educational developer, presented their research on feedback practices, as well as a workshop on Open Classroom Weeks, at the 2023 meeting of the Society for Teaching and Learning in Higher Education in Charlottetown, P.E.I., on June 13–16.
- » In August, four faculty completed the Instructional Skills Workshop in August, one component of the Certificate in University Teaching and Learning.



- The Centre for Teaching Excellence (CTE) hosted a new faculty orientation on August 22 with 25 attendees from across all programs and faculties. Participants enjoyed a full day introduction to CapU, including a resource marketplace featuring offices from across the University.
- » One-on-one consultations continue to be a key connection for faculty with the CTE. From May 30 through to August, educational developers and educational technology specialists held over 130 consultations. Educational technology support focused on eLearn. We also hosted several workshops within departments in August on topics such as collaboration, course outlines and curriculum mapping, and artificial intelligence.

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- The Office of Creative Activity, Research and Scholarship (CARS) would like to welcome two new members to the team: Ellen Flournoy (she/her), regional manager, Squamish, and Alysha Monk (they/her), research grants officer (parental leave replacement).
- Ellen Flournoy's years of curricular and co-curricular experience in post-secondary education have prepared her well for her new role as regional manager, Squamish. More recently with Quest, she was the university's cross-curricular rhetoric chair and learning commons co-director. She forged many relationships within the Sea-to-Sky community, creating opportunities for students to get involved with local government, non-profits and businesses through course work and extra-curricular activities. Ellen's dedication to decolonization and her experience with institutional inclusion efforts make her a great fit for CapU's curricular and co-curricular development activities in the Squamish Valley.



As an award-winning graduate from the Bachelors of Kinesiology program at CapU, Alysha Monk is excited to step into the position of research grants officer (parental leave replacement). Alysha worked as a Mitacs-funded student research assistant with the Howe Sound Biosphere Region Initiative Society (HSBRIS), focusing on sustainable forestry in the Howe Sound region. They gained first-hand research experience and formed sustainable partnerships in the region. Now, she is excited to work in CARS to facilitate similar experiences for faculty and students.



Congratulations to Faculty of Business & Professional Studies, Fine & Applied Arts and Arts & Sciences instructor, Ki Wight, for her recently awarded Social Sciences and Humanities Research Council (SSHRC) Insight Development Grant. Her research project titled, "Critical and Justice Oriented Approaches to Media Production Education," will use a participatory action research approach to develop best practices for "socially-just media production education.



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

Tenzing Sherpa joined the University in early June as the new manager, financial planning & analysis.
Tenzing is a CPA and a University of Alberta alumnus with six years of work experience in public accounting.



- » Saltanat Otelbek joined the University mid-August as a financial planning & analysis advisor. Saltanat graduated from CapU with a Bachelor of Business Administration and has experience in auditing methodologies, financial analysis and regulatory compliance.
- Prem Singh joined the University in late August as the manager, general accounting. Prem is a CPA and has been teaching MBA-level accounting and finance courses at University Canada West.
- The Fiscal 2023/24 Q1 forecast submitted to the Ministry in July was a surplus of \$7.0 million which is \$10.4 million favorable variance compared to the board approved deficit budget of \$3.3 million.

CORPORATE SERVICES

- » Nga Nguyen was appointed to the newly created DDA, corporate services position. Nga will be supporting the director, risk management and the manager, contract administration, with their work on developing and administering risk, contract administration, insurance, policy, internal audit, privacy and freedom of information-related systems.
- » Print services installed new printers in the print shop over the summer break. The new printers will allow a range of services to be offered on campus that previously were contracted out. This will reduce costs and allow smaller print runs with faster turnaround times, which will better meet faculty and departmental needs.
- The policy office is making progress with updating the policy suite. Fourteen policies were approved at the SLC and board meetings in June 2023.



We completed the first review of the University's Risk Register, with an assessment of controls already in place and a progress report of agreed treatment plans.

FACILITIES SERVICES & CAMPUS PLANNING

- » In preparation for the Fall term, immediate space and furniture requests were addressed over the summer to welcome students and faculty back to campus. Longer-term initiatives we be reviewed to align with strategic plans.
- » Safety and emergency services supported University operations during strike activity by operating an Incident Operations Centre (IOC), coordinating operational activities and addressing on-campus safety concerns quickly.
- The District of North Vancouver issued the building permits for the student housing and Centre for Childhood Studies projects. Construction will commence with estimated completion for both projects in 2025.
 Information around these two projects will be shared on both *Frontlines* and through Constant Contacts.
- Facilities trades prepared the campus buildings and grounds for the new academic year. Special attention given to brush and tree clearing in line with FireSmart BC recommendations and to roadways and parking lot striping.
- » In late August, the department engaged in a workshop facilitated by Keiron Simons. The focus of the workshop was fortifying team culture and building a respectful work environment.



INFORMATION TECHNOLOGY SERVICES

- Muhammad Qaiser joined the IT services team on June 12 as a new project manager. Muhammad will work on various initiatives and with departments across campus to help achieve project goals for Envisioning 2030 and Illuminating 2030.
- The ITS infrastructure team completed the network infrastructure upgrade project. The project scope included the replacement of 145 network switches and related network modules and wiring across all University campuses. The new equipment provides greater network security and faster network speeds for connected computers and Wi-Fi.
- » Windows 11 is now in limited use for students and employees at CapU. We are looking forward to getting volunteers from other departments soon.
- We have packaged and deployed 185 pieces of software to the entire campus and new employees on our Windows and Mac computers as we have prepared for the start of the Fall term.
- The Integrated Classroom Advancement Project (ICAP) project team completed the following tasks this summer to prepare for the start of our academic year.
 - All classrooms/student spaces reviewed for computing and AV quality assurance
 - 100 Monitors replaced
 - 120 Computers installed/replaced
 - All classrooms AV firmware updated for increased stability
 - All classrooms technology instructions updated for faculty
 - Improved cable management for classroom desks







PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » Classification and reclassification—Completed 17 classifications and reclassifications, working with managers and individuals to understand the function and expectations of the incumbents. Work continues with units on their workforce design to ensure we are strategically placing ourselves to achieve our goals whilst being able to better meet the fluctuating needs and demands of the workplace.
- The team has worked on updating, rescinding and creating 10 policies and administration reference memos, in particular the excluded employee conditions of employment and employment agreements. A 'roadshow' was done in August to speak to all (133) administrators and exempt employees before the policies are reviewed and passed by the board.



- Talent acquisition welcomed manager, talent acquisition, Corey O'Neill and HR advisors, talent acquisition, Rheannon Lewis and Jeremy Orsted.
- » Roy Falletta joined the team as senior manager, organizational development (temp) for Sally Hart who is on leave. We also welcomed Nathan Gilmore, learning & development advisor (temp) for Vanessa Janzen who is also on leave.
- » As of mid-August, the talent acquisition team initiated hiring manager recruitment kick-off meetings for admin, exempt and staff, incorporating and encouraging strategic outreach, position advertising, as well as offering guidance and coaching on the applicant management process with the goal of enhancing and standardizing the candidate experience and empowering managers to effectively assess and select candidates.
- Talent acquisition attended the Impact networking event to promote CapU as an employer of choice to new immigrants in B.C.

EQUITY, DIVERSITY & INCLUSION

- » CapU's work towards the 50-30 Challenge continues and we have been working with the Government of Canada and the UN Global Compact Network Canada. The resources provide insight on how to collect EDI data for our employees and hiring applicants.
- We continue to work on job descriptions and job postings to ensure barriers to entry are lowered.

COLLECTIVE BARGAINING

- The University and MoveUP Local 378 reached a tentative agreement under the Shared Recovery Mandate and both parties accepted the recommendations from the mediator on the return-to-work protocol. The agreement is one that works for the union, the University and most importantly, supports the students who have chosen to pursue their education at CapU. The University resumed normal operations on July 24, 2023 when employees returned to work.
- The 2022–2025 MoveUP Collective Agreement was ratified on August 9, 2023. The draft of this collective agreement is underway.
- » Collective bargaining with the Capilano Faculty Association resumed on September 5, 2023.

LEARNING & DEVELOPMENT

- The learning and development team focused this quarter on continuing to support empowering leaders and strengthening communication to increase our employee experience. The L&D team also launched its new coaching workshop for people leaders. During this quarter they ran the following workshops:
 - Six DiSC 1—Creating Our Common Language (68 attendees)
 - Three labour relations (38 attendees)
 - One DiSC 2—Strengthening Connections Through Communication (27 attendees)
 - One coaching (12 attendees)



STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- An ongoing dialogue with multiple community members is in place to gather relevant feedback that will inform a refined Integrated Planning process and its respective template. The planning team is coordinating meetings, particularly with the academic leadership group, aimed at better understanding academic direction and support needs as they relate to Integrated Planning.
- The Integrated Planning team participated in the SLC Retreat in August. The retreat focused on employee engagement. As part of the retreat, the team informed participants that employee engagement actions and initiatives identified during the retreat could be considered for submission in the upcoming planning cycle.

ENVISIONING 2030

As part of the recent SLC Retreat, SLC members were reminded of the importance of knowing, understanding and communicating the University's vision, purpose and values to their respective teams. The use of our purpose statement and values for decision-making was highlighted as a foundational alignment tool at all levels. The *Envisioning 2030* team is planning meetings with HR to identify ways to reinforce our efforts to communicate and embrace the core *Envisioning 2030* themes.

STRATEGY, ANALYTICS & TRANSFORMATION

- The team submitted the final board approved 2022/23 Institutional Accountability Plan and Report (IAPR) and FTE report. We are waiting for the final Ministry approval before we can post the IAPR on the website. This is anticipated to be received by the end of November 2023.
- The CDW modernization risk mitigation project is near completion, with anticipated knowledge transfer to happen over September and October of 2023. This project includes a more intuitive ETL visualization process (instead of only SQL code), a thoroughly documented process map and an ability to update and analyze the CDW data more frequently. This project also allows certain members of the team to be crosstrained for process resiliency.

CONTINUING STUDIES

The continuing studies strategic and operational reviews were disrupted due to strike action; therefore, findings have been delayed to the next reporting cycle.

INTERNATIONAL

- On August 31, 2023 (the week before start of classes), we reached a new milestone with over 4,000 international students registered at the University. Fall 2023 is our third consecutive record intake with 1,297 students joining us (over 500 more students than in the fall last year) to reach a new total of 4,058 international students. For the Spring 2024, we will stabilize international registration with lower intakes in high volume program areas of arts, sciences and business studies.
- While India remains the most significant country of origin for our international student population, we have made notable gains in registration from Mexico, Iran, Nepal, Sri Lanka, and for the first time in over five years a modest reversal of decline from China. We remain focused on diversifying our international student



- population and have many initiatives underway. These include assignment of regional representatives in Brazil and China, and concerted efforts in agent onboarding and training in several Africa nations.
- Immigration Refugees and Citizenship Canada (IRCC) is embarking on a new initiative referred to as "trusted institutions framework" for study permit processing. A pilot exercise is underway with approximately 40 institutions across Canada. The proposal is to extend lighter touch expedited study permit processing for designated learning institutions (of which CapU is one) that are recruiting sustainably, recruiting genuine students, providing adequate student supports, supporting equity and diversity, and demonstrating strong student outcomes. While we are committed to each of these measures, we will and must continue to strengthen all dimensions to ensure that we accomplish this important designation for CapU.
- » A CapU student from this year's field school to Vietnam is going beyond their completed course requirements, by reaching out to her fellow participants to help make the Vietnam Field School carbon neutral through tree planting activities and developing a <u>carbon offset toolkit for</u> <u>future CapU's field schools</u> as noted in this BCCIE news update.



August 23, 2023

CapU Student Learns how to Offset Carbon Footprint During Immersive Field School Experience in Northern Vietnam

- The recruitment team initiated a new peer-to-peer project by partnering with Unibuddy—A platform that provides a virtual community for current and future CapU international students. This project is aimed to diversify lead acquisition channels and improve conversions by enabling current international students to share their journey with prospective students and applicants. Once launched, a variety of virtual activities will be organized across the platform and eventually improve the enrolment outcomes. The project is in the process of the privacy impact assessment. In the meantime, CIE will soon be starting to recruit international student ambassadors from various academic programs.
- A total of 53 students participated in outbound mobility experiences (full-term exchanges and field schools) across 13 international destinations, during the 2022–2023 academic year. This represents a 19 per cent increase over the 2019–2020 academic year. Additionally, out of 22 students who participated in this year's Vietnam Field School, a total of 50 per cent identified as underrepresented students (Indigenous, student with disability and/or low income) and thus received a full (Global Skills Opportunity) scholarship, without which their participation would not have been possible. This has created a critical momentum, which, through the revival of student study abroad champions and ambassadors, is fueling the effort to both further increase and widen access to participation for the 2023–2024 academic year.
- As noted in the last president's update, we continue to develop Collaborative Online International Learning (COIL) activities with universities and colleges around the world. Two dynamic COIL projects are in development: one, related to marine wildlife tourism and UNSDGs between Roy Jantzen and his faculty counterpart at RGU Scotland, and another related to storytelling and decolonization between Jane Ince and her two faculty counterparts at AUAS in Amsterdam. Both COIL projects are expected to go live within their respective courses in Spring 2024.



STUDENT SUCCESS

Members from the various student success departments (including Georgette Reed, director, athletics & recreation and department employees, and John Umunna, director, student housing and food services) went on a tour of the newly acquired Squamish campus facilitated by Toran Savjord, VP strategic planning, assessment & institutional effectiveness. The team members were very excited to explore the beautiful facilities and see the potential of this prime location.



ATHLETICS & RECREATION

The Canadian Collegiate Athletic Association (CCAA) Women's Soccer National Championship is going to be hosted by CapU in November 6–9, 2024. Working together with local First Nations, the District, and the City of North Vancouver, CapU will create a first-class competition and cultural experience for all. "We are excited to head out to Capilano U, as it hosts this esteemed CCAA Championship for the first time," said Marlene Ford, CCAA Women's Soccer Convenor. "We look forward to being in North Vancouver for a quality tournament, which will showcase the very best collegiate Women's Soccer teams in the nation." While the Blues have never hosted CCAA Women's Soccer, they did host the inaugural Men's Soccer event in 1983. The Blues earned six CCAA Women's Soccer titles in eight seasons from 1995–2001.

CAREER DEVELOPMENT CENTRE

- Due to the unforeseen challenges imposed by the job action at the University, many of Career Development Centre's (CDC) operations were reduced during the Summer term. However, the CDC team conducted 161 one-on-one student appointments both remote and in-person. CDC advisors collaborated with student affairs to deliver a "Find Your Purpose" workshop to new students as part of Fall 2023 orientation, introducing 140 new students to the importance of career planning.
- Through our LinkUp program, the interim manager, CDC accompanied five students from the Faculty of Business & Professional Studies to the BC Business Top 100 event on June 14. Students networked with numerous industry professionals, heard from keynote speaker, Ian Gillespie (founder, Westbank), as well as an engaged panel made up of leading industry professionals (Chris O'Riley, Christine Bergeron, Anne Naser and Amar S Doman).



On August 8, 2023, CDC's employer engagement and experiential-learning facilitator hosted an engaging United Way of BC virtual recruitment information session, introducing 16 students to the benefits of the campaign associate position with United Way.



Throughout the Summer term, career ambassadors reached 119 new students through active collaborations with various faculty, conducting eight CDC in-class introduction presentations.
CDC also hosted booths during convocation in June and the CapU Street Party in September, connecting with alumni and incoming students.

COUNSELLING

- From May 30 to September 1, 59 counselling appointments were attended. Among them, five were drop-in/same dayappointments.
- » IDEA's School of Design student Megan Barry created a beautiful mural outside of the accessibility, counselling and learning support area in June 2023, welcoming students to campus in time for September 2023. Her designs are inspired by the wondrous flora of the Pacific Northwest.



STUDENT AFFAIRS

This summer, student affairs brought Wellness Wednesday Summer Games back. Games occurred in the Cedar Courtyard every Wednesday from 11:30–1 p.m. All students were welcome to drop-in and play lawn games, connect with other students and learn about our well-being services on campus. On average 40– 50 students attended weekly.







STUDENT HOUSING SERVICES

- » Having had a successful summer rental, we reopened our summer conference services welcoming back one summer camp group. The group was in housing from July until early August, with over 100 campers. The revenue from this summer rental continues to help offset losses normally incurred in the summer months when we operate at less than a 25 per cent occupancy.
- Our big housing move-in this year was on August 30, 2023, with total of 300 students moving into CapU housing. We were very happy to have over 60 varsity athletes volunteer to help students unload their vehicles and carry their belongings to the students' bedrooms in record time. Lots of positive feedback was received from parents and others who were dropping off loved ones.









- We continued our partnership with the bookstore in running our books-on-bed program. While we were able to promote the program for a shorter period this year, quite a few students ordered books.
- » Housing orientation took place during September 1–4 and featured many exciting events to help students connect with their community. Events included a trip to Superstore and campus, BBQ and movie night, themed party, "Explore the North Shore" bus trips to Deep Cove and local businesses around housing.





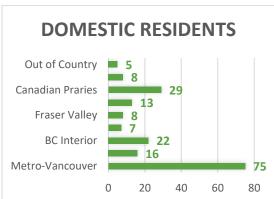






- CapU housing is at capacity for this Fall term. A record number of 686 students completed housing applications.
 Over 310 students have cycled through our waitlist this year and about 75 students are currently waitlisted.
- CapU Housing continues to be diverse, with students from 35 different countries living in our community. Notably, there has been an increase in students within B.C. and a decrease in students from other parts of Canada. The graphics below illustrate our current demographics. In Metro Vancouver, our students increased by almost 70 per cent. Northern B.C. also saw a 30 per cent increase and out-of-province Canadian students decreased by 35 per cent. The ratio of international to domestic students decreased by 3 per cent this year, with 39 per cent of students coming from outside Canada.





REGISTRAR'S OFFICE

The Registrar's Office has been welcoming many in-person inquiries from new, current and prospective students over the last weeks of summer. As of the first day of the Fall term, we have seen hundreds of excited students coming to our front counter to ask questions, get directions, and most importantly, pick up their CapCards. Over the summer months, we implemented a new system where students are able to send in their photo along with some brief information. Our team then prepares the card and contacts the student



- to come pick it up. While we are still a very busy hub for students, we have found students really appreciate this service, and it has reduced the in-person line-ups for the cards.
- » On September 5, we presented the names of 275 students to Senate as having successfully completed their academic programs. Ranging from citations, diplomas, degrees and post-degree programs, it is always thrilling when Senate confers the credentials on students, marking a major milestone for CapU students.

FINANCIAL AID & AWARDS

- The financial aid & awards team was busy over August, qualifying and disbursing funds to CapU students. \$70,000 dollars was awarded to 53 students for the Summer 2023 term. Traditionally, summer is the smallest disbursement period, with significantly more funding being released to deserving students in the Fall term.
- Financial aid & awards representatives were happy to take part in Welcome Wednesday events on August 23 and 30, in partnership with student success. They met with new incoming students and provided information on available funding sources and student financial literacy.
- » As a part of new student orientation, the team presented a *Funding Your Education* workshop. Further, they partnered with Royal Bank to offer *Budgeting 101* sessions for new CapU students.

ACADEMIC ADVISING

Our academic advising team has been fully engaged with our student community over the month of August, leading up to the start of the Fall term. Students can access in-person appointments and Zoom drop-in sessions. On August 31, advising hosted a webinar, Getting Ready for Fall 2023: Tips and Tricks. The session, which was attended by over 150 students, covered topics such as course planning, registration and tools for academic success. Post-session survey responses indicate students found information regarding course waitlists to be particularly helpful.

RECRUITMENT & ADMISSIONS

- The dedicated admission team has been hard at work in August, successfully processing over 900 applicants within two weeks. We extend our heartfelt thanks to the academic program areas that collaborated closely on the admission decision-making process. Their diligence was instrumental in ensuring a more successful Fall 2023 term.
- Our recruitment team is geared up and fully prepared for the upcoming new student recruitment season. With great enthusiasm, we have locked in visits with 227 secondary schools starting September 18, 2023. Our goal is to engage with prospective students and introduce the extraordinary opportunities and advantages awaiting them at CapU.
- In our ongoing efforts to strengthen our outreach, we are excited to announce the relaunch of our monthly newsletter, tailored specifically for high school counsellors and career advisors. This platform will serve as a dynamic hub for sharing updates on our academic programs, campus developments and inspiring student success stories. We invite employees to share any stories or updates they would like high school counselors and career advisors to know. Please reach out to Richard Foo, associate registrar, to share your stories!



UNIVERSITY RELATIONS

University relations includes the departments of communications, government relations & community engagement, marketing & digital experience, philanthropy & alumni relations and university events. University relations' goals are to: enhance the University's reputation and brand, develop positive relationships and secure resources to support University priorities, provide learners and employees an exceptional digital experience, market the university and bring the community together through various communication channels.

CAPITAL CAMPAIGNS

» CapU's Centre for Childhood Studies (CCS) capital project resumed construction and is estimated to be completed in March 2025. Work also continues on design of the donor recognition space signage for the building. To ensure that this important signage supports the Centre's curriculum, it will include both donor names and the names of plants indigenous to B.C.

COMMUNICATIONS

- The team provided internal and external communications leadership for several initiatives and announcements, including convocation, the purchase of a new campus in Squamish, CapU winning two CASE awards, National Indigenous Peoples Day and Early Childhood Care and Education faculty and student receiving three provincial awards. The average open rate for all-employee emails sent through Constant Contact during this time is 13 per cent above industry average, and in an April poll, 91 per cent of respondents found the monthly ICYMI (In Case You Missed It) email to be a useful summary of the month's announcements and updates.
- CapU continued to expand its social media reach and the communications team has developed a strategy to increase engagement and followers on LinkedIn. From April 2023-August 2023:
 - LinkedIn gained 4,160 new followers
 - Facebook had over 40,000 pageviews and reached 244,000 viewers
 - Twitter had 65,000 impressions
- The team worked with President Paul Dangerfield on communications activities, including the May/June President's Letter which focused on the value and importance of participation in the arts and garnered a great deal of interest on social media. They also provided support for the creation of a welcome back video for students' orientation.
- During this time, the communications team, guided by standards in the B.C. Labour Code, provided communications leadership during the job action and strike, sharing factual information within with the public, media, students, employees and children's centre parents. This included 12 public statements, 14 employee messages and over 20 Constant Contact messages to students in addition to numerous letters, social media posts and employee town halls.
- On the day of the announcement Paul Dangerfield, Jennifer Ingham, and Ryan Blades, provided a campus tour for the Minister Robinson and discussed potential housing opportunities.





Paul Dangerfield sent letters to the MPs that serve the regions where Capu operates (MP Jonathan Wilkinson, MP Terry Beech, and MP Patrick Weiler) to add CapU's voice to the advocacy led by Universities Canada in support of recognizing the value international students bring to Canada's post-secondary landscape.

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

After months of discussion and planning, Vice-President University Relations Jennifer Ingham and CapU's communications team was excited to collaborated with the government communications and public engagement staff at the Ministry of Post-Secondary Education and Future Skills to plan and execute the government announcement of CapU's new Squamish campus. Selina Robinson, Minister for Post-Secondary Education and Future Skills, announced news of the campus, and Paul Dangerfield,



Squamish Mayor Armand Hurford and CapU student Tatiana Moraru delivered comments and remarks. Approximately 80 people attended the event, including members of the Squamish Nation, several councilors for the District of Squamish, MLA Jordan Sturdy, and MP Patrick Weiler.

» CapU's Vice-President University Relations Jennifer Ingham, Communications Director Pamela Findling, and Senior Advisor, Public Affairs Linda Munro continue to meet regularly with government relations consultants from Global Public Affairs.

MARKETING & DIGITAL EXPERIENCE

- The Marketing & Digital Experience (MDX) team is pleased to welcome Lauren Van Woerden (she/her) to CapU in the temporary role of digital content writer. Lauren brings expertise from over nine years in marketing along with a Bachelor of Arts in Communication & Human Resources from Dordt University. As digital content writer, Lauren will develop clear, accessible and search-optimized web content for capilanou.ca, as well as contribute engaging content to other key channels including email, collateral and Capsule stories.
- The MDX team have now completed content updates for all 95 program pages on capilanou.ca. We built visually engaging components, refreshed photography and videos, added strong calls-to-action and wrote search-optimized content customized for each program to meet market demand. Results have indicated sizable increases in both unique visitors and average time on page, in some cases up to 48 per cent higher than the same period in the previous year. This work will continue on a maintenance basis, as evaluation of page performances and new relevant keywords are identified. The team continues to work with the academic community in supporting the recruitment needs and faculty profile based on website capacity.



For events, MDX supported June convocation ceremonies with programs, posters, selfie backdrops, passes for the all-access reception, email banners and photography covering all five ceremonies. The programs this year changed format to a smaller, easier-to-manage two-booklet format. The first booklet contains all the addresses and general information about the ceremonies while the smaller book contains the graduand names. In August, the team provided editing, design, social media and web support to the Orientation planning team in Student Affairs and



University Events. We completed updates to the Orientation webpage and events calendar listings, designed the CapU Street Party (CUSP) brochure and map signage, and shared Orientation content on the University's main social media channels.

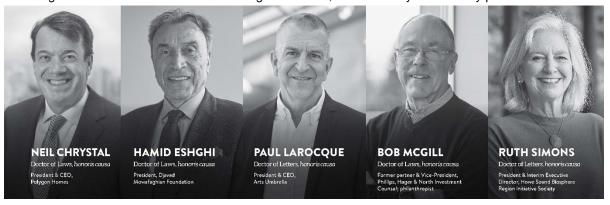
- On the campaign front, MDX focused on brand awareness and program marketing throughout the summer months. We continued our highly successful always-on campaign with general branded ads along with ads promoting specific programs: in addition to ongoing digital campaigns for Paralegal Diploma, Legal Administrative Assistant Certificate and Adult Basic Education, we launched four new always-on program campaigns for the Bachelor of Business Administration, Bachelor of Arts in Interdisciplinary Studies, Bachelor of Arts in Psychology and Bachelor of Science. We also ran our annual Fall Boost campaign to support programs looking to boost enrolment for the Fall 2023 intake, including Early Childhood Care and Education, University One and Bachelor of Communication Studies. MDX's annual brand and recruitment campaign is set to launch in late September.
- We continue to focus our efforts on long-term digital transformation by increasing in-house skills and capabilities. The MDX team collaborated with IT services on a campaign landing page template to increase engagement, ease of use and efficiency. The template uses components derived from the website's content management system, ensuring alignment with our overall design system. The process went through several stages beginning with a design concept in MDX, web development in IT services, and back to MDX for testing and implementation. The new page template will be used for CapU's 2023–24 brand and recruitment campaign.
- » Since June, we have published four new *Capsule* stories:
 - Canoe-Awakening Ceremony Part of Ongoing Journey—Some rich photos accompany the Skw'cháys awakening ceremony.
 - New Grant Provides Free Training—StrongerBC funding provides \$3,500 in tuition for students in some short-term training.
 - CapU in Photos: April–June 2023—A quarterly retrospective of campus life and proud moments.
 - Getting up Close and Personal with Polar Bears—A story about TedX presenter and CapU alumnus, Martin Gregus. Martin is an internationally acclaimed wildlife photographer/cinematographer talking about his experience of building relationships with polar bears.





PHILANTHROPY & ALUMNI RELATIONS

- » Philanthropy & alumni relations welcomed our new administrative lead, Stephanie Lanthier to the team. Stephanie will play a key role in managing day-to-day logistics and reporting for the team.
- » Capilano University honoured five exemplary British Columbians with an honorary doctorate degree during the spring convocation ceremonies: Neil Chrystal, Hamid Eshghi, Paul Larocque, Bob McGill and Ruth Simons. The honorary doctorate is CapU's highest form of recognition; it is given to individuals who have made significant contributions to others through their work, the University or voluntary pursuits.



- During this reporting period, \$199,313.85 was raised to renew annually funded scholarships, bursaries and awards at CapU. Additionally, a new annual bursary was created with the generous support of the BC Legal Management Association, who has committed to \$3,000 over the next three years.
- » Corporate community partner, G3 Terminal Vancouver, renewed their sponsorship for 2023, increasing their annual commitment to provide additional funding to the G3 Terminal Vancouver Bursary. G3's sponsorship will also provide ten \$1,000 Entrance Grants for students in the University One program, host a cultural workshop for all University One students, and continue sponsorship for the We Believe Breakfast. "G3 feels blessed to be connected with CapU to make a meaningful and tangible impact for good." G3 Terminal Vancouver Manger, Nick Willcox told us.
- Modo and Fresh Prep have renewed their commitment to the Alumni Perks App raising \$1,600 in sponsorship revenue. The CapU alumni association has also expanded their affinity partnership with TD Insurance to include health and wellness benefits as well as insurance for small businesses. On June 28, the CapU Alumni Association partnered with affinity partner, TD Insurance, to host a financial literacy webinar. We would like to extend our gratitude to the 105 alumni who registered to attend the event and to Ivan Yuen and Gordon Tang for their informative presentations.
- Thank you to CUAA Board of Directors, Shan Hall and Ritika Rana, for providing inspiring remarks during the 2023 spring convocation ceremonies to welcome our new graduates to the CapU Alumni Association. Following the ceremonies, graduates were treated to a CapU alumni lounge to celebrate with their families.



UNIVERSITY EVENTS & CEREMONIES

On June 7, 8 and 9, CapU celebrated the achievements of our most recent graduates at spring convocation. This year over 750 graduands crossed the stage, watched by over 2,000 family and friends across five ceremonies. The ceremonies were livestreamed to those who could not attend in person. This year saw the introduction of the Alumni Association Aftershow which was a reception after each ceremony for graduates, and their family and friends to celebrate their achievements and their recognition as the newest members of the Capilano University Alumni Association.





- » As part of this year's convocation, university events was honored to facilitate the awarding of five honorary doctorate degrees to people who have made significant contributions through their work and voluntary pursuits.
- On July 26, Paul and Catherine Dangerfield graciously provided their beautiful backyard to host the annual Evening at the Dangerfields' event. This is a stewardship event to connect with and appreciate supporters of the Paul & Catherine Dangerfield Women's Bursary We Believe event. This year's theme of 'An Evening in Provence' was a personal favourite of the hosts with their love of France and all things from that region. The events team played on the theme with décor, an appetising French-inspired menu and live French jazz from talented CapU Alum Tess Meckling and Bradan DeCicco. The evening was thoroughly enjoyed by all.
- » On August 16, the events team facilitated one of our most exciting events this year, the joint announcement with the Province of British Columbia that Capilano University had purchased a new campus in Squamish. The public announcement was well attended by local media, government
 - representatives, members of the public, Capilano employees and guests. After the formal announcement and media Q&A with Minister Robinson, guests enjoyed ice cream refreshment from local Squamish vendor Alice and Brohme, which was much needed on such a hot day!





