

## OPEN SESSION AGENDA

Tuesday, June 24, 2025

4:30 p.m. – 6:30 p.m.

Staff Lounge, Castlegar Campus/ Teams

## BOARD OF GOVERNORS

### BOARD MEMBERS EXPECTED:

Margaret Sutherland, Chair	Amed Naqvi, Vice Chair
Thompson Hickey	John Dutton
Christy Anderson	Ken Wyllie
Debbie Bird	Mary Austin
Bronwyn Krause	Abina Thomas
Udayveer Singh Miglani	Maggie Matear, President
Darcy Falkenhagen, EdCo Chair	

### REGRETS:

Kim Pham

### LEADERSHIP TEAM MEMBERS EXPECTED:

Taya Whitehead, VP Education & Students  
Lareena Rilkoff, VP College Services  
Brier Albano, Associate VP Student Success  
Andrea Hall, Executive Director Finance / CFO  
Maggie Keczan, Dir. Comm. & Public Engagement  
Tiffany Snauwaert, Dean

Donna Drover, Dir. Facilities & Bus. Services

### GUESTS:

Rena Vandenbos, Chair, School of Environment & Geomatics (SEG)







Pete Schroder, SEG Faculty, Woodlot Manager

### OBSERVERS:

Pablo Pastor, SCFA

TBD, PPWC

TIME	TOPIC	SPEAKER	OUTCOME
4:30	1. MEETING OPENING	Elder Murhi Kencayd	
4:40	2. <b>BOARD NOMINATIONS</b> <ul style="list-style-type: none"><li>• Board Chair</li><li>• Board Vice Chair</li></ul> PRESENTATIONS TO DEPARTING MEMBERS	Maggie Matear  Board Chair	
4:55	3. TERRITORIAL ACKNOWLEDGEMENT	Lareena Rilkoff	
4:56	4. ADDITIONS TO THE OPEN SESSION AGENDA OF JUNE 24, 2025	Board Chair	
	5. ADOPTION OF THE OPEN SESSION AGENDA OF JUNE 24, 2025	Board Chair	<b>Motion to adopt</b>
	6. ADOPTION OF THE CONSENT AGENDA OF JUNE 24, 2025 <ul style="list-style-type: none"><li>a. Draft Open Session Minutes of May 27, 2025</li><li>b. Enrolment Dashboard – June 2025</li><li>c. EdCo Chair Report – June 2025</li><li>d. CABRO Diversity Survey Results</li></ul>	Board Chair	<b>Motion to adopt</b>
5:00	7. PRESENTATION (Strategic Plan Dimensions #1 & #2) <ul style="list-style-type: none"><li>• College Lands</li></ul>	Rena Vandenbos Pete Schroder Tiffany Snauwaert	Information

5:30	8. FINAL REFRESHED VISUAL IDENTITY  (Strategic Plan Dimensions #1-4)	Maggie Keczan	Information
5:50	9. PRESIDENT’S REPORT  (Strategic Plan Dimension #3)	Maggie Matear	Information
5:55	10. MANDATE LETTER DATED JUNE 10, 2025  (Strategic Plan Dimensions #1-4)	Maggie Mater	<b>Motion to approve</b>
6:05	11. DRAFT 2025/26 BOARD CALENDAR 	Amed Naqvi	<b>Motion to approve</b>
6:10	12. DIGITAL FABRICATION & DESIGN TUITION REDUCTION  (Strategic Plan Dimension #2)	Brier Albano	<b>Motion to approve</b>
6:15	13. FIVE-YEAR CAPITAL PLAN  (Strategic Plan Dimension #3)	Donna Drover	<b>Motion to approve</b>
	14. BOARD CHAIR’S REPORT	Board Chair	Information
	15. MEMBERS’ REPORT	All Board members	Information
	16. STUDENTS’ REPORT	Student Board member(s)	Information
6:30	17. CLOSED SESSION	Board Chair	<b>Motion to move into the closed session</b>

#### STRATEGIC PLAN DIMENSIONS:

1. Sustainability: Seven Generations and Beyond
2. Focus: Transformative, Distinctive Education
3. Deliver: A High Performance, High-Support Organization
4. Impact: Innovation for Thriving Communities

#### EVENTS INFORMATION:

Events linked [here](#).

## OPEN SESSION MINUTES

Tuesday, May 27, 2025

4:30 p.m. – 6:15 p.m.

Room P303 Tenth Street Campus / Teams

# BOARD OF GOVERNORS

### BOARD MEMBERS ATTENDING

Amed Naqvi, Vice Chair	John Dutton
Christy Anderson	Ken Wyllie
Debbie Bird	Mary Austin
Bronwyn Krause	Maggie Matear, President
Darcy Falkenhagen, EdCo Chair	

### REGRETS:

Margaret Sutherland, Chair	Thompson Hickey
Kim Pham	Udayveer Miglani
Abina Thomas	

### LEADERSHIP TEAM MEMBERS ATTENDING:

Taya Whitehead, VP Education & Students  
Lareena Rilkoff, VP College Services  
Brier Albano, Associate VP Student Success  
Stacey Matthews, Executive Director of HR  
Dianne Biin, Director Indigenous Ed. & Engagement  
James Heth, Registrar  
Tammie Clarke, Dean  
Donna Drover, Dir. Facilities & Business Services  
Nick Howald, CIO

### OBSERVERS EXPECTED:

Pablo Pastor, SCFA

### TOPIC

1. MEETING OPENING
  - One of the Old Ones, Donna Wright, opened the meeting in a good way.
2. TERRITORIAL ACKNOWLEDGEMENT
  - The President provided the territorial acknowledgement.
3. ADDITIONS TO THE OPEN SESSION AGENDA OF MAY 27, 2025
  - There were no additions to the agenda.
4. ADOPTION OF THE OPEN SESSION AGENDA OF MAY 27, 2025

**Motion:** “To adopt the open session agenda of May 27, 2025 as circulated.”

*Carried*

5. ADOPTION OF THE CONSENT AGENDA OF MAY 27, 2025
  - a. Draft Open Session Minutes of March 25, 2025
  - b. Draft Finance & Audit Committee Minutes of May 15, 2025
  - c. Draft Governance Committee Minutes of May 12, 2025
  - d. Consolidated Financial Statements Ended March 31, 2025
  - e. Enrolment Dashboard – May 2025
  - f. EdCo Chair Report – May 2025
  - g. Draft Modern Slavery Report 2024
  - h. Learning Centre Motions April 10, 2025
  - i. Letter from Min. Kang to PSI Board Chairs
  - j. Motion to rescind the 2005 motion mandating the donation of board members' honorarium.
  - k. Grand Forks Campus lease

The following items were removed from the consent agenda for discussion:

- 5. b. Draft Finance & Audit Committee Minutes of May 15, 2025
- 5. c. Draft Governance Committee Minutes of May 12, 2025

- 5. j. Motion to rescind the 2005 motion mandating the donation of board members' honorarium.
- 5. k. Grand Forks Campus lease

**Motion:** “To adopt the consent agenda of May 27, 2025 as amended.”

*Carried*

6. DRAFT FINANCE & AUDIT COMMITTEE MINUTES OF MAY 15, 2025 (removed from the consent agenda)
- The VP College Services provided a brief overview of the audited financial statements, which had been reviewed by the Finance & Audit Committee earlier in the month and were recommended for Board approval.

**Motion** “To approve the Audited Financial Statements ending March 31, 2025 as presented.”

*Carried*

7. GOVERNANCE COMMITTEE MINUTES AND BOARD MEMBERS’ HONORARIUM (removed from the consent agenda)
- The Committee Chair reviewed the minutes, noting the Fall Retreat dates of October 2<sup>nd</sup> and 3<sup>rd</sup> and the venue of the Castlegar Campus.

**Motion:** “To approve a 4:00 pm start time for regular board meetings beginning October 2025.”

*Carried*

**Motion:** “To rescind the 2005 motion encouraging board members to donate their honorarium to the College Foundation.”

*Carried*

8. GRAND FORKS CAMPUS LEASE (removed from the consent agenda)
- Moved to the closed session by request

#### 9. PRESENTATION

- Indigenous Services & Indigenous Plan Update.
- The Director of Indigenous Services and Engagement provided an update on the Indigenous Plan and how it may evolve, and the Indigenous Services Team and their work.
- The PPT slides are available for the Board members to review [here](#).

#### 10. PRESIDENT’S REPORT

- The President referenced her circulated report, noting:
  - At the convocation ceremonies this month, 225 students crossed the stage during the morning session, and 285 students participated in the afternoon session. An Elder brought the Eagle Staff as a symbol of strength and unity. Members of the Ktunaxa Council attended and engaged with the Director of Indigenous Education & Engagement to discuss reviewing the Memorandum of Understanding (MOU).
  - College employees completed the organizational climate survey (OCS) in February and March of this year. The responses are currently being analyzed, with results expected in June. This is the second survey conducted in the past three years. Based on recent decisions, the results may be less favorable than those of the previous survey. This feedback will enable the college to implement changes before issues become entrenched.
  - ClCan's advocacy work with the federal government includes how colleges can support Canada's sustainable economy. Planting a seed for federal trades training funding. Trade seats currently cost colleges 30% more than funded.
  - The BC Association of Trades and Technical Administrators (BCATTA) conference was hosted this week in Nelson by the Dean and School Chair of Selkirk College's School of Industry and Trades. This event provided a valuable opportunity to gain insight into current developments and challenges faced by front-line administrators across the province.
  - BC Colleges continues to advocate for the province to more fully leverage the capabilities of colleges in achieving provincial goals.



11. DRAFT 2025/2026 BUDGET

- The VP of College Services reviewed the circulated 2025/2026 budget briefing note, highlighting the following points:
  - It was a very challenging year to present a balanced budget.
  - Expenses have been reduced by approximately 11%, with 10% of that reduction coming from salaries. Operating grants, pathways grants, and one-time grants remain strong.
  - The budget anticipates approximately 447 international student FTEs, down from 786 FTEs. This number is expected to decrease further in 2027, as most current international students are in their second year.
  - The college's financial statements were deconsolidated following the removal of Foundation accounts. The Foundation is now a separate entity with its own board of governors.
  - The Ministry will monitor the college closely. They have requested a deficit mitigation plan and regular cash flow analyses.
  - Planning for the 2027 budget will begin this summer.

**Motion:** "To approve the 2025/2026 balanced operating budget as presented."

*Carried*

12. DRAFT 2025/2026 BOARD BUDGET

**Motion:** "To approve the 2025/2026 Board budget as circulated."

*Carried*

13. INSTITUTIONAL ACCOUNTABILITY REPORT & PLAN

- The VP Education and Students reviewed the circulated briefing note, highlighting:
  - The due date for IAPRs for Ministry review is July 11, 2025. Final IAPRs with Board sign-off are due October 2025.
  - The finalized IAPR will come to the Board in their October open session agenda package.
  - The college will be presenting a new format for the IAPR report this year with further changes expected next year.

14. AUDITED FTE REPORT 2024-2025 FISCAL YEAR

- International and domestic student numbers were higher than expected this year. As mentioned earlier in the meeting, a decrease in international enrolment is anticipated for 2025/26 and 2026/27.
- Over the past five years, growth and decline trends have resulted in approximately 1% net growth.
- Discussion took place regarding the provincial attestation letter process.

15. RESCIND EDUCATION COUNCIL INTERPRETATION TOOL

- The Registrar referenced the circulated briefing note. The EdCo Chair stated EdCo supports the recommendation.

**Motion:** "That the Interpretation Tool approved by the Board on March 22, 2016, as amended, is rescinded and all delegations effected by the Interpretation Tool are revoked."

*Carried*

BOARD CHAIR'S/VICE CHAIR'S REPORT

- In the Chair's absence, the Vice Chair took part in the Convocation Ceremonies this month.

MEMBERS' REPORT

- Participation in events over the month included:
  - A memorial celebration for a Sinixt Elder in Pia, Washington;
  - A Salmon ceremony in Castlegar
  - Visual identity refresh project team meeting

STUDENTS' REPORT

- No report was provided.

CLOSED SESSION

**Motion:** "To move into the closed session."

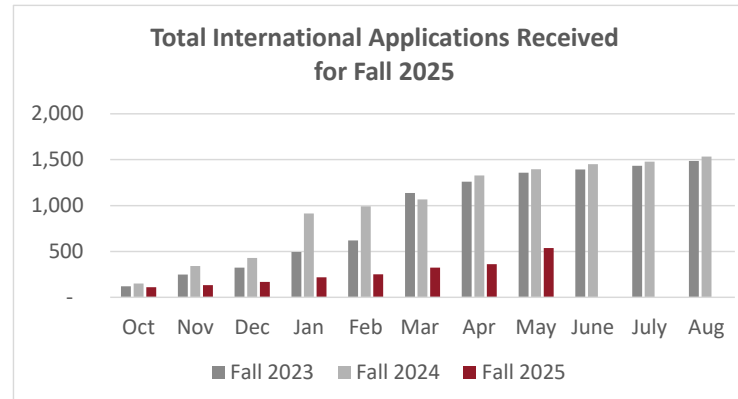
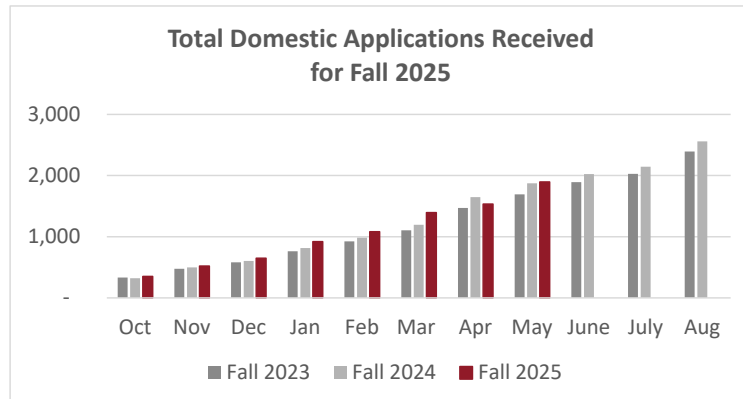
*Carried*

**Early Application Statistics for Fall 2025**  
as of June 2, 2025, 2024 and 2023

Fall 2025	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Domestic	352	522	649	920	1,084	1,396	1,533	1,896			
International	111	133	167	218	250	323	362	536			
<b>Total Applications Received</b>	<b>463</b>	<b>655</b>	<b>816</b>	<b>1,138</b>	<b>1,334</b>	<b>1,719</b>	<b>1,895</b>	<b>2,432</b>	-	-	-

Fall 2024	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24
Domestic	321	499	606	817	983	1,194	1,649	1,873	2,023	2,146	2,559
International	150	342	430	913	992	1,067	1,328	1,397	1,452	1,479	1,533
<b>Total Applications Received</b>	<b>471</b>	<b>841</b>	<b>1,036</b>	<b>1,730</b>	<b>1,975</b>	<b>2,261</b>	<b>2,977</b>	<b>3,270</b>	<b>3,475</b>	<b>3,625</b>	<b>4,092</b>

Fall 2023	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Domestic	334	475	580	764	926	1,107	1,472	1,693	1,894	2,028	2,395
International	119	249	324	493	620	1,138	1,259	1,359	1,394	1,434	1,487
<b>Total Applications Received</b>	<b>453</b>	<b>724</b>	<b>904</b>	<b>1,257</b>	<b>1,546</b>	<b>2,245</b>	<b>2,731</b>	<b>3,052</b>	<b>3,288</b>	<b>3,462</b>	<b>3,882</b>



**Notes:**

- F25 Registration for year 2 students changed to May 31, 2025 (was April 11, 2024 for F24). This registration date change is reflective in the decrease for year 2 program application numbers (as of May 1, 2025)
- As of July 1, 2024, ELP falls under School of AUD. As of January 2, 2025, historic ELP stats are reported under School of AUD.

## Early Application Statistics for Fall 2025 as of June 2, 2025, 2024 and 2023

Summary by School	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Academic Upgrading & Development	4	29	32	29	72	57
Arts & Technology	141	167	208	28	59	56
Business	69	73	86	77	522	611
Environment & Geomatics	289	271	244	19	20	17
Health & Human Services	639	636	535	224	232	155
Hospitality & Tourism	43	61	71	25	334	298
Industry & Trades Training	344	378	312	4	7	12
University Arts & Sciences	367	408	406	130	206	188
<b>Total Applications by School</b>	<b>1,896</b>	<b>2,023</b>	<b>1,894</b>	<b>536</b>	<b>1,452</b>	<b>1,394</b>

Summary by Campus	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Castlegar	1,289	1,302	1,208	391	980	1,011
Distance/Online Programs	48	57	44	0	0	0
Grand Forks	0	0	0	0	0	0
Silverking	346	378	313	4	7	12
Tenth Street	123	171	203	42	378	340
Trail	39	68	66	99	83	27
Victoria Street (KSA)	51	47	60	0	4	4
<b>Total Applications by Campus</b>	<b>1,896</b>	<b>2,023</b>	<b>1,894</b>	<b>536</b>	<b>1,452</b>	<b>1,394</b>

<b>Academic Upgrading &amp; Development</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Academic Upgrading - Castlegar	0	26	18	1	1	2
Academic Upgrading - Grand Forks	0	0	0	0	0	0
Academic Upgrading - Silver King	0	0	1	0	0	0
Academic Upgrading - Silver King - Summer	~	0	2	~	0	0
Academic Upgrading - Trail	0	0	3	0	0	0
English Language Program	2	3	8	28	71	55
Steps to Opportunities, Academics & Readiness	2	0	0	0	0	0
<b>Subtotal - Academic Upgrading &amp; Development</b>	<b>4</b>	<b>29</b>	<b>32</b>	<b>29</b>	<b>72</b>	<b>57</b>

<b>Arts &amp; Technology</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Blacksmithing & Metal Art	7	11	15	0	2	3
Ceramics Studio - Advanced Certificate	3	~	~	0	~	~
Ceramics Studio - Certificate	23	27	31	0	1	1
Contemporary Music & Technology - Advanced Diploma	0	7	8	0	1	0
Contemporary Music & Technology I	60	41	50	8	15	24
Contemporary Music & Technology II	0	23	21	0	8	3
Digital Arts I	11	17	21	7	15	12
Digital Arts II	4	14	14	2	5	3
Digital Fabrication & Design I	5	5	10	3	9	8
Digital Fabrication & Design II	4	5	8	2	2	2
Textiles Studio	18	9	14	0	1	0
Web Development Program	5	8	16	0	0	0
Web Development - Postgraduate Diploma I	1	~	~	6	~	~
<b>Subtotal - Arts &amp; Technology</b>	<b>141</b>	<b>167</b>	<b>208</b>	<b>28</b>	<b>59</b>	<b>56</b>

<b>Business</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Accounting - Postgraduate Diploma I	1	0	4	8	100	140
Accounting - Postgraduate Diploma II	0	1	2	46	62	32
Bookkeeping - Advanced Certificate	0	0	0	0	0	0
Bookkeeping Skills - Associate Certificate	1	0	0	0	0	0
Business Administration I	32	22	42	11	19	38
Business Administration II	17	26	16	10	12	8
Business Administration III	4	0	0	0	0	0
Business Management - Postgraduate Diploma I	2	2	2	2	234	335
Business Management - Postgraduate Diploma II	0	1	0	0	95	58
Office Administration & Technology - Bookkeeping	5	10	9	0	0	0
Office Administration & Technology	6	11	11	0	0	0
Word Processing Skills - Associate Certificate	1	~	~	0	~	~
<b>Subtotal - Business</b>	<b>69</b>	<b>73</b>	<b>86</b>	<b>77</b>	<b>522</b>	<b>611</b>

<b>Environment &amp; Geomatics</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Applied Environmental Science & Planning Technology I	32	38	31	10	10	5
Applied Environmental Science & Planning Technology I I	21	17	18	3	0	2
Forest Technology I	72	67	58	3	2	0
Forest Technology II	32	19	22	0	0	3
Geographic Information Systems - Advanced Diploma	23	28	17	0	4	3
Geographic Information Systems - Degree Year 3	9	5	12	0	0	0
Geographic Information Systems - Degree Year 4	2	3	1	0	0	0
Geomatics in the Workplace	2	3	3	0	0	0
Recreation, Fish & Wildlife I	74	72	55	2	3	2
Recreation, Fish & Wildlife II	22	19	27	1	1	2
<b>Subtotal - Environment &amp; Geomatics</b>	<b>289</b>	<b>271</b>	<b>244</b>	<b>19</b>	<b>20</b>	<b>17</b>

<b>Health &amp; Human Services</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Early Childhood Care & Education	34	62	55	1	11	31
Early Childhood Care & Education I - Dual Credit	16	~	~	0	~	~
Early Childhood Care & Education - Inclusive Practice	7	7	~	0	0	~
Early Childhood Care & Education - Infant & Toddler	0	1	~	0	0	~
Early Learning & Childcare Diploma Year 1	0	1	~	76	42	~
Early Learning & Childcare Diploma Year 2	0	~	~	18	~	~!
Education Assistant & Community Support Worker	24	25	16	4	16	9
Gerontological Nursing - Postgraduate Diploma I	~	0	1	3	41	66
Gerontological Nursing - Postgraduate Diploma II	~	0	0	0	25	10
Health Care Assistant - Certificate	29	58	45	2	4	17
Health Care Assistant - Diploma I	0	0	~	86	68	~
Human Services Diploma - CYC I	1	2	2	3	2	1
Human Services Diploma - CYC II	4	2	10	0	7	0
Human Services Diploma - ECCE I	6	11	24	5	0	2
Human Services Diploma - ECCE II	2	10	6	0	2	2
Human Services Diploma - SSW I	9	12	24	23	7	3
Human Services Diploma - SSW II	2	20	17	0	2	2
Mental Health & Addictions Associate Certificate	2	11	10	0	0	0
Nursing I	155	125	116	0	0	0
Nursing II	30	30	33	0	0	0
Nursing III	28	31	22	0	0	0
Nursing Unit Clerk	39	46	34	0	0	0
Nursing Unit Clerk - BC Cancer Sponsored	7	~	~	0	0	0
Pharmacy Technician I	165	161	116	1	0	0
Pharmacy Technician II	42	0	0	0	0	0
Practical Nursing I	19	10	~	0	0	~
Social Service Worker	18	11	4	2	5	12
<b>Subtotal - Health &amp; Human Services</b>	<b>639</b>	<b>636</b>	<b>535</b>	<b>224</b>	<b>232</b>	<b>155</b>

<b>Hospitality &amp; Tourism</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Culinary Management Diploma I	3	1	2	8	26	20
Culinary Management Diploma II	~	2	1	0	4	2
Culinary Management - Postgraduate Diploma I	~	0	0	0	16	37
Culinary Management - Postgraduate Diploma II	~	0	0	0	32	16
Hospitality Management - Postgraduate Diploma I	0	0	2	11	107	112
Hospitality Management - Postgraduate Diploma II	0	0	0	1	52	39
Professional Cook, Level I	5	10	11	0	1	3
Professional Cook, Level II	3	7	8	0	0	0
Professional Cook YTT	7	3	5	0	0	0
Resort & Hotel Management I	3	4	7	2	65	47
Resort & Hotel Management II	0	3	1	0	17	7
Ski Resort Operations & Management I	22	17	17	1	6	5
Ski Resort Operations & Management II	0	14	17	2	8	10
<b>Subtotal - Hospitality &amp; Tourism</b>	<b>43</b>	<b>61</b>	<b>71</b>	<b>25</b>	<b>334</b>	<b>298</b>



Industry & Trades Training	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Carpentry - Apprenticeship Level I	15	0	0	0	0	0
Carpentry - Apprenticeship Level II	16	37	34	0	0	1
Carpentry - Apprenticeship Level III	0	0	18	0	0	0
Carpentry - Apprenticeship Level IV	0	7	0	0	0	0
Carpentry Foundation	19	31	15	0	0	0
Carpentry Foundation YTT	3	4	2	0	0	0
Electrical - Apprenticeship Level I	0	12	10	0	0	0
Electrical - Apprenticeship Level II	15	0	0	0	0	0
Electrical - Apprenticeship Level III	13	11	10	0	0	0
Electrical Foundation	57	38	19	1	0	2
Electrical Foundation YTT	0	0	2	0	0	0
Fine Woodworking	42	50	50	2	2	5
Fine Woodworking YTT	0	5	1	0	0	0
Hairstylist Foundation	19	26	17	1	1	1
Hairstylist Foundation YTT	8	13	5	0	0	0
Heavy Mechanical Foundation	25	17	23	0	1	2
Heavy Mechanical Foundation YTT	12	26	19	0	0	0
Metal Fabricator Foundation	0	0	0	0	1	0
Metal Fabricator Foundation YTT	1	0	0	0	0	0
Millwright/Machinist Foundation	21	24	18	0	1	0
Millwright/Machinist Foundation YTT	4	2	2	0	0	0
Millwright/Machinist Foundation Condensed	1	0	0	0	0	0
Millwright/Machinist Foundation Condensed YTT	2	0	0	0	0	0
Multi-Process Alloy Welding	0	1	0	0	0	0
Plant Operator	2	19	13	0	1	0
Welder Foundation	35	25	21	0	0	1
Welder Foundation YTT	18	17	17	0	0	0
Welder A	2	0	0	0	0	0
Welder B	7	6	9	0	0	0
Welder - Apprenticeship Level 1	1	1	3	0	0	0

Welder - Apprenticeship Level 2	1	5	1	0	0	0
Welder - Apprenticeship Level 3	5	1	2	0	0	0
Welder Upgrading	0	0	1	0	0	0
<b>Subtotal - Industry &amp; Trades Training</b>	<b>344</b>	<b>378</b>	<b>312</b>	<b>4</b>	<b>7</b>	<b>12</b>

<b>University Arts &amp; Sciences</b>	<b>Dom F25</b>	<b>Dom F24</b>	<b>Dom F23</b>	<b>Int F25</b>	<b>Int F24</b>	<b>Int F23</b>
Associate of Arts Degree I	76	105	106	22	78	61
Associate of Arts Degree II	54	62	60	48	51	39
Associate of Arts Degree in Creative Writing I	2	0	0	0	0	0
Associate of Arts Degree in Creative Writing II	1	~	~	0	~	~
Associate of Arts Degree in Elementary Education I	4	0	0	0	0	0
Associate of Arts Degree in Elementary Education II	2	0	0	0	0	0
Associate of Arts Degree in English I	4	0	0	0	0	0
Associate of Arts Degree in Psychology I	9	0	0	29	0	0
Associate of Arts Degree in Psychology II	1	0	0	0	0	0
Associate of Arts Degree in Sociology I	1	~	~	0	~	~
Associate of Science Degree I	65	70	73	9	42	55
Associate of Science Degree II	24	33	29	7	13	8
Associate of Science Degree Entry to Pharmacy I	1	0	0	1	0	0
Associate of Science Degree in Biochemistry I	0	0	0	2	0	0
Associate of Science Degree in Biology I	2	0	0	2	0	0
Associate of Science Degree in Chemistry I	0	0	0	1	0	0
Engineering I	43	41	36	4	2	3
Liberal Arts Diploma - General Studies I	1	0	0	0	0	0
Liberal Arts Diploma - Law & Justice I	8	15	21	0	3	4
Liberal Arts Diploma - Law & Justice II	9	6	5	1	0	0
Liberal Arts & Sciences Diploma - General Studies	2	0	0	0	0	0
Open Studies I	4	17	13	0	15	15
Rural Pre-Medicine - Advanced Diploma I	38	38	39	2	1	3
Rural Pre-Medicine - Advanced Diploma II	10	11	12	1	1	0
Rural Pre-Medicine - Advanced Diploma III	6	10	12	1	0	0
<b>Subtotal - University Arts &amp; Sciences</b>	<b>367</b>	<b>408</b>	<b>406</b>	<b>130</b>	<b>206</b>	<b>188</b>

## Selkirk College Education Council (EdCo) Chair Report

For: Board of Governors

From Darcy Falkenhagen – June 11, 2025

### Education Council:

At the June 10 AGM, the following resolutions were duly passed:

Three updated courses from the Pharmacy Technician Program:

- a. PTEC 122 Pharmacy Calculations
- b. PTEC 123 Professional Practice II
- c. PREC 126 Pharmacology

### Standing Committees:

Program Quality Committee (PQC):

May 13, 2025 Meeting cancelled – no agenda items  
May 27, 2025 Meetings attended by Darcy Falkenhagen

Curriculum Committee (CC):

May 28, 2025 Meeting attended by Darcy Falkenhagen

Circle for Inclusive Indigenous Education (CIIE):

May 1 and May 26, 2025 Meetings attended by Maggie Keczan, EdCo Vice Chair

Education Policy Committee (EPC):

May 21, 2025 Meeting cancelled – no agenda items

Engagement Task Force: May 30, 2025 Meeting attended by Darcy Falkenhagen

### Related Meetings:

May 15, 2025: SCFA Expertise Review

May 27, 2025: Sustainability Coordinator Kayla Tippapaugh re EdCo supporting initiatives

May 27, 2025: Board of Governors May Meeting, Open and Closed Sessions

May 30, 2025: Academic Governance Council Bi-Annual Meeting (EdCo Chairs in BC)

### EdCo Election Update:

Darcy Falkenhagen was elected Chair for a second, 1-year term. Maggie Keczan was elected Vice Chair, also for a second (1-year) term.

## Membership Updates:

- We would like to thank the following instructors who are finishing their terms on EdCo: Audra Spielman, Mallory Attorp, Sarah Lechthaler, Paul Spence, Aanyta Fahrenbruch, Celina Duarte, Gordon Rein, and Keri Webb.
- In addition, we want to thank the four students who joined EdCo this year: Diksha, Sakwan, Gurmeet Kaur, Harpreet Kulwant Singh Ghag, and Jaskirandeep Kaur.
- And we welcome the following new instructors to the Council: Melissa Blier, Laura Boehm, Jonathan Buttle, Shawn Curran, Rebecca Deane, Ariel Langhorn, and Thomas Render.
- Both Julia Langham and Darcy Falkenhagen will be continuing for another term.

## 2024-25 Year in Review:

- Education Policy Committee: Met 2 times and updated Policy 8611.
- Program Quality Committee: Met 6 times and reviewed and recommended for approval 23 program policies and 2 new program policies.
- Circle for Inclusive Indigenous Education (CIIE): Met 4 times, focused on course reviews, their workplan, the terms of reference and the indigenization policy.
- Curriculum Committee (CC): Met 6 times and reviewed and recommended for final approval 63 updated course outlines.
- Engagement Task Force: Met 5 times to update Selkirk's EdCo webpages with the goal of improving access to information and transparency for the college community.

Please visit the [Education Council webpages](#) for more information.

**Reminder:** Board members are always welcome and encouraged to observe an Education Council meeting. Our next meeting is in-person on **Tuesday, October 7<sup>th</sup> in Castlegar from 4:30-6:30 pm**. If you are interested in attending the meeting, please contact Darcy Falkenhagen at [dfalkenhagen@selkirk.ca](mailto:dfalkenhagen@selkirk.ca) to RSVP.





## Crown Agencies Secretariat

Elenore Arend  
Associate Deputy Minister



Colleagues,

I am pleased to share that the [2024 Board Diversity Report](#) is now available. Key findings from this report are also included in the Anti-Racism Data Act (ARDA) Research Findings.

Last year, as part of the ongoing commitment to advancing diversity and inclusion across public sector boards, the Crown Agencies and Board Resourcing Office (CABRO), within the Crown Agencies Secretariat partnered with BC Stats to conduct a survey of board members. On behalf of the Province, I would like to extend my sincere thanks to all who participated. Your contributions are instrumental in helping us better understand the diversity represented on public sector boards; illuminating both the progress we are making and the work that remains ahead.

Over the summer, CABRO will be building out a plan to improve proactive outreach to various communities across the province, and in particular those which the survey show are underrepresented. We will be in touch with more information about this later in the year.

If you have any questions or concerns about the survey or the findings presented, please contact Vanessa Geary, Acting Assistant Deputy Minister, Crown Agencies and Board Resourcing Office at [ABC@gov.bc.ca](mailto:ABC@gov.bc.ca).

Thank you once again for your service to the public and your continued commitment to building inclusive, representative governance across British Columbia.

Sincerely,



**Elenore Arend**  
Associate Deputy Minister  
Crown Agencies Secretariat  
<https://crownagencies.fin.gov.bc.ca/>

# **2024 Crown Agencies and Board Resourcing Office (CABRO) Diversity Survey Report**

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**Report prepared by the BC Data Service and CABRO**

**December 11, 2024**

**PUBLISH DATE**

May 26, 2025

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# Preamble

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## Content warning

This report covers topics related to systemic racism, colonialism, and oppression of First Nations, Métis, Inuit, and racialized people and may bring up difficult experiences, memories, feelings, and thoughts.

The National Indian Residential School Crisis Line provides 24-hour crisis support to former Indian Residential School students and their families toll-free at [1-866-925-4419](tel:1-866-925-4419).

Individuals impacted by the issue of Missing and Murdered Indigenous Women and Girls are encouraged to contact the MMIWG Crisis Line toll-free at [1-844-413-6649](tel:1-844-413-6649).

First Nations, Inuit and Métis seeking immediate emotional support can contact the Hope for Wellness Help Line toll-free at [1-855-242-3310](tel:1-855-242-3310), or by online chat at [hopeforwellness.ca](https://hopeforwellness.ca).

The [KUU-US Crisis Line](#) provides Indigenous-specific mental health support at [1-800-588-8717](tel:1-800-588-8717). This service is available 24 hours a day, seven days a week, toll-free from anywhere in British Columbia.

The [B.C. Mental Health & Crisis Response Line](#) is available for emotional support, information and resources specific to mental health at [310-6789](tel:310-6789) (no area code needed). This service works 24 hours a day, seven days a week and is available in 140 languages.

## Territorial acknowledgment

This report was prepared on the ancestral territories, traditional lands and unceded territory of the Ləkʷəŋən (Lekwungen) people and the Snuneymuxw Nation who have kept their homelands strong. We are grateful.

## Acknowledgments

The B.C. government remains committed to taking a distinctions-based approach to Indigenous data sovereignty and self-determination. We recognize and respect the distinct rights of First Nations, Métis, and Inuit people. We are working to address the consequences of colonial policies which have had lasting effects on all Indigenous Peoples living in the province.

## Note on use

This report provides statistics about the demographic composition of the appointees to British Columbia's Crown agencies and boards. This information is important for establishing baselines and tracking progress toward equity and diversity in government. It can be used to evaluate and inform policies and practices for appointments made by the Crown Agencies and Board Resourcing Office. Representation levels of different demographic groups should not be seen as a reflection of their interest in and merit for appointments.



### **Note on terminology**

Following guidelines used in social and medical sciences, labels for different population groups are considered proper nouns and are capitalized throughout this report. Capitalization of the term “White” in this report should not be used to legitimize beliefs about white supremacy. We acknowledge that in many contexts writers may prefer not to capitalize this term and respect this choice.

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# Executive Summary

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## Introduction

The Crown Agencies and Board Resourcing Office (CABRO) oversees the recruitment and recommendation of candidates for appointments to all Crown corporations, agencies, boards, and commissions in British Columbia. Historically and continuing to this day, Indigenous and Two-Spirit, racialized people, women, people with disabilities, members of the LGBTQ+ community and other equity-deserving groups have faced barriers to full civic participation. CABRO is committed to monitoring the representation of marginalized groups and examining its policies and practices to support strong boards that reflect the diversity of British Columbia.

As part of this commitment, CABRO tracks demographic representation among its appointees through a regular online survey. The first CABRO Diversity Survey was launched in 2019, followed by the second survey in 2020. In May 2024, the third survey was administered with several improvements to its design. All 1,677 current board members were invited to participate by email. This resulted in 540 completions and a response rate of 32.2%.

The survey results were analyzed along with other administrative data and population statistics to assess progress since 2020 and identify additional areas of improvement. In 2024, the survey established baselines for both cultural diversity and First Nations, Métis, Inuit, and Two-Spirit appointees for the first time.

## Change since 2020

In 2024, representation for the following groups shifted significantly<sup>1</sup>:

- the percent of appointees aged 55+ decreased from 69% to 62.2% and the proportion of those aged 35-54 increased from 27.8% to 33.5%.
- the percent of appointees identifying as Black more than tripled from 0.7% to 2.6%, and the share of those identifying as White dropped from 76.2% to 70.6%.
- the share of people identifying as LGBTQ+ grew by 1.5 times from about 5.7% to 9.1%.
- the percent of appointees reporting a disability more than doubled from 6.7% to 19.4%.
- the share of people practising Christianity declined from 32.1% to 25.9%; while the share of those reporting no religion or spirituality grew from 36.9% to 44.3%.

First Nations and Métis people, women, people who are LGBTQ+, and religious or spiritual groups were represented at levels close to the census. Within these groups, people living in rural and remote communities may still be underrepresented.

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<sup>1</sup> The term “significant” does not reflect the assessed magnitude or importance of the reported change. Rather, it refers to the statistical significance of the reported change; statistically significant changes cannot be explained by chance and likely indicate a genuine shift in the population of appointees. Changes that are not statistically significant may reflect random fluctuations in estimates that depend on who takes the survey in a given year. While some statistically significant shifts may be linked to policy or process changes under CABRO’s control, others may occur naturally. This is because appointments are for limited terms, and representation shifts as individuals join or are reappointed to positions

# Profile of appointees by select demographic characteristics

## Indigenous identity\*

First Nations | 5.6%

Métis | 3.1%

Compared to others in the sample, **Indigenous appointees** had a 1.5 to 2 times higher share of

- women
- adults aged 35-54
- people identifying as LGBTQ+
- people reporting a disability
- caregivers for children and adults
- religious or spiritual people

\* The data about the share appointees identifying as Inuit and Two-Spirit was masked in this report because of low counts and the associated risk of survey respondents being personally identified.

## Age group

18-34 | 3.5% 

35-54 | 33.5% 

55+ | 62.2% 

Compared to others in the sample, **appointees aged 55+** had a higher share of

- men, but were the only gender-balanced age group
- people identifying as White
- residents of Vancouver Island/Coast region

**had a lower share of**

- First Nations people
- people who are racialized
- those identifying as LGBTQ+ or reporting a disability
- caregivers for a child under 18

\* A group is gender-balanced when the share of women and men closely mirrors census estimates. In the 18-34 and 35-54 age groups, women were represented at a higher rate than men, when compared to their share in the population.

## Gender and LGBTQ+ identity\*

Woman | 55.4%

Man | 42.6%

LGBTQ+ | 9.1%

Compared to others in the sample, **appointees identifying as women** had a higher share of

- First Nations people
- adults aged 35-54
- caregivers for a child under 18

\* Data about the share of Non-Binary appointees was masked in this report because of low counts and the associated risk of survey respondents being personally identified.

## Racial identity\*

29.4%   
Racialized

66.5%   
Non-racialized

Compared to others in the sample, **racialized appointees** had a 1.6 to 2 times higher share of

- adults aged 35-54
- people with two primary languages and belonging to more than one culture
- caregivers for children and adults
- religious or spiritual people
- residents of the Lower Mainland-Southwest region

\* Racialized appointees include those who identify as Arab, Black, Chinese, Filipino, Indigenous, Japanese, Korean, Southeast Asian, South Asian, or West Asian. Non-racialized appointees include those who selected White as their only racial background.

## Areas for improvement

Not all shifts observed since 2020 were sufficient to reach census-level demographic and regional representation. There are opportunities to improve the representation of adults aged 18-34, racialized groups, people with disabilities, caregivers, and residents of the Lower Mainland/Southwest and Thompson-Okanagan.

- Adults aged 55+ (62.2% of appointees) continued to be overrepresented among appointees by 1.5 times their share in the B.C. population. This was even more prominent among appointees identifying as men, more than two-thirds (72.6%) of whom were 55+. Adults aged 18-34 (3.5% of appointees) continued to be underrepresented by around 7 times their population share.
- While most racialized groups were represented at a level in line with their share of the B.C. population, those identifying as Chinese (5.6%) and Filipino (0.7%) were represented at lower rates. To reach census-level representation, the share of Chinese appointees would need to double, and the share of Filipino appointees would need to increase by 5 times.
- People with disabilities (19.4% of appointees) were represented at a lower rate relative to their share of the B.C. population. To reach population-level representation, the share of appointees in this group would need to increase by about 1.5 times.
- Parents and guardians of children under 18 (20.9%) and caregivers for adults (10.4%) were underrepresented among B.C. appointees, compared to their share in Canada's population (data for B.C. is unavailable). To reach the population level, the share of primary caregivers for children and adults would need to increase by 1.5 and 2 times respectively.
- Compared to the provincial population, those from the Lower Mainland/Southwest (53.2%) and Thompson-Okanagan (9.4%) are underrepresented among the appointees. Those from other regions, especially Vancouver Island and Coast (23.7%), are represented at higher rates.

Because the appointees often belong to more than one underrepresented group at the same time (e.g., caregivers are more likely to be racialized), focusing on increasing representation of one group may also lead to increased representation of other groups. At the same time, increasing representation of adults aged 18-54, people with disabilities, and caregivers for children under 18 may lead to the underrepresentation of men. This is because appointees identifying as men tend to already make up a lower share of these groups.

While census benchmarking gives some insight into diversity and representation, it is a limited measure because it presumes all people in the population have an equal chance of being appointed to a CABRO position. In reality, the pool of eligible candidates is smaller because the positions may require previous experience and/or training and have other selection criteria (e.g., expectations to travel and work non-traditional hours). Ideally, current representation should be compared to the pool of candidates eligible for CABRO positions; this data was not available at the time of writing this report. It is also important to assess the diversity of the candidate pool

itself to understand how current eligibility criteria may be limiting participation among equity-deserving groups. Finally, since Indigenous and racialized populations are undercounted in census data, alternative benchmarks to assess the representation of these population groups should be considered.

## **Next steps**

Crown Agencies and Board Resourcing Office (CABRO) commits to a bi-annual (every two years) demographic survey of all appointees to public sector organizations to ensure that progress is being made towards reflecting the diversity of the province in the composition of these boards. These survey results will be published as part of the annual release of statistics under the Anti-Racism Data Act.

We acknowledge that these representation statistics do not show the full picture. Beyond this, it is important to understand how appointees from equity-deserving groups and rural and remote communities are distributed across boards, what positions they occupy, and whether they feel supported and empowered in their roles.

In the next survey, CABRO commits to including census comparisons and additional intersectional insights from qualitative data collection. This will enable CABRO to meet the commitment of working collaboratively with racialized and Indigenous communities and involving them in research and identifying actions to address the lack of diversity.

# Introduction

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## About CABRO

The Crown Agencies and Board Resourcing Office (CABRO) oversees the recruitment and recommendation of candidates for appointments to all Crown corporations, agencies, boards, and commissions in British Columbia. CABRO develops policies to support an open, transparent, and merit-based public appointment process, and helps ensure appointees receive public sector governance orientation and development resources. In addition, CABRO provides oversight of Crown governance and corporate accountability, including the delivery of mandate letters, service plans and annual service plan reports for agencies, boards, and commissions. CABRO also provides advice and recommendations for improvements to governance, accountability, and performance planning by public sector organizations.

Historically and continuing to this day, Indigenous and Two-Spirit, racialized people, women, people with disabilities, and members of the LGBTQ+ community have been excluded from positions of power both through oversight and intentionally through colonial, racist, ableist, sexist and other discriminatory policies and practices. Other groups, like caregivers of children and adults, youth, and members of non-dominant religious and language groups, have also faced barriers to full civic participation due to systemic barriers. While progress has been made to improve the representation of these groups, more needs to be done to repair the harm done by years of exclusion and ensure that all people have an opportunity to participate in the governance of our province.

CABRO is committed to monitoring the representation of historically marginalized groups and examining its policies and practices to support strong boards that reflect the diversity of British Columbia. CABRO encourages those who may contribute to diversity in public sector board appointments to put their names forward for appointments. Strong boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.

## CABRO Diversity Surveys

Regular CABRO Diversity Surveys and associated reporting are a part of CABRO's commitment to monitoring progress toward achieving its diversity and equity objectives. The first CABRO Diversity Survey was administered by BC Stats in 2019, followed by the second survey in 2020. In May 2024, the third survey was administered by BC Stats through a research company, Leger. CABRO Diversity Survey results are used to establish baselines, assess progress over time, and identify areas of improvement.

## 2024 CABRO Diversity Survey

The 2024 CABRO Diversity Survey included 12 demographic questions and 2 open-ended questions. The open-ended questions collected information about training needs and board/tribunal culture that makes appointees feel supported. Insights gained from the open-

ended questions are not included in this report and are used internally by CABRO to inform operations. Administrative data was also available to track representation by economic region.

The 2024 demographic questionnaire was revised to incorporate the latest best practices for demographic data collection. These included a distinctions-based approach to collecting data about Indigenous Peoples, including definitions of questions about disability and racial background, and several minor improvements to response options. Two questions about place of birth and visible minority status were removed and a question about cultural background was added.

All 1,677 current board members were invited to participate by email in May 2024. This resulted in 540 completions and a response rate of 32.2%. Details about survey administration and analysis are available in the methodology section of this report.

## Findings

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The 2024 CABRO Diversity Survey collected demographic information about provincial appointees to assess the representation of different demographic groups and to track change since 2020.

To this end, 2024 survey results for each demographic group are compared to two benchmarks:

1. Results from the 2020 CABRO Diversity Survey. Blue/up and red/down arrows reflect significant<sup>2</sup> changes between the 2024 and 2020 surveys.

While some significant representation shifts may be linked to policy or process changes under CABRO's control, others may occur naturally. This is because appointments are for limited terms, and representation shifts as individuals join or are reappointed to positions.

2. B.C. population estimates for demographic groups, based on the 2021 Census or other federal surveys where census data is unavailable.

This benchmark was selected because census and federal surveys administered by Statistics Canada are the most accessible and reliable data sources used to describe the provincial population. However, this approach has limitations because it presumes all people in the population have an equal chance of being appointed to a CABRO position. In reality, the pool of eligible candidates is smaller because the appointments may require previous experience and/or training and have other selection criteria. Ideally, current representation should be compared to the pool of candidates eligible for CABRO positions. It is also important to assess the diversity of the candidate pool itself to understand how current eligibility criteria may be limiting participation among equity-deserving groups. Finally, it is important to keep in mind that census benchmarks are less accurate in assessing the representation of Indigenous and racialized

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<sup>2</sup> The term "significant" does not reflect the assessed magnitude or importance of the reported change. Rather, it refers to the statistical significance of the reported change; statistically significant changes cannot be explained by chance and likely indicate a genuine shift in the population of appointees. Changes that are not statistically significant may reflect random fluctuations in estimates that depend on who takes the survey in a given year.



populations,<sup>3</sup> because these populations are undercounted in the census for various reasons (e.g., undercoverage and data processing approach).

Intersectional insights for each demographic group are included where sample sizes permit, and where significant differences between each sub-group and the total sample are identified. For this analysis, each sub-group is compared to everyone else in the sample, excluding the sub-group in question. For example, the age group 55+ is compared to the total sample that includes the 18-34 and 35-54 age groups, plus those choosing not to disclose their age.

Results from the 2019 CABRO Diversity Survey are provided for historical context. Because statistical testing has not been performed on these results, they cannot be used to assess changes in the demographic composition of appointees since 2019.

It is important to understand that representation levels of different demographic groups are not a reflection of their interest in and merit for appointments. Instead, groups may have different levels of awareness, resources, and social networks that make it more easy or difficult for them to apply for and receive appointments. The nature of appointments and associated responsibilities may also limit the pool of eligible candidates and unevenly impact different population groups (e.g., if most appointments require to be physically present in Victoria, residents of other cities would be excluded). The selection process and other policies and practices also play a role in how different groups are represented. That is why follow-up analysis is necessary to fully interpret and act on the findings reported below.

## Age

Nearly two-thirds of current provincial appointees to B.C.'s Crown corporations, agencies, boards, and commissions are aged 55+, though this figure has dropped significantly since 2020. Still, this age group continues to be overrepresented among CABRO appointees by 1.5 times their share in the B.C. population.

The proportion of appointees aged 35-54 has increased significantly compared to 2020. This age group now represents a third of appointees – in line with their share in the population.

While the proportion of appointees aged 18-24 increased significantly since 2020, it had to be masked to prevent identifying survey respondents in this and the 25-34 age group. Those aged 18-34 are still underrepresented compared to their share of the population. To reach census-level representation, this group needs to increase by about 7 times from the 2024 level.

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<sup>3</sup> Manuel, K., Orlandini, R., & Cooper, A. (2022). Who is counted? Ethno-racial and Indigenous identities in the Census of Canada, 1871-2021. *IASSIST Quarterly*, 46(4).

Table 1: Appointees by age group. In 2024, the survey asked, “What is your age?”.

Age Group	2024*	2024 Confidence Interval**	2020	2019	2021 Census <sup>4</sup> (age 18+)
<i>Base n=</i>	540	540	972	964	4,132,325
<b>NET 18 – 34</b>	3.5%	2.2-5.5	2.2%	2.5%	26.4%
<b>18 – 24</b>	MASK***↑	MASK	MASK	MASK	9.6%
<b>25 – 34</b>	MASK	MASK	MASK	MASK	16.8%
<b>NET 35 – 54</b>	33.5% ↑	29.7-37.6	27.8%	27.5%	31.8%
<b>35 – 44</b>	12.4%	9.9-15.5	11.2%	10.7%	16.3%
<b>45 – 54</b>	21.1%	17.9-24.8	16.6%	16.8%	15.5%
<b>NET 55+</b>	62.2% ↓	58.1-66.2	69.0%	68.7%	41.8%
<b>55 – 64</b>	24.3% ↓	20.8-28.1	30.7%	31.6%	17.2%
<b>65+</b>	38.0%	34.0-42.1	38.4%	37.0%	24.6%
<b>Prefer not to answer</b>	0.7%	0.2-2.0	1.0%	1.3%	n/a

\* Blue/up arrows mark statistically significant increases since 2020, and red/down arrows mark decreases.

\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 3.5% of respondents were 18-34 years old and the proportion in the entire population of appointees could range from 2.2 to 5.5%).

\*\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

## Intersectional insights for appointees by age

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

### Relative to everyone else in the sample, appointees aged 55+ were:

- less likely to identify as First Nations
- less likely to identify as LGBTQ+
- less likely to be racialized
- less likely to consider language other than English or French as their primary
- less likely to consider themselves as a part of more than one culture
- less likely to report a disability
- less likely to be caregivers of a child under 18
- more likely to identify as men, although 55+ was the only gender-balanced age group
- more likely to identify as White
- more likely to practise Christianity
- more likely to live in the Vancouver Island/Coast region

<sup>4</sup> Statistics Canada (2022). Table 98-10-0022-01. Age (in single years), average age and median age and gender: Canada, provinces and territories, census divisions and census subdivisions. Retrieved July 16, 2024, from <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=9810002201>

Table 2: Intersectional analysis for appointees age 55+ by demographic groups.

Demographic Group	Sub-group	Age 55+	Total sample, excluding 55+
	Base n=	336	204
Indigenous identity	First Nations	2.4%	10.8%
Gender*	Woman	49.4%	65.2%
	Man	49.7%	30.9%
LGBTQ+ identity	Identify as LGBTQ+	3.9%	17.6%
Racial background	White	78.0%	58.3%
	Racialized	20.5%	44.1%
Primary languages	Language other than English or French	1.2%	7.4%
Culture	More than one culture	38.7%	52.5%
Religion/spirituality	Christianity	31.8%	16.2%
Disability	Report a disability	15.8%	25.5%
Caregiver status	Caregiver for child	3.3%	50.0%
Economic region	Vancouver Island/Coast	27.4%	16.2%

\*Data about non-binary appointees was collected but masked because of low counts and the associated risk of survey respondents being personally identified.

Gender

A little over half of appointees identify as women. The gender proportions of provincial appointees in 2024 are statistically consistent with 2020’s results.

In 2024, appointees identifying as women were represented at a slightly higher rate compared to their share in the B.C. population as of 2021.

Table 3: Appointed by gender identity. In 2024, the survey asked, “What is your gender? Gender refers to current gender which may be different from what is indicated on legal documents.”

Gender Identity*	2024	2024 Confidence Interval**	2020	2019	2021 Census (age 15+) <sup>5</sup>
Base n=	540	540	972	964	4,200,505
Man	42.6%	38.5-46.8	46.1%	49.6%	48.7%
Woman	55.4%	51.2-59.5	52.9%	49.3%	51.1%
Non-Binary	MASK***	MASK	n/a	n/a	0.2%
Prefer not to answer	MASK	MASK	MASK	MASK	n/a

\* 2019 and 2020 options were worded as “Male” and “Female” and did not include an explanation of gender in the question. “Non-binary” was not an option in 2019 or 2020; instead, “Other” was an option.  
\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 42.6% of respondents were men and the proportion in the entire population of appointees could range from 38.5 to 46.8%).  
\*\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

<sup>5</sup> Statistics Canada. Table 98-10-0036-01 Broad age groups and gender: Canada, provinces, and territories. Retrieved July 16, 2024, from <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=9810003601>.

## Intersectional insights for appointees by gender

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

### Relative to everyone else in the sample, appointees identifying as women were:

more likely to identify as First Nations

more likely to be aged 35-54, less likely to be 55+; thus, more evenly distributed between these age groups

more likely to be primary caregivers for a child under 18

Table 4: Intersectional analysis for women by demographic groups.

Demographic Group	Sub-group	Women	Total sample, excluding women
	<i>Base n=</i>	<i>299</i>	<i>241</i>
<b>Indigenous identity</b>	First Nations	7.7%	2.9%
	35-54	41.5%	23.7%
<b>Age group</b>	55+	55.5%	70.5%
	Caregiver for child	25.8%	14.9%
<b>Caregiver status</b>			

### Relative to everyone else, appointees identifying as men were:

less likely to identify as First Nations

less likely to be aged 35-54, more likely to be 55+

less likely to report a disability

less likely to be primary caregivers for a child under 18


Table 5: Intersectional analysis for men by demographic groups.

Demographic Group	Sub-group	Men	Total sample, excluding men
	<i>Base n=</i>	<i>230</i>	<i>310</i>
<b>Indigenous identity</b>	First Nations	2.6%	7.7%
	35-54	23.0%	41.3%
<b>Age group</b>	55+	72.6%	54.5%
	Report a disability	14.8%	22.9%
<b>Disability</b>			
<b>Caregiver status</b>	Caregiver for child	14.8%	25.5%

# LGBTQ+ identity

Nearly one in ten provincial appointees identified as LGBTQ+ in 2024, a significant increase from 2020. This group is represented at a higher rate compared to their estimated share in the provincial population, based on the 2019-2022 Canadian Community Health Survey.

Table 6: Appointees by LGBTQ+ identity. In 2024, the survey asked, “Are you a person who is LGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer, and/or other)?”

LGBTQ+ Identity	2024*	2024 Confidence Interval**	2020	2019	2019 – 2021 Canadian Community Health Survey (age 15+) <sup>6</sup>
<i>Base n=</i>	540	540	972	964	3,988,700
<b>Yes***</b>	9.1% 	6.9-11.8	5.7%	4.7%	5.9%
<b>No</b>	88.0%	84.9-90.5	90.0%	90.6%	94.1%
<b>Don't know / Unsure</b>	0.7%	0.2-2.0	n/a	n/a	n/a
<b>Prefer not to answer</b>	2.2%	1.2-3.9	4.3%	4.8%	n/a

\* Blue/up arrow marks a statistically significant increase since 2020.  
\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 9.1% of respondents identify as LGBTQ+ and the proportion in the entire population of appointees could range from 6.9 to 11.8%).  
\*\*\* Note that 2019 and 2020 question wording also listed “Two-Spirit” in the examples provided in the question. A separate question asking about Two-Spirit identities was added for the 2024 survey.

# Indigenous identity

The total proportion of appointees who identify as Indigenous is 8.5 percent, similar to what was observed in 2020. This is higher than the share of the Indigenous population in the province based on the 2021 Census.

- Just over 5 percent of provincial appointees identify as First Nations, which is higher than their census-estimated share in the population.
- Just over 3 percent identify as Métis, which is higher than their census-estimated share in the population.
- Data about Inuit appointees was masked because of low counts.

Indigenous people living in rural and remote communities may still be underrepresented among CABRO appointees. This analysis could not be completed in this report due to low counts; it can be completed in future reports by combining data over multiple years.

It is also important to note that census benchmarking is less accurate for assessing the representation of the Indigenous population. This is because Canada’s census has historically been used as a tool of erasure and assimilation of Indigenous people, which is reflected in data

<sup>6</sup> Statistics Canada. Table 13-10-0874-01 Socioeconomic characteristics of the 2SLGBTQ+ population, 2019 to 2021. Retrieved July 16, 2024, from <https://doi.org/10.25318/1310087401-eng>.

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collection and processing methods.<sup>7</sup> For example, not all Indigenous people participate in the census due to mistrust or due to census questionnaires never reaching them. In 2021, an estimated 10.66% (or ~10,914) of people living on reserves in British Columbia were not included in census counts.<sup>8</sup> As a result, the Indigenous population is undercounted in the census. Moreover, years of colonial and racist policies (e.g., the Indian Act and residential schools) have constrained the size and growth of the Indigenous population. Therefore, using current population levels as a benchmark for adequate representation can perpetuate the exclusion of Indigenous people from positions of power.

Table 7: Appointees by Indigenous identity. In 2024, the survey asked, “Do you identify yourself as First Nations (status or non-status), Métis, or Inuit? (Select all that apply)”

Indigenous Identity	2024	2024 Confidence Interval*	2020	2019	2021 Census (age 15+) <sup>9</sup>
<i>Base n=</i>	540	540	972	964	4,200,505
<b>NET Yes**</b>	8.5%	6.4-11.2	7.4%	6.3%	5.2%
<b>Yes, First Nations in BC</b>	4.6%	3.1-6.8	n/a	n/a	n/a
<b>Yes, First Nations outside of BC</b>	0.9%	0.3-2.2	n/a	n/a	n/a
<b>Yes, First Nations</b>	5.6%	3.9-7.8	n/a	n/a	3.2%
<b>Yes, Métis</b>	3.1%	1.9-5.0	n/a	n/a	1.8%
<b>Yes, Inuit</b>	MASK***	MASK	n/a	n/a	0.03%
<b>No</b>	88.5%	85.5-91.0	90.3%	91.3%	94.8%
<b>Don't know / Unsure</b>	0.9%	0.3-2.2	n/a	n/a	n/a
<b>Prefer not to answer</b>	2.0%	1.1-3.7	2.3%	2.4%	n/a

\* The confidence interval shows the range of true population values for each survey estimate (Ex: 8.5% of respondents identify as Indigenous and the proportion in the entire population of appointees could range from 6.4 to 11.2%).

\*\* 2019 and 2020 only asked “Yes/No” – no differentiation between First Nations, Métis, or Inuit. Row “NET Yes” shows simple “Yes” responses for 2019 and 2020, which are comparable to the “NET Yes” figure shown for 2024.

\*\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

### Intersectional insights for Indigenous appointees

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

Intersectional analysis did not reveal statistically significant differences between appointees identifying as First Nations and all other appointees, as Métis and all other appointees, or as Inuit

<sup>7</sup> Manuel, K., Orlandini, R., & Cooper, A. (2022). Who is counted? Ethno-racial and Indigenous identities in the Census of Canada, 1871-2021. IASSIST Quarterly, 46(4).

<sup>8</sup> Statistics Canada. 2024. Indigenous Peoples technical report, Census of population, 2021. Retrieved August 7, 2024, from <https://www12.statcan.gc.ca/census-recensement/2021/ref/98-307/index-eng.cfm>

<sup>9</sup> Statistics Canada. Table 98-10-0264-01 Indigenous identity by Registered or Treaty Indian status and residence by Indigenous geography: Canada, provinces, and territories. Retrieved July 22, 2024, from <https://doi.org/10.25318/9810026401-eng>

and all other appointees. This is likely because of the small size of these groups compared to the total sample.

When combined as one group, Indigenous appointees differed in many ways from those who were non-Indigenous or chose not to answer the Indigenous identity question.

**Relative to everyone else in the sample, Indigenous appointees were:**

- more likely to be 35-54
- more likely to identify as a woman
- more likely to identify as LGBTQ+
- more likely to identify with more than one racial background
- more likely to identify with Métis culture or a First Nations culture
- more likely to practise more than one religion or spirituality
- more likely to report a disability
- more likely to be primary caregivers for children under 18 and adults

Table 8: Intersectional analysis for Indigenous appointees by demographic groups.

Demographic Group	Sub-group	Indigenous	Total sample, excluding Indigenous
	<i>Base n=</i>	<i>46</i>	<i>494</i>
Age group	35-54	60.9%	31.0%
Gender	Woman	76.1%	53.4%
LGBTQ+ identity	Identify as LGBTQ+	19.6%	8.1%
Racial background	More than one racial identity	23.9%	3.0%
Culture	Métis culture	15.2%	0.0%
	First Nations culture	28.3%	3.0%
Religion/spirituality	Religious/spiritual	84.8%	43.5%
	More than one religion/spirituality	13.0%	1.8%
Disability	Report a disability	30.4%	18.4%
Caregiver status	Caregiver for child	32.6%	19.8%
	Caregiver for adult	19.6%	9.5%

## Two-Spirit identity

Among those appointees who identify as Indigenous, some also identify as Two-Spirit.

Table 9: Indigenous appointees by Two-Spirit identity. In 2024, the survey asked, “Do you identify as Two-Spirit?”

Two-Spirit Identity	2024	2024 Confidence Interval*
<i>Base n=</i>	46	46
Yes	MASK**	MASK
No	89.1%	76.5-95.7
Don't know / Unsure	MASK	MASK

\* The confidence interval shows the range of true population values for each survey estimate (Ex: 89.1% of Indigenous respondents don't identify as Two-spirit and the proportion in the entire population of Indigenous appointees could range from 76.5 to 95.7%).

\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

## Racial background<sup>10</sup>

Over two-thirds of appointees identify as White<sup>11</sup>, though their share in 2024 is significantly lower than in 2020. The proportion of appointees who identify as Black has increased significantly since 2020, while the share of other racialized groups remained unchanged. The majority of appointees (91%) selected one racial identity, with close to 5% selecting two or more.

Most racialized groups were represented at a level in line with their share of the population.<sup>12</sup> Those identifying as Chinese and Filipino were represented at lower rates and those identifying as Black were represented at a slightly higher rate.

To reach census-level representation the share of appointees identifying as Chinese would need to double, and the share of appointees identifying as Filipinos would need to increase by 5 times from their 2024 levels.

It is important to note that census benchmarking is less accurate when used to assess the representation of the racialized population. This is because census has historically been used as a tool of erasure and assimilation of racialized people, which is reflected in data collection and

<sup>10</sup> In this report, racial background or race is defined as the social concept that assigns status to people based on their physical characteristics, ethnicity, nationality, or place of origin. Race is used to create social hierarchies by racializing people as more or less worthy of power, respect, and resources. Racial differences in representation reflect the outcomes of social structures that place barriers for racialized people to participate in citizen governance.

<sup>11</sup> Following guidelines used in social and medical sciences, labels for different population groups are considered proper nouns and are capitalized throughout this report. Capitalization of the term “White” in this report should not be used to legitimize beliefs about white supremacy. For more information on current guidelines, see:

American Psychological Association (2022). APA style and grammar guidelines: proper nouns. Retrieved July 24, 2024, from <https://apastyle.apa.org/style-grammar-guidelines/capitalization/proper-nouns>

Flanagin, A., Frey, T., Christiansen, S. L., & AMA Manual of Style Committee (2021). Updated guidance on the reporting of race and ethnicity in medical and science journals. JAMA, 326(7), 621-627.



Stanbrook M.B. & Salami B. (2023). CMAJ's new guidance on the reporting of race and ethnicity in research articles. Canadian Medical Association Journal. 195(6), E236-E238.

<sup>12</sup> The fact that respondents selecting several racial identities were counted in each single response category (double counted) may have inflated the share of some racial groups among CABRO appointees. The impact was likely minimal because the majority selected one response; the impact was even smaller for racialized groups because most people selecting two or more responses selected only one racialized identity.



processing methods.<sup>13</sup> For example, in the 2021 census, people who identified as Arab, Latin American and West Asian in combination with White were classified as “not a visible minority”, which likely led to undercounting of these populations. Lower response rates in the most recent census also mean that estimates for smaller populations like racialized groups are less reliable.<sup>14</sup> In addition, years of racist policies (e.g., displacement, restrictions on immigration and property ownership) have constrained the size of racialized populations in the province. Therefore, using current population levels as a benchmark for adequate representation can perpetuate the exclusion of racialized people from positions of power.

Table 10: Appointees by racial background. In 2024, the survey asked, “In our society, people are often described by their race or racial background. These descriptions are not based in science but impact the way people are treated. Which of the following best describes you? (Select all that apply)”

Racial Background	2024*	2024 Confidence Interval**	2020	2019	2021 Census (age 15+) <sup>15</sup>
<i>Base n=</i>	540	540	972	964	4,200,420
<b>NET Racialized ****</b>	29.4%	25.8-33.4	14.9%	16.0%	n/a
<b>South Asian</b>	8.5%	6.4-11.2	8.5%	7.2%	9.4%
<b>Indigenous</b>	8.1%	6.1-10.8	n/a	n/a	n/a
<b>Chinese</b>	5.6%	3.9-7.8	4.7%	4.9%	11.3%
<b>Black</b>	2.6% 	1.5-4.3	0.7%	1.0%	1.1%
<b>Korean</b>	1.1%	0.4-2.5	MASK***	MASK	1.5%
<b>West Asian</b>	1.1%	0.4-2.5	0.4%	0.8%	1.4%
<b>Japanese</b>	0.9%	0.3-2.2	1.1%	1.0%	0.9%
<b>Filipino</b>	0.7%	0.2-2.0	MASK	MASK	3.5%
<b>Latin American</b>	0.7%	0.2-2.0	0.8%	0.6%	1.4%
<b>Arab</b>	MASK	MASK	0.4%	MASK	0.5%
<b>Southeast Asian</b>	MASK	MASK	MASK	MASK	1.4%
<b>NET Non – Racialized ****</b>	66.5%	62.4-70.3	74.2%	74.5%	n/a
<b>White</b>	70.6% 	66.6-74.2	76.2%	76.8%	n/a
<b>One racial identity</b>	91.1%	88.4-93.2	n/a	n/a	n/a
<b>Multiple racial identities</b>	4.8%	3.3-7.0	n/a	n/a	n/a
<b>Don't know / Unsure</b>	0.7%	0.2-2.0	n/a	n/a	n/a
<b>Prefer not to answer</b>	3.3%	2.1-5.2	4.9%	5.0%	n/a

\* Blue/up arrow marks a statistically significant increase since 2020, and red/down arrow marks a decrease.

\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 8.5% of respondents are South Asian and the proportion in the entire population of appointees could range from 6.4 to 11.2%).

\*\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

\*\*\*\* The “NET Racialized” group for 2019 and 2020 does not include the “Indigenous” category because this response option was added in 2024. As a result, these NETs are not statistically comparable to the 2024 NET.

The “NET Non-Racialized” group includes respondents who selected “White” as their only racial background.

<sup>13</sup> Manuel, K., Orlandini, R., & Cooper, A. (2022). Who is counted? Ethno-racial and Indigenous identities in the Census of Canada, 1871-2021. IASSIST Quarterly, 46(4).

<sup>14</sup> Statistics Canada. 2022. Visible minority and population group reference guide, Census of population, 2021. Retrieved August 7, 2024, from <https://www12.statcan.gc.ca/census-recensement/2021/ref/98-500/006/98-500-x2021006-eng.cfm>

<sup>15</sup> Statistics Canada. 2024. Custom tabulation of 2021 Census by racialized population status.

Intersectional insights for racialized appointees

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

Relative to everyone else in the sample, racialized appointees were:

- more likely to be 35-54
- more likely to consider two languages as their primary
- more likely to identify with more than one culture and less likely to identify as culturally Canadian
- more likely to be religious/spiritual
- more likely to be primary caregivers for a child under 18 and for an adult
- more likely to live in the Lower Mainland/Southwest region

Table 11: Intersectional analysis for racialized appointees by demographic groups.

Demographic Group	Sub-group	Racialized	Total sample, excluding racialized
	Base n=	159	381
Age group	35-54	49.7%	26.8%
Primary language	Two languages	9.4%	1.8%
Culture	Canadian	61.6%	81.9%
	More than one culture	61.0%	36.7%
Religion/spirituality	Religious/spiritual	66.0%	39.1%
Caregiver status	Caregiver for child	32.1%	16.3%
	Caregiver for adult	15.1%	8.4%
Economic Region	Lower Mainland/Southwest	71.1%	45.7%

# Primary languages

Almost all provincial appointees consider English one of their primary languages, while very few report French or another language as primary.

There is no direct census or other federal survey comparison for the language one is most comfortable using to communicate at work.

Table 12: Appointees by primary language. In 2024, the survey asked, “Which of the following do you consider your primary language? Primary language is the language you are most comfortable using to communicate at work. (Select all that apply)”

Primary Language*	2024	2024 Confidence Interval**	2020	2019
Base n=	540	540	972	964
English	99.3%	98.0-99.8	96.0%	97.0%
French	1.1%	0.4-2.5	0.5%	MASK***
Another language	3.5%	2.2-5.5	3.0%	2.3%
Prefer not to answer	0.2%	0.0-1.2	0.5%	MASK

\* In 2019 and 2020, survey respondents were only able to select a single choice – year-over-year results are not directly comparable due to this.

\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 99.3% of respondents identify English as one of their primary languages and the proportion in the entire population of appointees could range from 98.0 to 99.8%).

\*\*\* Several data points have been masked to minimize the risk of re-identification of survey respondents that belong to sub-groups of fewer than 4 people.

## Culture

More than three-quarters of provincial appointees consider themselves to be culturally Canadian. British, English, Scottish, American, and Irish are also common responses among the appointees. Chinese, Indian (India), Punjabi, Sikh, and Métis were the top five non-European/American cultures identified.

About half (51%) identified with one cultural background, a quarter (26%) selected two, while another 12% selected three cultures.

Table 13: Appointees by cultural identity. In 2024, the survey asked, “What culture(s) did you grow up with or consider yourself to be a part of? (Select all that apply)”

Cultural Identity	2024*
<i>Base n=</i>	<i>540</i>
<b>Canadian</b>	75.9%
<b>British</b>	7.2%
<b>English</b>	6.3%
<b>Scottish</b>	5.9%
<b>American (United States)</b>	5.2%
<b>Chinese</b>	4.8%
<b>Irish</b>	4.6%
<b>German</b>	3.9%
<b>Indian (India)</b>	3.3%
<b>Punjabi</b>	3.3%
<b>Jewish</b>	3.0%
<b>Italian</b>	2.2%
<b>French Canadian</b>	1.9%
<b>Dutch</b>	1.7%
<b>Sikh</b>	1.7%
<b>Métis</b>	1.3%
<b>Norwegian</b>	1.3%
<b>Ukrainian</b>	1.3%
<b>French</b>	1.1%
<b>Japanese</b>	1.1%
<b>Korean</b>	1.1%
<b>Another culture not listed</b>	5.2%
<b>One culture</b>	51.3%
<b>Two cultures</b>	26.9%
<b>Three cultures</b>	12.8%
<b>Four or more cultures</b>	4.3%
<b>Don't know/unsure</b>	1.7%
<b>Prefer not to answer</b>	3.1%

\* The question was added in 2024. Responses receiving 1% or less are not shown. Respondents could self-describe and select from a drop-down list of 77 options. These options reflected the most common self-described cultural identities collected through the [2023 BC Demographic Survey](#) (those with >100 responses). Confidence intervals are not available due to the nature of the question.



# Religion and spirituality

About 4 in 10 current appointees report they do not practise a religion/spirituality, a significant increase from 2020. The proportion of appointees who report practising Christianity has fallen significantly since 2020; this group now makes up a quarter of all appointees.

Individuals practising traditional North American Indigenous spirituality, Judaism or another faith/spirituality were represented at a higher rate than their share in the population. Those practising Christianity or no religion/spirituality were represented at a lower rate.

The majority (88%) identified only one religious/spiritual affiliation, with less than 3% identifying two or more. The question had the highest share of “prefer not to answer” selections (6.7%), suggesting this may be a more sensitive area than others covered in the survey.

Table 14: Appointees by religion or spirituality. In 2024, the survey asked, “What religion or spirituality, if any, do you personally practice? (Select all that apply)”

Religion or Spirituality*	2024**	2024 Confidence Interval***	2020	2019	2021 Census (age 15+) <sup>16</sup>
<i>Base n=</i>	540	540	972	964	4,200,420
<b>No Religion / Spirituality</b>	44.3% 	40.1-48.5	36.9%	35.7%	50.9%
<b>NET Religious / Spiritual**</b>	47.0%	42.9-51.3	50.1%	51.1%	49.1%
<b>Christianity</b>	25.9% 	22.4-29.8	32.1%	31.6%	35.6%
<b>Another faith/spirituality</b>	7.2%	5.3-9.7	7.3%	5.0%	1.1%
<b>Traditional Spirituality</b>	6.3%	4.5-8.7	5.7%	3.8%	0.2%
<b>Sikhism</b>	4.3%	2.8-6.3	2.9%	2.7%	5.8%
<b>Judaism</b>	2.4%	1.4-4.1	2.0%	1.8%	0.6%
<b>Buddhism</b>	1.9%	1.0-3.4	2.2%	0.9%	1.9%
<b>Islam</b>	1.3%	0.6-2.7	1.5%	1.5%	2.4%
<b>Hinduism</b>	1.3%	0.6-2.7	0.6%	0.6%	1.6%
<b>One religion</b>	88.5%	85.5-91.0	n/a	n/a	n/a
<b>Two or more religions</b>	2.8%	1.7-4.6	n/a	n/a	n/a
<b>Don't know / Unsure</b>	2.0%	1.1-3.7	n/a	n/a	n/a
<b>Prefer not to answer</b>	6.7%	4.8-9.1	13.0%	13.2%	n/a

\* Question updated in 2024 to include “spirituality” – prior surveys only mentioned “religion”.

\*\* Blue/up arrow marks a statistically significant increase since 2020, and red/down arrow marks a decrease.

\*\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 44.3% of respondents practise no religion and the true proportion out of the entire population of appointees could range from 40.1 to 48.5%).

<sup>16</sup> Statistics Canada. 2023. (table). Census Profile. 2021 Census of population. Statistics Canada Catalogue no. 98-316-X2021001. Retrieved July 16, 2024, from <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.

# Disability

Just less than 2 in 10 report a disability, up significantly from 2020. The increase may be, at least in part, caused by the additional clarification added to this question. Still, people with disabilities are represented at a lower rate relative to their share of the population. To reach the population level, the share of appointees in this group would need to increase by about 1.5 times.

Table 15: Appointees by disability. In 2024, the survey asked, “Do you have a condition that is a disability (including disorders, syndromes, injuries, etc.)?”

Disability*	2024**	2024 Confidence Interval***	2020	2019	2022 Canadian Survey on Disability <sup>17</sup>
<i>Base n=</i>	540	540	972	964	4,051,810
<b>Yes</b>	19.4% <span style="color: blue;">↑</span>	16.3-23.0	6.7%	7.0%	28.6%
<b>No</b>	76.9% <span style="color: red;">↓</span>	73.1-80.2	91.3%	91.1%	71.4%
<b>Don’t know / Unsure</b>	1.9%	1.0-3.4	n/a	n/a	n/a
<b>Prefer not to answer</b>	1.9%	1.0-3.4	2.1%	2.0%	n/a

\* Additional clarification of the term “disability” was added in 2024. See the survey questionnaire in Appendix B.  
 \*\* Blue/up arrow marks a statistically significant increase since 2020, and red/down arrow marks a decrease.  
 Results for 2024 marked with a blue/up arrow are significantly greater than 2020, while 2024 results with a red/down arrow are significantly lower.  
 \*\*\* The confidence interval shows the range of true population values for each survey estimate (Ex: 19.4% of respondents report a disability and the proportion in the entire population of appointees could range from 16.3 to 23.0%).

## Intersectional insights for appointees reporting a disability

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of risk of re-identification of survey respondents.

### Relative to everyone else in the sample, appointees reporting a disability were:

- less likely to be 55+
- less likely to identify as a man
- more likely to identify as LGBTQ+

Table 16: Intersectional analysis for appointees reporting a disability by demographic groups.

Demographic Group	Sub-group	Reporting a disability	Total sample, excluding those reporting a disability
	<i>Base n=</i>	105	435
<b>Age group</b>	55+	50.5%	65.1%
<b>Gender</b>	Man	32.4%	45.1%
<b>LGBTQ+ status</b>	Identify as LGBTQ+	23.8%	5.5%

<sup>17</sup> Statistics Canada. Table 13-10-0374-01 Persons with and without disabilities aged 15 years and over, by age group and gender. Retrieved July 16, 2024, from <https://doi.org/10.25318/1310037401-eng>.

# Primary caregiver for child

Just over 2 in 10 indicate they are a primary caregiver for a child under 18, statistically consistent with results from 2020. Compared to Canada’s population, caregivers for children are underrepresented among appointees. To reach the population level, the share of appointees in this group would need to increase by about 1.5 times.

Table 17: Appointees by caregiver for a child status. In 2024, the survey asked, “Are you a primary caregiver for a child under 18 years of age?”

Caregiver for Child	2024	2024 Confidence Interval*	2020	2019	2022 Canadian Social Survey (Canada, age 15+) <sup>18</sup>
<i>Base n=</i>	<i>540</i>	<i>540</i>	<i>972</i>	<i>964</i>	<i>n/a</i>
<b>Yes</b>	20.9%	17.7-24.6	17.8%	16.1%	31.0%
<b>No</b>	78.5%	74.9-81.8	81.5%	82.5%	n/a
<b>Don’t know / Unsure</b>	0.2%	0.0-1.2	n/a	n/a	n/a
<b>Prefer not to answer</b>	0.4%	0.0-1.4	0.7%	1.5%	n/a

\* The confidence interval shows the range of true population values for each survey estimate (Ex: 20.9% of respondents are a caregiver for a child and the proportion in the entire population of appointees could range from 17.7 to 24.6%).

## Intersectional insights for caregivers for a child under 18 years old

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

### Relative to everyone else in the sample, caregivers for a child under 18 were:

- more likely to identify as Indigenous
- more likely to be between 35-54
- more likely to identify as a woman
- more likely to be racialized
- less likely to identify as White
- more likely to consider language other than English or French as their primary

<sup>18</sup> Statistics Canada. 2022. Canadian Social Survey – Well-being and Caregiving, 2022. Retrieved July 22, 2024, from <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2023004-eng.htm>

Table 18: Intersectional analysis for caregivers for a child by demographic groups.

Demographic Group	Sub-group	Caregiver for child	Total sample, excluding caregivers
	<i>Base n=</i>	<i>113</i>	<i>427</i>
<b>Indigenous identity</b>	Indigenous	13.3%	7.3%
<b>Age group</b>	35-54	85.8%	19.7%
<b>Gender</b>	Woman	68.1%	52.0%
<b>Racial background</b>	Racialized	45.1%	25.3%
	White	59.3%	73.5%
<b>Primary language</b>	Language other than English or French	7.1%	2.6%

## Primary caregiver for adult

Just over 1 in 10 report they are a primary caregiver for an adult, statistically consistent with results from 2020. Compared to Canada’s population, caregivers for adults are underrepresented among appointees. To reach the population level, the share of appointees in this group would need to double.

Table 19: Appointees by caregiver for an adult status. In 2024, the survey asked, “Are you a primary caregiver for an adult (18 years of age or older) as a result of their age, long-term health condition, chronic illness, or physical or mental disability?”

Caregiver for Adult	2024	2024 Confidence Interval*	2020	2019	2022 Canadian Social Survey (Canada, age 15+) <sup>19</sup>
<i>Base n=</i>	<i>540</i>	<i>540</i>	<i>972</i>	<i>964</i>	<i>n/a</i>
<b>Yes</b>	10.4%	8.1-13.2	7.7%	8.4%	23.0%
<b>No</b>	88.5%	85.5-91.0	91.2%	89.7%	n/a
<b>Don’t know / Unsure</b>	0.6%	0.1-1.7	n/a	n/a	n/a
<b>Prefer not to answer</b>	0.6%	0.1-1.7	1.1%	1.9%	n/a

\* The confidence interval shows the range of true population values for each survey estimate (Ex: 10.4% of respondents are a caregiver for an adult and the proportion in the entire population of appointees could range from 8.1 to 13.2%).

## Intersectional insights for caregivers for adults aged 18 or older

The intersectional analysis presented below reflects areas where significant differences were identified, and where sample sizes were large enough to minimize the risk of re-identification of survey respondents.

### Relative to everyone else in the sample, caregivers for adults aged 18 and older:

- more likely to identify as Indigenous
- more likely to be 55-64 years old
- more likely to be racialized

<sup>19</sup> Statistics Canada. 2022. Canadian social survey – well-being and caregiving. Retrieved July 22, 2024, from <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2023004-eng.htm>



less likely to report a disability

less likely to report no religion/spirituality

Table 20: Intersectional analysis for caregivers for an adult status by demographic groups.

Demographic Group	Sub-group	Caregiver for adult	Total sample, excluding caregivers
	<i>Base n=</i>	<i>56</i>	<i>484</i>
<b>Indigenous identity</b>	Indigenous	16.1%	7.6%
<b>Age group</b>	55-64	42.9%	22.1%
<b>Racial background</b>	Racialized	42.9%	27.9%
<b>Disability</b>	No disability reported	62.5%	78.5%
<b>Religion/spirituality</b>	No religion or spirituality	28.6%	46.1%

## Economic development region

Just above half of all provincial appointees reside in the Lower Mainland/Southwest region, while a further quarter live in the Vancouver Island and Coast region. There were no notable changes to the regional composition of the appointees over the three surveys.

Compared to the population, those from the Lower Mainland/Southwest and Thompson-Okanagan are represented at lower rates. Those from other regions, especially Vancouver Island and Coast, are represented at higher rates.

Table 21: Residence of appointees by economic region based on administrative data for all provincial appointees.

Economic Region	2024 All Current Appointees	2020 All Appointees	2019 All Appointees	2021 Census (age 15+) <sup>20</sup>
<i>Base n=</i>	<i>1,677</i>	<i>1,631</i>	<i>1,611</i>	<i>4,283,980</i>
<b>Lower Mainland/Southwest</b>	53.2%	52.6%	53.2%	61.1%
<b>Vancouver Island and Coast</b>	23.7%	23.5%	21.8%	17.5%
<b>Thompson-Okanagan</b>	9.4%	10.3%	11.0%	12.2%
<b>Kootenay</b>	4.1%	4.3%	4.3%	3.2%
<b>Cariboo</b>	3.9%	3.6%	3.6%	3.1%
<b>North Coast</b>	2.0%	2.6%	2.9%	1.1%
<b>Northeast</b>	1.7%	1.8%	2.0%	1.2%
<b>Nechako</b>	1.3%	1.2%	1.3%	0.7%
<b>N/A*</b>	0.7%	-	-	n/a

\*"N/A" denotes respondents whose city/town information was invalid.

<sup>20</sup> Statistics Canada. Table 98-10-0132-01 Marital status, age group and gender: Canada, provinces and territories and economic regions. Retrieved July 17, 2024, from <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=9810013201>.

# Methodology

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## Survey administration

The 2024 CABRO Diversity survey was implemented using a computer-assisted web interviewing (CAWI) methodology with email invitations distributed to a contact list provided by CABRO. The survey administrator, Leger, handled all tasks related to survey administration, analysis, and reporting including:

- Survey testing and programming
- Hosting of the survey
- Distribution of email invites and reminders
- Providing progress updates to BC Stats
- Responding to inquiries about the survey
- Data collection, coding, and processing
- Data analysis and reporting.

## Survey instrument design

BC Stats provided Leger with a survey instrument (see Appendix B) intended to collect data fit for comparison against past baselines, as well as establish further baselines. Leger reviewed the survey instrument to ensure the questions aligned with Leger's best practices and data processing requirements. The survey instrument was largely similar to the one used in 2020, with updates to response options that separated “prefer not to answer” and “don’t know” and allowed multiple responses in additional questions.

Updates to the wording of several questions were made to align the instrument to best practices in the collection of demographic data and the provincial [Gender and Sex Data Standard](#). A new question about the cultural background of the appointees was added; respondents could self-describe their cultural background and select from a drop-down list of 77 options. These options reflected the most common self-described cultural identities collected through the [2023 BC Demographic Survey](#) (those with >100 responses). Two questions about place of birth (in Canada/outside of Canada) and visible minority status (yes/no) were removed.

## Programming

Leger programmed the 2024 CABRO Diversity Survey using the Decipher CAWI survey platform. Programming was tested in detail by Leger’s internal quality assurance team, the Leger operations project management team, and the Leger research team before the pre-test/soft launch. This was done to ensure that questions and response skip patterns were working correctly and to check for any out-of-range or invalid data.

### Sample frame

CABRO, via BC Stats, provided Leger with a list of all current provincial appointees to invite them to participate in the survey. The list contained 1,852 contacts; of those, 1,640 were unique valid emails as detailed in the table below.

Table 22: Sample frame.

Total Contacts Provided	Sample w/ Unique* Email (Valid or Invalid)	Sample w/ Unique Valid Email	Sample w/ Unique Invalid Email	Target (50% of Sample with Unique Emails)
1,852	1,677	1,640	37	839

\*Some appointees were members of more than one Crown corporation, agency, board, or commission and were aggregated under a singular contact.

### Administration

CABRO’s Senior Executive Lead sent an advance email to all appointees on May 3<sup>rd</sup>, 2024, informing them about the upcoming survey and that Leger would be contacting them. On May 8<sup>th</sup>, 2024, Leger sent an initial batch of emails as a soft launch followed by a detailed review of the data for quality assurance purposes. The full launch of the survey started on May 9<sup>th</sup>, 2024, when every potential participant with a valid email address was invited to participate in the survey.

Email reminders were sent by Leger on May 14<sup>th</sup> and May 17<sup>th</sup>, 2024, adjusting the subject line and message each time to amplify the response rate. These reminders were only distributed to contacts who had yet to complete the survey.

### Field dates and response rate

The full data collection period was May 9<sup>th</sup> to May 22<sup>nd</sup>, 2024, during which a total of n=540 surveys were completed (overall 32.2% response rate, based on a total population size of n=1,677). The response rate, calculated based on those with email addresses (valid or invalid), is detailed in the table below:

Table 23: Survey completions.

Sample w/ Email	Completed Surveys	Response Rate (of those with Emails, Valid or Invalid)	Response Rate (of those with Valid Emails Only)	Target Response Rate	Partial Completions	Invite/Reminder Marked as Spam or Unsubscribed (Manually or Automatically)
1,677	540	32.2%	32.9%	50%	58	43

The final response rate was below the target response rate for this survey.

An additional 58 respondents accessed the survey link or completed some portion of the survey but did not complete the entire survey. These partial completions were treated as non-responses

and excluded from the tabulation of final results. There were also 43 respondents who received the email invites/reminders but marked them as spam or unsubscribed from Leger contact, either manually themselves or automatically through their email client.

## **Data analysis**

### **Data cleaning and suppression**

Upon completion of data collection, Leger's data analysts and data processing department cleaned the data, ensuring:

- all closed-ended questions were within the allowable ranges
- skip patterns were followed correctly, and
- the data was complete.

The resulting data was determined to be consistent and logical across questions.

A data suppression (masking) strategy was employed to minimize the risk of re-identification of survey respondents who belonged to sub-groups that included 0, 1, 2 or 3 people. Counts under 4 were not masked when they fell into the "don't know/unsure" or "prefer not to respond" categories and when there was no risk of residual disclosure for other categories.

### **Multiple response questions**

The survey included five questions that allowed respondents to select more than one response category. These were questions about Indigenous identity, racial background, primary language, culture, and religion or spirituality. Multiple responses to these questions were counted towards each selected category. For example, respondents who selected English and French as primary languages were counted towards both language groups. As a result, totals for multiple-response questions will not add up to 100%.

### **Year-over-year changes to questions**

For both the 2019 and 2020 surveys, all questions included the selectable option "Not applicable/No response". For the 2024 survey, this option was replaced by separate "Don't know/Unsure" and "Prefer not to answer" options. This is accounted for in all tables that display year-over-year tracking as follows:

- The row labeled "Prefer not to answer" contains those who selected "Not applicable/No response" in the 2019 and 2020 cells, and those who selected "Prefer not to answer" in the 2024 cells.
- The row labeled "Don't know/Unsure" contains only data from 2024 – all 2019 and 2020 cells are filled with "n/a".

- No significance testing has been conducted on either of the rows/response choices mentioned above. Comparisons across years for these responses cannot be made for this reason.

## Census and other population comparisons

To assess how well 2024 CABRO appointees represent the general B.C. population, survey results are compared to 2021 Census for B.C. population aged 15 and older.

For LGBTQ+ population and people with disabilities, census data was unavailable, so estimates from the 2019 – 2021 Canadian Community Health Survey and the 2022 Canadian Survey on Disability are used.

Provincial estimates were not available for caregiver status, so Canada-level estimates from the 2022 Canadian Social Survey were used instead.

Representation is assessed based on where population estimates fall relative to the confidence interval range of the survey results. Interpretations and their definitions used in the report are described in the table below.

Interpretation	Definition	Example
<b>In line with the population</b>	The population estimate is within the confidence interval of the survey result.	The population estimate is 10%. The confidence interval for the survey is 8-11%.
<b>Underrepresented/ lower than share of the population</b>	The population estimate is higher than the upper limit of the confidence interval for the survey result.	The population estimate is 10%. The confidence interval for the survey is 6-9%.
<b>Overrepresented/ higher than share of the population</b>	The population estimate is lower than the bottom limit of the confidence interval for the survey result.	The population estimate is 10%. The confidence interval for the survey is 12-14%.

The population comparisons made in the report are limited because they presume all people in the population have an equal chance of being appointed to a CABRO position. In reality, the pool of eligible candidates is smaller because the appointments may require previous experience and/or training and have other selection criteria. Ideally, current representation should be compared to the pool of candidates eligible for CABRO positions. It is also important to assess the diversity of the candidate pool itself to understand how current eligibility criteria may be limiting participation among equity-deserving groups. Finally, it is important to keep in mind that census benchmarks are less accurate in assessing the representation of Indigenous and racialized populations,<sup>21</sup> because these populations are likely undercounted in the census for various reasons (e.g., undercoverage and data processing approach).

<sup>21</sup> Manuel, K., Orlandini, R., & Cooper, A. (2022). Who is counted? Ethno-racial and Indigenous identities in the Census of Canada, 1871-2021. *IASSIST Quarterly*, 46(4).

## Statistical testing

Significant statistical differences (at the 95% confidence level) between the 2024 and 2020 surveys have been noted where applicable. These statistical differences were determined using a z-test<sup>22</sup> conducted on each of the two surveys against the overall total excluding the survey in question. Results for 2024 marked with a blue/up arrow are significantly greater than 2020, while 2024 results with a red/down arrow adjacent are significantly lower.

Significant statistical differences (at the 95% confidence level) for sub-groups within the 2024 survey (intersectional insights) are reported where relevant and where sample sizes are sufficient to reduce the risk of residual disclosure. Residual disclosure occurs when individuals can be personally identified based on the combination of their answers to the survey. These statistical differences were determined using a z-test conducted on each sub-group against the group total excluding the sub-group in question.

## Economic region data

BC Stats provided Leger with a sample file containing contacts for all provincial appointees to B.C.'s Crown corporations, agencies, boards, and commissions. A location variable was tied to each contact in the sample file displaying the contact's "town/city". Leger matched this location to a variable for the B.C. economic region the contact resides in using Statistics Canada's [geographic attributes file](#); manual matches were also made via secondary research for towns/cities not included in the economic region directory. The few "town/city" variables that could not be converted to an economic region were aggregated as "n/a".

## Reliability of results

The margin of error for a study with n=540 participants is no greater than  $\pm 3.47\%$  at the 95% confidence level, also frequently expressed as 19 times out of 20, for a total population of 1,677 provincial appointees.

Where applicable throughout the report, the 2024 results are shown with 95% confidence intervals displayed to their immediate right. These figures are included to aid in the interpretation of the results and to account for any effects sample size may have on their reliability. Confidence intervals are not shown for Q7–Culture due to the question setup; the final results for Q7 are an aggregation of multiple variables that range in sample size and would produce confidence intervals not consistent with the rest of the report.

The 2024 CABRO diversity survey sample is representative of the overall regional distribution of provincial appointees in the province. The proportion of survey respondents and all current provincial appointees residing in each economic region is displayed in the table below.

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<sup>22</sup> For more information on this test, see <https://displaydocs.zendesk.com/hc/en-us/articles/7976287523983-Exception-Complement-Testing>

Table 24: Respondents by economic region.

Economic Region*	2024 Survey Completions	2024 All Current Appointees
<i>Base n=</i>	<i>540</i>	<i>1,677</i>
Lower Mainland/Southwest	53.1%	53.2%
Vancouver Island and Coast	23.1%	23.7%
Thompson–Okanagan	9.3%	9.4%
Kootenay	5.4%	4.1%
Cariboo	3.9%	3.9%
North Coast	1.9%	2.0%
Nechako	1.7%	1.3%
Northeast	1.5%	1.7%
n/a	0.2%	0.7%

\*This table uses administrative data available for the entire population of appointees. “N/a” denotes respondents whose city/town information was invalid.

## Mitigation of community harms

When working with data about equity-deserving groups, it is important to handle and use it in a way that minimizes the risk of harming the communities represented (e.g., by inadvertently perpetuating harmful stereotypes and deficit narratives). In writing this report, the following steps were taken to mitigate this risk:

- We consulted available data standards and guidelines for writing and accessibility<sup>23</sup> and explained the choices made throughout the report.
- We were transparent about the data and methods used and their limitations.
- We shared as many insights as possible without the risk of identifying people representing smaller groups.
- We included possible interpretations of the findings and cautioned against harmful interpretations.
- The report was written and overseen by staff with training and experience in equity research.

<sup>23</sup> Examples of guidelines used:

BC Data Service (2023). Guide on using categorical race & ethnicity variables. Retrieved June 11, 2024, from <https://www2.gov.bc.ca/assets/download/0B2C7B58CE22480EB1D41886651DEEC9>.

British Columbia (2021). Writing guide for Indigenous content. Retrieved June 11, 2024, from <https://www2.gov.bc.ca/gov/content?id=D26330943C464E9EAC5C97F6B7B2920C>.

British Columbia (2023). Gender and sex data standard. Retrieved June 11, 2024, from <https://www2.gov.bc.ca/assets/download/08DF93A5C162487C9B8527FF88D2B594>.

British Columbia (2024). Accessibility and inclusion toolkit. Retrieved June 11, 2024, from <https://www2.gov.bc.ca/gov/content/home/accessible-government/toolkit>.

## Next steps

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Crown Agencies and Board Resourcing Office (CABRO) commits to a bi-annual (every two years) demographic survey of all appointees to public sector organizations to ensure that progress is being made towards reflecting the diversity of the province in the composition of these boards. These survey results will be published as part of the annual release of statistics under the Anti-Racism Data Act.

We acknowledge that these representation statistics do not show the full picture. Beyond this, it is important to understand how appointees from equity-deserving groups and rural and remote communities are distributed across boards, what positions they occupy, and whether they feel supported and empowered in their roles.

In the next survey, CABRO commits to including census comparisons and additional intersectional insights from qualitative data collection. This will enable CABRO to meet the commitment of working collaboratively with racialized and Indigenous communities and involving them in research and identifying actions to address the lack of diversity.



# Appendix A: Survey Invitations

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## Email invitation

SUBJECT LINE: Invitation to Participate – 2024 Diversity Survey – Crown Agencies and Board Resourcing Office (CABRO)

Hello [First and Last Name],

On behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO), Leger is conducting a survey of the current provincial appointees to all BC Crown corporations, agencies, boards, and commissions to support the government's commitment to diversity.

CABRO is a branch of the Crown Agencies Secretariat that oversees the recruitment and recommendation of candidates for appointments to all Crown corporations, agencies, boards, and commissions, and will use the data collected through this survey to identify opportunities for improved diversity. We would appreciate your feedback!

The survey should take less than **10 minutes** to complete. **You will be redirected to Leger's online survey platform to complete it.**

[\*\*START THE SURVEY\*\*](#)

Please do not forward your invitation to others as your link to the survey contains a unique and confidential identifier. The deadline to complete this survey is **May 21**.

## Additional information

- If you have trouble accessing the survey, please copy and paste the following link into your internet browser:  
<https://surveys.legerweb.com/sid.aspx?CODESURVEY={{CODESURVEY}}&L=EN&LMID={{LMID}}>.
- If you take a break from completing the survey partway through, you can re-access it at any time by clicking the button above prior to the deadline.
- If you experience technical difficulties with this survey or have any questions about it, please contact our support team via email at [clients@legeropinion.com](mailto:clients@legeropinion.com)
- To verify this survey, please refer to [BC Stats' current surveys](#) page.
- If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. To help us protect your identity, we strongly suggest that you avoid personalizing your comments.

Your participation in this survey is completely voluntary. If you decline to participate, it will not in any way influence your performance appraisal or consideration for future board positions; services or benefits will not be withheld, altered, or otherwise limited because of your choice. The information in this survey is collected under Section 26 (a), (c), and (e) of the Freedom of Information and Protection of Privacy Act (FOIPPA) and under Section 2 of the Anti-Racism Data Act. It is collected and kept confidential in accordance with the Statistics Act, and only used for statistical and research purposes.

Thank you in advance for taking the time to participate. Your feedback is very important to this study. If you have any questions about it, please contact Tatiana Kim, BC Stats by email at

[BCStats.SurveyMail2@gov.bc.ca](mailto:BCStats.SurveyMail2@gov.bc.ca). Please reference "CABRO Diversity Survey" in your email.

Sincerely,

Vanessa Geary

Senior Executive Lead

Crown Agencies and Board Resourcing Office

Crown Agencies Secretariat

**Leger, on behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO)**

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You are receiving this email because you are on CABRO's mailing list as a current provincial appointee to a B.C. Crown corporation, agency, board, or commission.

Please do not reply to this email, it was sent automatically. If you have any questions, please email our support team at [clients@legeropinion.com](mailto:clients@legeropinion.com)

Leger is the largest Canadian-owned market research and analytics company, with more than 600 employees in eight Canadian and US offices. For more information: [leger360.com](http://leger360.com)

[Privacy Policy](#) - [Unsubscribe](#)

## Email first reminder

SUBJECT LINE: Reminder – Diversity Survey | Crown Agencies and Board Resourcing Office (CABRO) – Your Opportunity to Participate

Hello [First and Last Name],

You are invited to participate in the 2024 CABRO Diversity Survey!

On behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO), Leger is conducting a survey of the current provincial appointees to all B.C. Crown corporations, agencies, boards, and commissions to support the government's commitment to diversity. The survey results will be compared to the 2020 CABRO Diversity Survey and used to identify opportunities for improved diversity.

If you have recently completed this survey, please disregard this email. You may have received this email because you have only partially completed the survey. If you click on the button below, it will return you to where you left off.

The survey should take approximately **10 minutes** to complete. **You will be redirected to Leger's online survey platform to complete it.**

**[START THE SURVEY](#)**

Please do not forward your invitation to others as your link to the survey contains a unique and confidential identifier. The deadline to complete this survey is **May 21**.

### Additional information

- If you have trouble accessing the survey, please copy and paste the following link into your internet browser:  
<https://surveys.legerweb.com/sid.aspx?CODESURVEY={{CODESURVEY}}&L=EN&LMID={{LMID}}>.
- If you take a break from completing the survey partway through, you can re-access it at any time by clicking the button above prior to the deadline.
- If you experience technical difficulties with this survey or have any questions about it, please contact our support team via email at [clients@legeropinion.com](mailto:clients@legeropinion.com)
- To verify this survey, please refer to [BC Stats' current surveys](#) page.
- If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. To help us protect your identity, we strongly suggest that you avoid personalizing your comments.

Your participation in this survey is completely voluntary. If you decline to participate, it will not in any way influence your performance appraisal or consideration for future board positions; services or benefits will not be withheld, altered, or otherwise limited because of your choice. The information in this survey is collected under Section 26 (a), (c), and (e) of the Freedom of Information and Protection of Privacy Act (FOIPPA) and under Section 2 of the Anti-Racism Data

Act. It is collected and kept confidential in accordance with the Statistics Act, and only used for statistical and research purposes.

Thank you in advance for your participation. If you have any questions about this survey, please contact me by email at [BCStats.SurveyMail2@gov.bc.ca](mailto:BCStats.SurveyMail2@gov.bc.ca). Please reference "CABRO Diversity Survey" in your email.

Sincerely,

Tatiana Kim

Manager, BC Stats and CABRO Diversity Survey Administrator

**Leger, on behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO)**

---

You are receiving this email because you are on CABRO's mailing list as a current provincial appointee to a B.C. Crown corporation, agency, board, or commission.

Please do not reply to this email, it was sent automatically. If you have any questions, please email our support team at [clients@legeropinion.com](mailto:clients@legeropinion.com)

Leger is the largest Canadian-owned market research and analytics company, with more than 600 employees in eight Canadian and US offices. For more information: [leger360.com](http://leger360.com)

[Privacy Policy](#) - [Unsubscribe](#)

## Email final reminder

SUBJECT LINE: Final Reminder – Diversity Survey | Crown Agencies and Board Resourcing Office (CABRO)

Hello [First and Last Name],

This is a gentle reminder that the 2024 CABRO Diversity Survey closes end of day **May 21, 2024**. Please complete the survey before this deadline to help support the government's commitment to diversity.

This survey is conducted by Leger, on behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO). All current appointees to B.C. Crown corporations, agencies, boards, and commissions are invited to participate.

If you have recently completed this survey, please disregard this email. You may have received this email because you have only partially completed the survey. If you click on the button below, it will return you to where you left off.

The survey should take approximately **10 minutes** to complete. **You will be redirected to Leger's online survey platform to complete it.**

[\*\*START THE SURVEY\*\*](#)

Please do not forward your invitation to others as your link to the survey contains a unique and confidential identifier. The deadline to complete this survey is **May 21**.

**Additional information**

- If you have trouble accessing the survey, please copy and paste the following link into your internet browser:  
<https://surveys.legerweb.com/sid.aspx?CODESURVEY={{CODESURVEY}}&L=EN&LMID={{LMID}}>.
- If you take a break from completing the survey partway through, you can re-access it at any time by clicking the button above prior to the deadline.
- If you experience technical difficulties with this survey or have any questions about it, please contact our support team via email at [clients@legeropinion.com](mailto:clients@legeropinion.com)
- To verify this survey, please refer to [BC Stats' current surveys](#) page.
- If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. To help us protect your identity, we strongly suggest that you avoid personalizing your comments.

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Sincerely,  
Tatiana Kim  
Manager, BC Stats and CABRO Diversity Survey Administrator

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# Appendix B: Survey Questionnaire

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## Introduction

Welcome to the 2024 Crown Agencies and Board Resourcing Office (CABRO) Diversity Survey!

On behalf of BC Stats and the Crown Agencies and Board Resourcing Office (CABRO), Leger is administering a survey of the current provincial appointees to all B.C. Crown corporations, agencies, boards, and commissions to support the government's commitment to diversity.

CABRO is a branch of the Crown Agencies Secretariat that oversees the recruitment and recommendation of candidates for appointments to all Crown corporations, agencies, boards, and commissions. CABRO develops policies to support an open and transparent public appointment process and helps ensure appointees receive public sector governance orientation and development resources.

The survey results will be compared to the 2020 CABRO Diversity Survey and used to identify opportunities for improved diversity among the current provincial appointees to all B.C. Crown corporations, agencies, boards, and commissions.

Throughout this survey, click the **Continue** button at the bottom of each survey page to continue. Below are some more tips to help you get through the survey.

- **Resuming the survey:** If you need to leave the survey before completing it, simply close your internet browser. You can return to it later by simply using the same link provided in the original email you received. You will continue from the last question you have completed.
- **Comments:** If you close the survey while on a page where you wrote comments, your comments will not be saved. To save your comments, go to the next page by clicking the *Continue* button before closing your web browser. When writing longer comments, you may want to click the *Continue* button periodically to save your work and click the *Back* button to return to the comment page. Comments are a valuable part of the survey.

Your participation in this survey is completely voluntary. If you decline to participate, it will not in any way influence your performance appraisal or consideration for future board positions; services or benefits will not be withheld, altered or otherwise limited because of your choice. The information in this survey is collected under Section 26 (a), (c), and (e) of the Freedom of Information and Protection of Privacy Act (FOIPPA) and under Section 2 of the Anti-Racism Data Act. It is collected and kept confidential in accordance with the Statistics Act, and only used for statistical and research purposes.

When survey results are published, your responses will be combined with the responses of others so that you cannot be identified. If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. To help us protect your identity, we strongly suggest that you avoid personalizing your comments.

If you have any questions about the survey, please contact BC Stats by email at [BCStats.SurveyMail2@gov.bc.ca](mailto:BCStats.SurveyMail2@gov.bc.ca). Please reference "CABRO Diversity Survey" in your email.

Thank you again for your participation!

## Verbatim comment release authorization

**CONSENT.** This survey has two questions at the end that give you the opportunity to provide open-ended comments. Do you consent to disclose (i.e., share) all your potentially identifiable open-ended comments to the Crown Agencies and Board Resourcing Office (CABRO)?

Comments are a valuable part of the survey, and if you consent, your comments will be disclosed under Section 9(6)(b) of the Statistics Act. BC Stats will make every effort to remove any information from your comments that could potentially be used to identify you. To help us protect your identity, we strongly recommend that you avoid personalizing your comments.

- Yes, I consent to disclose my comments to CABRO [\[end of “You are done” page - option 1\]](#)
- No, I do not consent to disclose my comments to CABRO [\[end of “You are done” page - option 2\]](#)

## Demographic questions

This survey contains demographic questions that are asked of all participants to understand the diversity of current appointees to all Crown corporations, agencies, boards, and commissions. Diversity is strongly valued by the provincial government, and understanding the diverse backgrounds of current appointees is important in supporting strong public sector organizations that reflect the diversity of British Columbia. The Human Rights Code of BC and the Canadian Charter of Rights and Freedoms encourage research to inform progress toward the goal of employment equity.

**Q1. Do you identify yourself as First Nations, Métis, or Inuit?** (Select all that apply) [\[cannot select both “yes” and no/don’t know/prefer not to answer\]](#)

- ☐ Yes, First Nations in BC (status or non-status) [\[go to Q1a\]](#)
- ☐ Yes, First Nations outside of BC (status or non-status) [\[go to Q1a\]](#)
- ☐ Yes, Métis [\[go to Q1a\]](#)
- ☐ Yes, Inuit (Inuk) [\[go to Q1a\]](#)
- No [\[skip to Q2\]](#)
- Don’t know/unsure [\[skip to Q2\]](#)
- Prefer not to answer [\[skip to Q2\]](#)

**Q1a. Do you identify as Two-Spirit?**

- Yes
- No
- Don’t know/unsure
- Prefer not to answer

**Q2. What is your age?**

- 18 to 24 years old
- 25 to 34 years old
- 35 to 44 years old
- 45 to 54 years old
- 55 to 64 years old
- 65 years old or older
- Don’t know/unsure
- Prefer not to answer

**Q3. What is your gender? Gender refers to current gender which may be different from what is indicated on legal documents.**

- ☐ Man
- ☐ Non-binary
- ☐ Woman
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q4. Are you a person who is LGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer, and/or other)?**

- ☐ Yes
- ☐ No
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q5. In our society, people are often described by their race or racial background. These descriptions are not based in science but impact the way people are treated. Which of the following best describes you? Select all that apply. [cannot select don't know/prefer not to answer + another response]**

- ☐ Arab
- ☐ Black
- ☐ Chinese
- ☐ Filipino
- ☐ Indigenous (e.g., First Nations, Métis, Inuit, Māori, Ainu, Sámi, Torres Strait Islander, etc.)
- ☐ Japanese
- ☐ Korean
- ☐ Latin American
- ☐ Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai, etc.)
- ☐ South Asian (e.g., Indian, Pakistani, Sri Lankan, etc.)
- ☐ West Asian (e.g., Iranian, Afghan, etc.)
- ☐ White
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q6. Which of the following do you consider your primary language? Primary language is the language you are most comfortable using to communicate at work. Select all that apply.**

**[cannot select don't know/prefer not to answer + another response]**

- ☐ English
- ☐ French
- ☐ Another language not listed
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q7. What culture(s) did you grow up with or consider yourself to be a part of?**

"Below is a drop-down list of the most common responses we received in the 2023 BC Demographic Survey. It is not a list of all cultures possible, and if you don't see your culture(s)



listed please specify them by selecting “Another culture not listed” option and writing in your response. Select and/or specify all that apply. When you have finished selecting your culture(s), please press “Continue” to go to the next question **[cannot select don't know/prefer not to answer + another response]**

*[Drop down with 77 options]*

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> American (United States) | <input type="checkbox"/> Greek          | <input type="checkbox"/> Peruvian               |
| <input type="checkbox"/> Arab                     | <input type="checkbox"/> Hindu          | <input type="checkbox"/> Polish                 |
| <input type="checkbox"/> Australian               | <input type="checkbox"/> Hong Konger    | <input type="checkbox"/> Portuguese             |
| <input type="checkbox"/> Austrian                 | <input type="checkbox"/> Hungarian      | <input type="checkbox"/> Punjabi                |
| <input type="checkbox"/> Bangladeshi              | <input type="checkbox"/> Icelandic      | <input type="checkbox"/> Romanian               |
| <input type="checkbox"/> Belgian                  | <input type="checkbox"/> Indian (India) | <input type="checkbox"/> Russian                |
| <input type="checkbox"/> Brazilian                | <input type="checkbox"/> Indonesian     | <input type="checkbox"/> Scottish               |
| <input type="checkbox"/> British                  | <input type="checkbox"/> Inuit          | <input type="checkbox"/> Serbian                |
| <input type="checkbox"/> Canadian                 | <input type="checkbox"/> Iranian        | <input type="checkbox"/> Sikh                   |
| <input type="checkbox"/> Caribbean                | <input type="checkbox"/> Irish          | <input type="checkbox"/> Singaporean            |
| <input type="checkbox"/> Chilean                  | <input type="checkbox"/> Israeli        | <input type="checkbox"/> Slovak                 |
| <input type="checkbox"/> Chinese                  | <input type="checkbox"/> Italian        | <input type="checkbox"/> South African          |
| <input type="checkbox"/> Colombian                | <input type="checkbox"/> Jamaican       | <input type="checkbox"/> Spanish                |
| <input type="checkbox"/> Cree                     | <input type="checkbox"/> Japanese       | <input type="checkbox"/> Sri Lankan             |
| <input type="checkbox"/> Croat/Croatian           | <input type="checkbox"/> Jewish         | <input type="checkbox"/> Swedish                |
| <input type="checkbox"/> Czech                    | <input type="checkbox"/> Korean         | <input type="checkbox"/> Taiwanese              |
| <input type="checkbox"/> Danish                   | <input type="checkbox"/> Lebanese       | <input type="checkbox"/> Tamil                  |
| <input type="checkbox"/> Dutch                    | <input type="checkbox"/> Malayali       | <input type="checkbox"/> Thai                   |
| <input type="checkbox"/> Egyptian                 | <input type="checkbox"/> Malaysian      | <input type="checkbox"/> Trinidadian/Tobagonian |
| <input type="checkbox"/> English                  | <input type="checkbox"/> Métis          | <input type="checkbox"/> Turkish                |
| <input type="checkbox"/> Fijian                   | <input type="checkbox"/> Mexican        | <input type="checkbox"/> Ukrainian              |
| <input type="checkbox"/> Filipino                 | <input type="checkbox"/> New Zealander  | <input type="checkbox"/> Venezuelan             |
| <input type="checkbox"/> Finnish                  | <input type="checkbox"/> Nigerian       | <input type="checkbox"/> Vietnamese             |
| <input type="checkbox"/> French                   | <input type="checkbox"/> Norwegian      | <input type="checkbox"/> Welsh                  |
| <input type="checkbox"/> French Canadian          | <input type="checkbox"/> Pakistani      | <input type="checkbox"/> Yoruba                 |
| <input type="checkbox"/> German                   | <input type="checkbox"/> Persian        |   |
- ☐ Another culture not listed, please specify \_\_\_\_\_
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q8. What religion or spirituality, if any, do you personally practice?** Select all that apply.

**[cannot select don't know/prefer not to answer + another response]**

- ☐ No religion or spirituality
- ☐ Buddhism
- ☐ Christianity
- ☐ Hinduism
- ☐ Islam
- ☐ Judaism
- ☐ Sikhism
- ☐ Traditional (North American Indigenous) spirituality
- ☐ Another religion or spiritual tradition not listed
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q9. Do you have a condition that is a disability (including disorders, syndromes, injuries, etc.)?**

Disabilities are defined both provincially and federally in Canada, and in the United Nation's Convention on the Rights of Persons with Disabilities. Generally, disabilities refer to impairments that interact with barriers in ways that keep people from fully and effectively participating in society on an equal basis with others.

Disabilities can:

- Be physical, mental, sensory, cognitive, communicative, etc.
- Be permanent, temporary, or episodic.
- Be visible or invisible.
- Include difficulties hearing or seeing that persist when the person is using aids (i.e., hearing aids, cochlear implants, corrective lenses), or if the person does not have access to aids.

Barriers may include:

- Attitudes, architecture, communications, sensory information, systems, or technology.

- ☐ Yes
- ☐ No
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q10. Are you a primary caregiver for a child under 18 years of age?**

- ☐ Yes
- ☐ No
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Q11. Are you a primary caregiver for an adult (18 years of age or older) as a result of their age, long-term health condition, chronic illness, or physical or mental disability?**

- ☐ Yes
- ☐ No
- ☐ Don't know/unsure
- ☐ Prefer not to answer

**Final comments**

**Q12. What additional training would you like to receive to support your work as an appointee to a Public Sector Organization? Please include details about content, material, type (learning style), additional support, and resources.** (open-ended)

**Q13. What aspects of your board/tribunal culture make you feel most supported as a public appointee?** (open-ended)

**You are done!**

Thank you for your participation in this survey and for your public service to the people of British Columbia! Please click the *Submit* button below to complete your survey. If you have any

questions, please contact Tatiana Kim at BC Stats by email at [BCStats.SurveyMail2@gov.bc.ca](mailto:BCStats.SurveyMail2@gov.bc.ca). Please reference "CABRO Diversity Survey" in your email.

#### Option 1 [IF CONSENT=YES]

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When survey results are published, your responses will be combined with the responses of others so that you cannot be identified but your potentially identifiable open-ended comments may be disclosed to CABRO under Section 9(6)(b) of the Statistics Act as per your consent. BC Stats will make every effort to remove any information from your comments that could potentially be used to identify you.

Contact information for questions about the FOIPPA, access, and privacy:

Beth Collins  
Executive Director, Policy and Legislation  
PO Box 9410 Stn Prov Govt  
Victoria, BC V8W 9V1  
Telephone: 250 361-5378

#### Option 2 [IF CONSENT = NO]

The information in this survey is collected under [Section 26](#) (a), (c), and (e) of the Freedom of Information and Protection of Privacy Act (FOIPPA) and under [Section 2](#) of the Anti-Racism Data Act. It is collected and kept confidential in accordance with the [Statistics Act](#) and only used for statistical and research purposes.

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PO Box 9410 Stn Prov Govt  
Victoria, BC V8W 9V1  
Telephone: 250 361-5378

# Appendix C: Data Collection Overview

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## High Level

<b>Study</b>	2024 CABRO Diversity Survey
<b>Project Sponsor</b>	Crown Agencies and Board Resourcing Office (CABRO)

## Operations

<b>Instrument / Data Collection Method</b>	Online Survey
<b>Fielding Window / Dates</b>	May 9 to 22, 2024
<b>Project History</b>	Baseline is the 2020 CABRO Diversity Survey

## Population / Sample

<b>Scope</b>	All Current CABRO Board Members
<b>Population</b>	1,677 Board Members
<b>Completions Obtained</b>	540
<b>Response Rate</b>	32.2%
<b>Sampling Strategy</b>	Census



# Castlegar College Land Base

Castlegar Campus, Skattebo Education Forest, Woodlot 400

Rena Vandenbos, Peter Schroder, Tiffany Snauwaert  
School of Environment and Geomatics





*Selkirk College acknowledges the traditional territories of the Sinixt (Lakes), the Syilx (Okanagan), the Ktunaxa, and the Secwépemc (Shuswap) peoples.*

# Outline

- Overview Map
- Details for each Land Base
  - Map
  - Ownership/License agreement
  - Management
  - Uses
- Connection to Strategic Plan and Goals
- Questions



## Selkirk College - Castlegar Landbase





# College Grounds

- Managed by the College Grounds Committee
- Uses:
  - Field labs
  - Student Work Study
  - Workplace Integrated Learning (WIL)/Community Partnerships
  - Outreach to schools
  - Recreational use by students
  - Community





## Surveying and Forestry

- Tree measurements
- Increment bore sampling - for tree rings
- Collection accurate field notes





## Fish & Wildlife

- Water measurements in the Oxbow
- Duck identification on the Columbia
- Fish sampling
- Tracking wildlife



## Botany & Soils

Several lab sites on campus  
& at McPhee Woodlot

- Soil pit texturing
- Plant Identification and ecosystem classification
- Soil pH
- Traditional uses of plants
- Indigenous plant names



# Hydrology

## Hydrology

- Water measurements on the Kootenay River
- Campus well monitoring with Living Lakes Canada (WIL Partnership)





# Field School Activities

- ATV Certification for RFW and Forestry
- Planting stakes in the MIR gardens for Columbia Power Restoration (partnership)
- Electrofishing certification for RFW





# Faculty

- Team Building
  - Canoe launch on the Kootenay River
- Planning
  - Meetings at the MIR
- Professional Development
  - Drone training





# SEG Community Campus Use

- Winter Party for SEG Students @ the Woodpile
- Forestry firewood fundraiser
- Indigenous Gathering Place
- Trail Crew – work study appointments







S100 & 185 Fire  
Fighter Training



- Service & outreach for high school outdoors programs

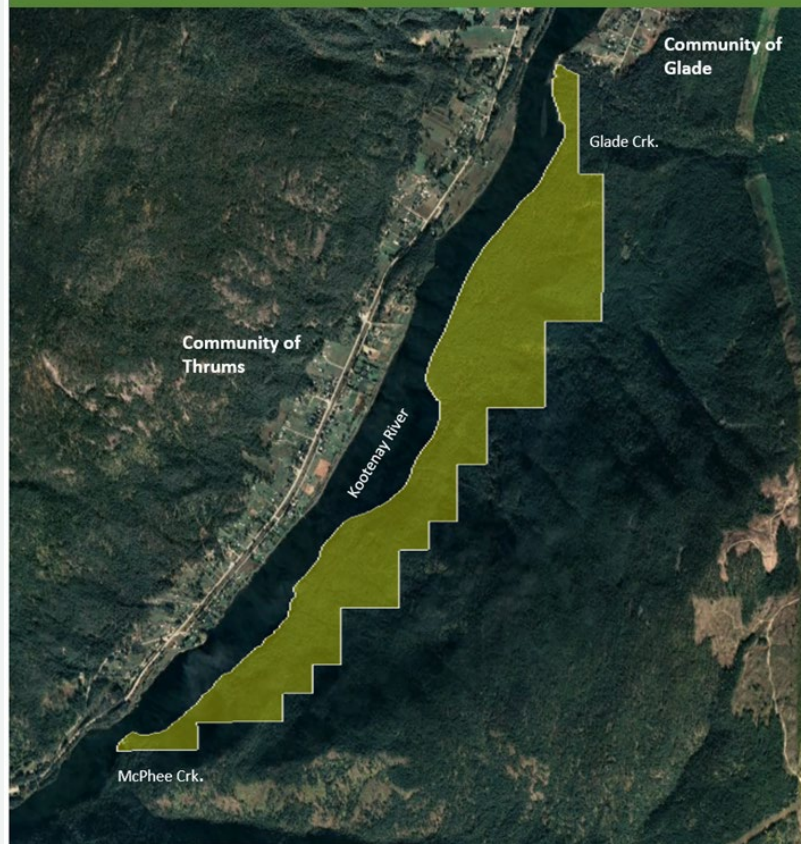


# Skattebo

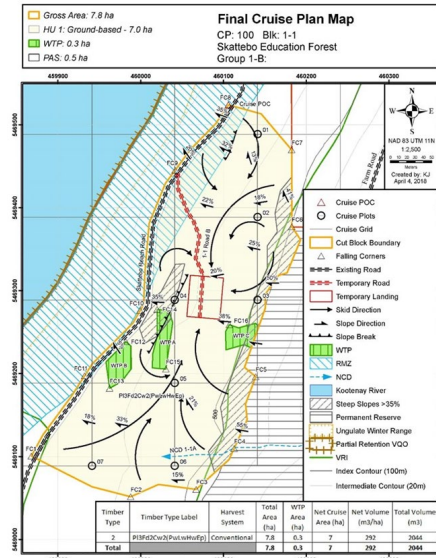
Selkirk College – Skattebo Education Forest

265Ha | College Holds Land Title | Established 1999

- Management
  - Most issues get forwarded to SEG as we are visibly using the area
  - Website: <https://selkirk.ca/why-selkirk/our-places/skattebo-education-forest>
- College Use
  - Field Labs
  - WIL/Community Partnerships
  - Research
  - Fuel Management Projects
- Community
  - Trans Canada Trail
    - Castlegar Parks and Trails
  - Glade Community







# Skattebo Demonstration Forestry

- Forestry Field Labs
- Forestry Term Project
- Integrated Projects
- Data Collection for Mapping

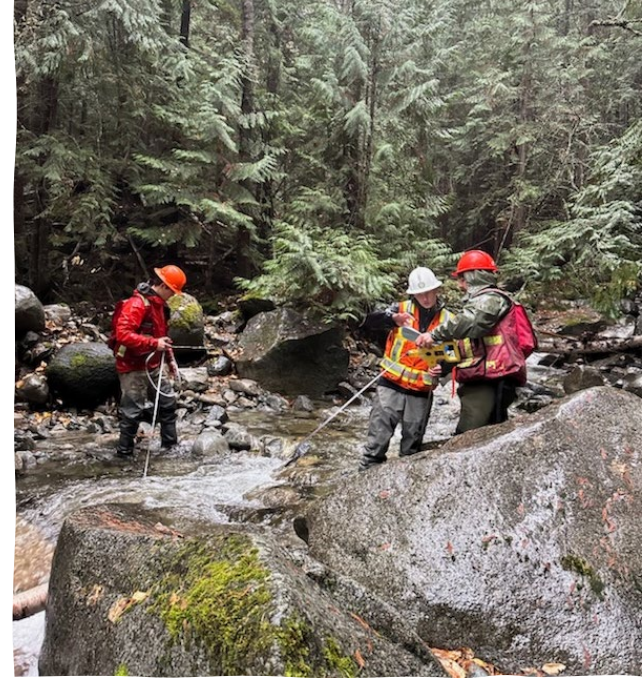




# Skattebo Reach

- RFW Field School restoring and maintaining Skattebo Reach hiking/biking trail
- Partnership with Castlegar Trails and Parks



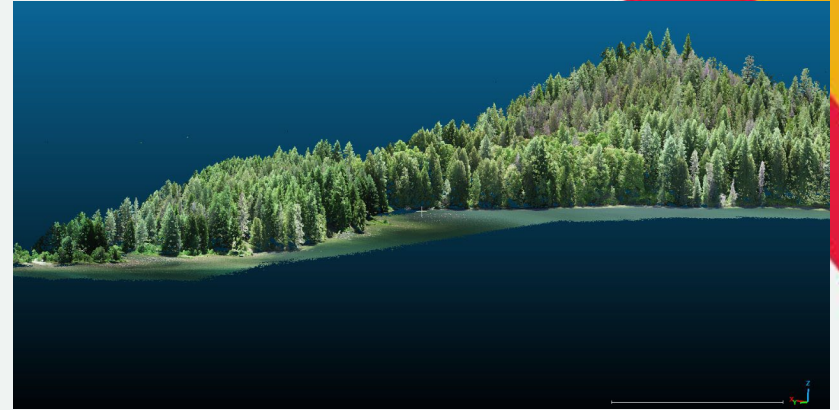


## Hydrology & Fish Labs Glade Creek

- Stream surveys
- Riparian Classification
- Fish and Fish Habitat Surveys
- Electrofishing

# Research Highlights

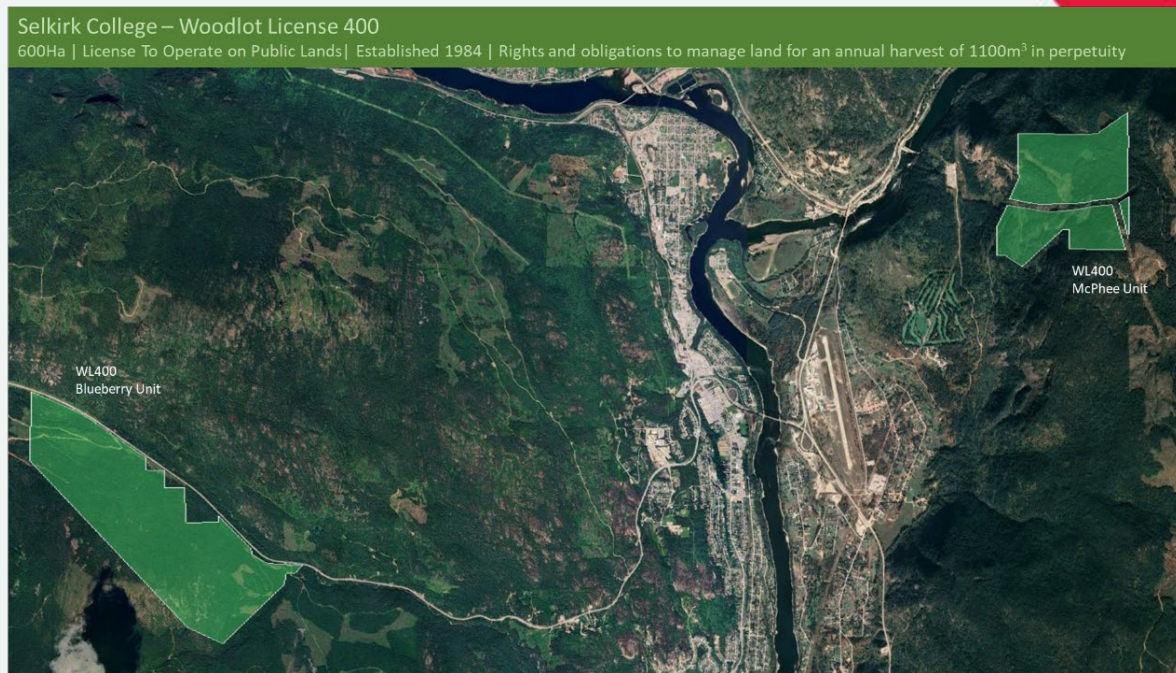
- Skattebo digital forest structure and fuel management project (funded by CBT, NSERC).
  - Part of several ongoing course labs
  - BGIS and Master's degree
  - WIL student interns
- RPAS measurement of Glade Creek physical structure characteristics (funded by NSERC)
  - BGIS and Master's degree
  - WIL student interns






# Woodlot 400

- Woodlot Manager
  - 20% release
  - Must meet licensing requirements
  - Five-year cycle
  - Annual review and forecasting
- College Use
  - Field labs
  - WIL
  - Research
- Community
  - Contractor Employment





Financial Success of a forest operation depends on timing of permitting and assessments, contractor availability, and markets as a teaching and real-world example

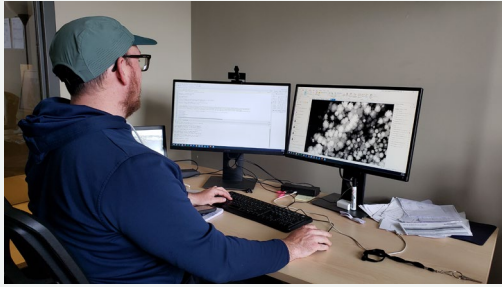




## Woodlot 400

- Real-world operational requirements
- Work Integrated Learning
- In 2024-25, 240 instructional hours for FOR program based in woodlot
- Competitive advantage for our students

# Research highlights



- McPhee Long term soil productivity study (MoF)
  - WIL student interns
- McPhee RPAS forest health and inventory project (NSERC)
  - BGIS and Master's degree
  - WIL student interns



# Other Benefits

- Faculty stay current in industry
- Innovation opportunities
  - Wildfire risk reduction
  - Woodlot funding
- Operational Contributions
  - Recent (Van fund, Student intern, Succession, Skattebo)
  - Historical (Glade Cr Bridge, Trucks, Summer Students)
- Local Contractor Employment (road building, harvesting etc)





## Land, Learning and Legacy: We are Canada's Destination for Applied Learning and Inquiry Ground in a Sense of Place

- Sustainability: Seven Generations and Beyond
  - Environmental Stewardship
- Focus: Transformative, Distinctive Education
  - Hands on, field-based learning in diverse ecosystems
  - Only BC institution with both a woodlot and educational forest
  - Supporting region through applied learning, continuing education and research
  - Incorporate Indigenization into land management
- Deliver: A High-Performance, High-Support Organization
  - Culture of innovation, collaboration with community and research partners
  - Faculty currency
- Impact: Innovation for Thriving Communities
  - Community partnerships and workplace integrated learning experiences
  - Outreach to schools
  - Enhancing community access to land (college grounds and Skattebo)

*Questions?*





# Briefing Note: Visual Identity Refresh 2025 Project Completion

## Purpose

This briefing note provides an update on the completion of the Visual Identity Refresh Project at Selkirk College. It outlines the project's goals, process, key outcomes, and the rationale for the new visual identity and brand strategy. The accompanying PowerPoint presentation will showcase the redesigned logo your review and discussion.

## Background

Selkirk College launched a comprehensive initiative to revitalize its visual identity and develop cohesive brand guidelines in alignment with the institution's values, vision, and future direction as articulated in the new strategic plan, [\*Land, Learning & Legacy: Our Path to 2040\*](#). This project supports our foundational goal of positioning Selkirk College for sustainability and differentiation in a competitive post-secondary landscape.

## Project Team and Process

A cross-functional Project Team, representing all major departments and areas of the college, was established to guide the initiative. The team's mandate included:

- Representing the diversity of the college community
- Reviewing and providing feedback on agency materials
- Consolidating input from across the institution
- Supporting engagement and change management during and after launch

Team members included leadership from the Board of Governors, Marketing and Communications, Student Engagement, Facilities, Education, Indigenous Services, Applied Research, Community Partnerships, Sustainability, and Recruitment. Several members

BUILDING  
REMARKABLE  
FUTURES

participated in the agency selection process, ensuring alignment with college priorities and values.

The project was managed through the Office of Communications & Public Engagement, in partnership with the creative agency [Bravo Tango](#). The team met regularly to review deliverables, provide feedback, and ensure broad institutional engagement throughout the process.

## Project Goals

The Visual Identity Refresh Project was guided by the following objectives:

- Align the college's visual identity with its renewed mission, vision, and values
- Strengthen Selkirk College's position as Canada's destination for applied learning and inquiry grounded in land and place
- Simplify brand architecture and clarify brand positioning for internal and external audiences
- Develop tools, templates, and guidelines to empower consistent and effective brand use across all channels
- Support change management and institutional adoption of the new identity

## Project Phases and Outcomes

The project was executed in two main phases:

1. Brand Strategy (Winter 2025):
  - a. Defined the college's brand promise, target audiences, and messaging pillars
  - b. Clarified brand positioning and storytelling to reflect the college's unique strengths, including hands-on education, on-the-land learning, community connections, transfer pathways, and sustainable ways of being and knowing
  - c. Incorporated feedback from over 500 community, employee, and student consultations conducted during the strategic planning process
2. Brand Identity (Spring 2025):
  - a. Developed creative concepts for a contemporary, accessible logo and visual identity, including multiple rounds of review and feedback with the Project Team and college leadership

- b. Will create brand guidelines, including colour palettes, typography, and application rules
- c. Will provide templates and resources for digital and print use, ensuring accessibility for all employees

## Change Management and Implementation

A structured change management plan was developed to ensure the successful adoption of the new visual identity. Key elements include:

- Internal communications plan (communications and engagement sessions)
- Templates and training for employees
- Community of practice for ongoing support and engagement
- Phased implementation to minimize disruption and waste
- Sustainable approach to updating materials, prioritizing lifecycle renewal and reducing unnecessary printing

## Next Steps

- Presentation of the redesigned logo and brand guidelines at the Board of Governors meeting June 24, 2025
- Rollout of new visual identity across digital and print platforms, with a focus on high-impact materials
- Ongoing engagement and support for employees and partners through training and resources
- Monitoring and refinement of brand implementation in response to feedback and evolving needs

## Conclusion

The Visual Identity Refresh Project represents a significant milestone in Selkirk College's ongoing commitment to innovation, sustainability, and community engagement. The new visual identity and brand strategy will empower the college to communicate its unique value proposition and advance its mission to inspire generations of changemakers through relevant, inventive, and sustainable education.

The accompanying PowerPoint presentation provides a visual overview of the redesigned logo and brand guidelines, reflecting the collective input and vision of the college community.

BUILDING  
REMARKABLE  
FUTURES



# President's Report for June 2025



## **Communication and Relationship Building:**

- Facilitated with the VPs an Ask Us Anything town hall for employees
- Attended Ceremonial Review of Air Cadets
- Attended a Castlegar & District Economic Development Advisory Committee meeting to discuss Castlegar strategy to become a College Town
- Continue to meet regularly with the Ministry of the Attorney General's staff to discuss the Sons of Freedom Legacy Fund

## **Student Focus:**

- Enjoyed the Ceramics Show & Sale year end event
- Attended KOR outdoor gear repair fair (with STAC)
- Met with Student Union event organizer
- Attended the EdCo AGM
- Visited a Teaching & Learning Centre Assessment Fair

## **Indigenization, Equity, Diversity, and Inclusiveness:**

- Attended webinar: Two Spirit and Indigiqueer Cultural Safety, Indigenous Cultural Safety Collaborative Learning Services
- Reviewed potential framework for new Relationship Agreement with Ktunaxa Nation
- Met to review EDI Committee framework

## **Strategy, Creativity, and Innovation:**

- Joined logo refresh meetings to receive/review proofs
- Executive Leadership monthly meeting with the Union Executives
- Met with CEWT consultants to explore new opportunities for continuing education
- Participated in three MS Copilot training sessions

## **Leadership and Professionalism:**

- Attended the Corporate Directors Conference in Edmonton
- Joined Corporate Directors webinars
- Facilitated the annual Leadership Team retreat
- Provided updates at three school/department planning meetings with the VPs: Pharmacy Technician, Nursing and IT Services
- Joined weekly meetings with sector presidents
- Attended the monthly BC College presidents meeting
- Joined CICan's virtual AGM

## **Board Relations:**

- Met bi-weekly with the Board Chair
- Attended the HR Committee meeting
- Attended a Foundation Board strategic planning session and provided feedback on draft output

## President and CEO Goals and Objectives Monitor

**Some objectives will be ongoing for the immediate future.** Objectives align with the following strategic plan (2025-40) dimensions:

- |   |  |
|---|--|
| 1. Sustainability: Seven Generations and Beyond           | 4. Impact: Innovation for Thriving Communities |
| 2. Focus: Transformative, Distinctive Education           | 5. Other – Government and Board Accountability |
| 3. Deliver: A High-Performance, High Support Organization | 6. Other – Leadership and Legitimacy           |

### Progress Indicators

On track



Somewhat delayed, barrier exists



Substantially delayed, may not achieve



Complete



Objective and Demonstration / Measurement	Strategic Alignment	Outcome or achievement indicator	President's Comments Comments/ Factors affecting performance	Months				Board Rating 1-3
				Jun	Sep	Dec	Mar	
1. Oversee launch & communication of new strategic plan	1-6	News, planning meetings	Plan launched, communication ongoing with college community					
2. Oversee and monitor Strategic Plan implementation	1-6	Dashboard	Developing new scorecard					
3. Continue/strengthen engagement with First Nations	2.3	In talks with Ktunaxa re:MOU	Continuing to engage with Nations where capacity allows					
4. Oversee development of new college logo	3.3, 6	Process Underway	Brand story, Promise, logo on route to completion					
5. Support achievement of Indigenization and EDI plan goals	2.3, 3.2	LT goals	Ongoing journey - we are all seeking continuous improvement					
6. Lead response to change resulting from international cap	1.3,5,6	Minimal impact to OCS <sup>1</sup>	IRCC processes and policies continue to change					
7. Oversee achievement of Institutional Accountability goals	1.1-6	IAPR accepted by PSFS	First draft of IAPR accepted, minor edits requested.					
8. Demonstrate progress on reducing budget deficit	1.3,3.1,4.4, 4.3	Financial reports	Overseeing balanced budget for 2025/26					
9. Engage in sectoral advocacy and service	1.2, 5,6	3 prov/national committees	Advocacy efforts directed at IRCC, PSFS, STBC, local gov't					
10. Support Foundation in establishing new operating model	1.3,2.2,4.3	Foundation operating plan	Support as needed –working on strategic plan with Foundation Board					
11. Monitor and report on cybersecurity risk as needed.	1.2, 1.3,3.1	Information at meetings	Regular meetings with CIO					

<sup>1</sup> OCS is the Organizational Climate Survey, issued in winter 2025; Results will be available in June.



## **DRAFT** Board Planning Calendar 2025 – 2026

**Please note: Regular open session meetings will begin at 4:00 P.M.**

*This is a living document, changes may occur.*

Month	Date	Event	Topics	Location
September	15th	Motion by email	<ul style="list-style-type: none"> <li>• Approve the Statement of Financial Information (SOFI) Report</li> </ul>	
October	2 <sup>nd</sup> & 3 <sup>rd</sup>	Board Retreat	<ul style="list-style-type: none"> <li>• Retreat focus/topics: College transition</li> <li>• Review and set Board goals</li> <li>• Approve Board Committees, Membership and Committee Calendar</li> <li>• Review President's Goals</li> <li>• Cyber security update</li> <li>• In-camera session</li> </ul>	Castlegar Campus
	28 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Oath of Office</li> <li>• Approve annual Board Goals</li> <li>• Approve President's Goals &amp; Objectives</li> <li>• Approve Finance/Audit Committee Chair</li> <li>• Strategic Plan Update</li> <li>• Facilities Update.</li> <li>• Draft IAPR for approval</li> <li>• Review Risk Register (Closed session)</li> <li>• Education Topic/Presentation: <i>TBD</i></li> </ul>	Castlegar Campus
November	25 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Fall Head Count and FTE Report</li> <li>• Quarterly Forecast Report</li> <li>• Budget Planning Update</li> <li>• EDI Update</li> <li>• HR Update (Closed session)</li> <li>• Education Topic/Presentation: <i>TBD</i></li> </ul>	Castlegar Campus
January	27 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Quarterly Forecast Report</li> <li>• Budget Planning Update</li> <li>• Review Tuition and Fee Bylaw</li> </ul>	Castlegar Campus

			<ul style="list-style-type: none"> <li>• Review Tuition Fee Report</li> <li>• Review Risk Register (Closed session)</li> <li>• Education Topic/Presentation: <i>TBD</i></li> </ul>	
February	7 <sup>th</sup> <i>TBD</i>	Donor Tea	<ul style="list-style-type: none"> <li>• Celebration of recipients &amp; donors</li> </ul>	Tenth Street Campus
	24 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Approve Tuition Fee Bylaw</li> <li>• Draft Budget Update</li> <li>• Preliminary Instructional Plan</li> <li>• Strategic Plan Update</li> <li>• Board Goals Check-in</li> <li>• Students Union Presentation – <i>TBC</i></li> </ul>	Castlegar Campus
March	24 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Approve 2026 Budget</li> <li>• Approve Board Award Recipients</li> <li>• EDI Update</li> <li>• Facilities Update</li> <li>• HS BOG Scholarship volunteer presenters</li> <li>• HR Update (closed session)</li> <li>• Education/Presentation: <i>TBD</i></li> </ul>	Trail Campus
May	21 <sup>st</sup>	Convocation	<ul style="list-style-type: none"> <li>• Celebrate Graduates at formal ceremonies</li> </ul>	Castlegar Campus
	26 <sup>th</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• Approve Audited Financial Statements</li> <li>• Institutional Accountability Report &amp; Plan Update</li> <li>• FTE Report</li> <li>• Student engagement survey results (Closed session)</li> <li>• Review Risk Register (Closed session)</li> <li>• Board reviews President's goal reports for the year (Closed session)</li> <li>• Education Topic/Presentation: <i>Indigenous Plan update TBC</i></li> </ul>	Silver King Campus

June	23 <sup>rd</sup>	Regular Meeting	<ul style="list-style-type: none"> <li>• AGM and Election of Officers</li> <li>• Approve Institutional Accountability Report &amp; Plan (<i>TBC</i>)</li> <li>• Approve Five-Year Capital Plan</li> <li>• Approve the coming year's Board calendar</li> <li>• President's evaluation summary (Closed session)</li> <li>• Education Topic/Presentation: <i>Topic TBD</i></li> </ul>	Castlegar Campus
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## Briefing Note: DFAB Tuition Amendment

Date: June 13, 2025

Prepared by: James Heth, Registrar

Subject: Amending Tuition Fee Bylaw to Reduce Digital Fabrication and Design Tuition

Decision maker: Board of Governors

Sensitivity: N/A

Audience: Board of Governors

Date for Circulation (if applicable): N/A

### Background/Situation

1. The Tuition and Supplementary Fee Bylaw for 25-26 was approved by the Board on February 25, 2025. Following approval of the Bylaw, the Dean of the School of Arts & Technology has recommended that the tuition for the Digital Fabrication and Design Program be reduced, due to low enrollment.

### Rationale

2. This will make the program more affordable and competitive with similar programs, and will also increase rural communities' access to this cutting-edge technology program with strong employment prospects in the region.

3. The recommended reduction is from \$11.25 to \$9.70 per contact hour. The current tuition per student, amended tuition, and the differences are:

	Current	Amended	Difference
Year 1	\$8,687	\$7,662	-\$1,025
Year 2	\$8,961	\$7,937	-\$1,024

4. There are 18 seats in the program, and currently 9 applications and 3 students admitted for Fall 25.

### Decision Requested

5. That the Board approve the following motion:

"That the Tuition and Supplementary Fee Bylaw effective August 1, 2025, and approved by the Board on February 25, 2025, be amended to change the Domestic Tuition Fees for the Digital Fabrication and Design program from \$11.25 to \$9.70 per contact hour."

### Considerations and Risks

6. The amended tuition will be subject to the provincial Tuition Limit Policy, which currently limits tuition increases to 2% per year.

### Communications Plan

7. Program information will be updated with the amended tuition amounts.

## Briefing Note: FY26 Five-Year Capital Plan Submission

Date: June 16, 2025

Prepared by: Donna Drover

Subject: 5 Yr. Capital Plan Submission

Decision Maker (if applicable): Board of Governors

Sensitivity: Internal/external

Audience: Board of Governors

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### Key Messages

Selkirk College is submitting two Priority 1 capital projects that align with our strategic plan priorities. First, a comprehensive deep energy retrofit project replacing last year's window-only approach—this whole-building strategy will reduce energy consumption by 50% or more through coordinated improvements. Second, immediate replacement of our wastewater treatment facility due to end-of-life equipment and additional students staying in student housing, as the current system doesn't meet updated Ministry of Environment standards. Together, these projects support our sustainability goals while ensuring business continuity and regulatory compliance for our growing campus community. We respectfully request Board approval to submit these two critical infrastructure projects for Priority 1 capital funding consideration.

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### Background/Situation

#### NEW PRIORITY INVESTMENTS: PRIORITY 1 CATEGORY

##### DEEP ENERGY RETROFIT – CASTLEGAR CAMPUS

This 5-year capital project focuses on a comprehensive deep energy retrofit instead of the individual window replacement project we submitted last year. A deep energy retrofit is a whole-building approach that dramatically reduces energy consumption by 50% or more through extensive improvements to the building envelope, HVAC systems, water heating, electrical and lighting systems, and advanced controls. We are engaging with qualified architect, who has extensive experience in these types of projects and is familiar with Selkirk College.

Our deep energy retrofit plan will outline how the work we are currently completing through our annual routine capital budget—including high-performance door replacements, HVAC system upgrades, LED lighting conversions, and smart controls installation—integrates with this larger initiative. The 5-year capital project will focus specifically on building envelope improvements, including high-performance window installations, substantial insulation upgrades, and exterior cladding improvements. This coordinated approach allows us to work with all energy efficiency measures as part of one comprehensive plan, which aligns well with our new strategic plan. While our aging infrastructure presents challenges in achieving near net-zero energy performance levels, a project like this will considerably reduce our greenhouse gas emissions and create significant energy savings for the college.

## WASTE WATER TREATMENT FACILITY – CASTLEGAR CAMPUS

The Selkirk College waste water treatment facility is nearing the end of its operational life, which presents a significant risk to the college's business continuity, especially with the completion of our new student housing and the additional students who are living on campus, making the reliability of our wastewater treatment system more crucial than ever. A failure in the current equipment could lead to severe disruptions, impacting both the college's operations and the well-being of our campus community.

Given the increased demand, we urgently propose upgrading the wastewater treatment system to a more advanced and reliable solution that meets the college's needs and aligns with the latest standards and codes established by the Ministry of Environment. These codes have become more stringent over the years, and our existing system has not kept pace with these requirements.

This project not only involves upgrading the equipment and system but also includes necessary improvements to the building that houses the treatment facility, which is also nearing the end of its serviceable life. Addressing these critical issues now is essential to ensuring the continued smooth operation of the college and the safety and comfort of our students.

These investments represent essential infrastructure upgrades that will secure our operational sustainability, regulatory compliance, and environmental stewardship for years to come.