



BUILDING OUR FUTURE.

SHAPING OUR CHARACTER.

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OUR VISION

:H ZLOO PDNH RXU VRFLHW\ D EH€HU QSDYHDS ISOJRYWQIGHQWV 6DXOW &ROOHJH
 D WUDQVIRUPDWLYH OLIH H[SHULHQIRXVWKVWJHPHQSVZHUHLQFWLQJ WKH RXWFRP
 WKRVH ZKR VWXG\ ZLWK XV WR WKLODFRPSOOLQJ WKH DFWLRQV RXWOLQHG L
 SURJUHVVLYH DQG LQQRWDWLYH ZDWHFDXVH WKH VXFFHVV RI RXU OHDUQHUV L
 RXU H[LVWHQFH ZH ZDQW RXU VWXGHQWV W
 DERXW RXU &ROOHJH

OUR MISSION

6DXOW &ROOHJH ZLOO EH UHFRJQL]HG DYWKH SUHHPLOHQW
 VWXGHQW FHQWUHG SRVW VFRQGDU\ LQVWLWXWLRQ LQ WKH
 SURYLQFH ZLWK DQ XQ\HOGLQJ GHGLFDWLRQ WR JLYLQJ
 VWXGHQWV WKH WRROV WR UHDFK WKHLUJRDOV DQG LQ GRLQJ
 VR ZLOO EH D FRUQHUVWRQH RI WKH "The experience changed my life" HUYH

OUR VALUES

:H ZLOO EH JXLGHG E\ WKH IROORZLQJ
 H[SHULHQFHV

Student-centred

:H H[LVW IRU WKH VDNH RI RXU VWXGHQWV
 ZH ZLOO WDNH DFWLRQ RQ WKH IROORZLQJ V

Invitational

:H ZLOO EH LQWHQWLRQDOO\ LQYLWLQJ
 • People

Respect

:H YDOXH HDFK RWKHU DV SHUVRQV DQ
 ZLWK HTXLW\ DQG UHVSHFW
 • Programs
 • Partnerships
 • Place (facilities)

Excellence

:H DUH HQJDJHG LQ WKH FRQVWDQW DQG SDVVRQDWH SXUVXLW
 RI H[FHOHQFH LQ RXU SHRSOH SURJUDPV DQG VHUULFH
 ZKHU RYHU DUFKLQJ JRDO LV WKDW WKH HGXI

Communication

:H HQFRXUDJH WKH DFWLYH DQG KRQHFWKDWKHLU H[SHFWDWLRQV EXW SURIR
 LGHDV DQG LQIRUPDWLRQ
 OLYHV :H UHFRJQL]H WKH QHHG WR EH QLPE

Collaboration

:H SURPRWH WHDPZRUN DQG SDUWLFLSDWRUJZD\ WR LPSURYH HIFLHQFLHV
 GHFLVLRQ PDNLQJ
 :H ZLOO FRQWLQXH WR EXLOG RQ RXU WUDG

Eco-conscious

:H UHVSHFW WKH HQYLURQPHQW DQG ZLQGXUVHFRZROVFRXV
 DSSURDFKHV LQ RXU RSHUDWLRQV WRJHWKHU WRZDUGV DQ H[FLWLQJ DQG SUR

Partnerships

:H DUH FRPPLEHG WR PDNLQJ WKH FRPPXQLW\ EH€HU
 WKURXJK SRVLWLYH LPSDFW RQ ORFDO RUJDQL]DWLRQV

Inclusive

:H ZLOO EH DFFHVVLEOH WR WKRVH ZKR ZDQW WR OHDUQ
 ZLWK XV

Innovative

:H ZLOO ZRUN HQHFWLYHO\ DFURVV GLVFLSOLQHV WR HPEUDFH
 QHZ DSSURDFKHV WRJHWKHU

Reconciliation

:H ZLOO SXUVXH D FROODERUDWLYH DQG UHQHZHG UHODWLRQV KLS
 ZLWK WKH ,QGLJHRXV FRPPXQLWLV

THE SAULT COLLEGE STRATEGIC MANDATE AGREEMENT

7KH 6WUDWHJLF 0DQGDWH \$JUHHPHQW 60\$ IRU 6DXOW
&ROOHJH RXWOLQHV WKH UROH WKH RUJDQLDWRQ FXUUHQW SODV
LQ WKH SRVW VHFRRGDU\ HGXFDWRQ VVWHP DQG KRZ LW
ZLOO EXLOG RQ LWV FXUUHQW VWUHQJWKV WR DFKLHYH LWV YLVLRQ
DQG KHOS GULYH FROOHJH DQG V\ VWHP ZLGH REMHEWLYHV DQG
JRYHUQPHQW SULRULWLHV 6DXOW &ROOHJHV 6WUDWHJLF 0DQGDWH \$J
DQ DFWLYH UROH LQ RXWOLQLQJ WKH RUJDQ
DV ZH

o ,GHQWLrHV DQG H[SODLQV WKH VKDULRULWLHV HPHWHUHQW DQG OLYHOLKRRG RI WKH
SULRULWLHV EHWZHHQ WKH 2QWDULRULRQ RIRORRPHQW DQGS PHQW
&ROOHJH

o 2XWOLQHV FXUUHQW DQG IXWXUH DUHDV WR SURJUDPDWRQ LQ DUHDV RI DSS
VWUHQJWK
EXVLQHVV KHDOWKFDUH HQJLQHULQJ V

o 6XSSRUWV WKH FXUUHQW YLVLRQ PLVSRUWV DQG DSSRUWV DWL
RI WKH &ROOHJH DQG HVD EOLVKHG DUHDV VWUHQJWK
ZLWKLQ WKH FRQWH[W RI WKH &ROOHJHV JRYHUQDQW
OHJLVODWRQ IXWXUH WHFKQRORJLHV DQG GHPDQGV

o 'HVFULEHV WKH DJUHHG XSRQ HOHPHQWV RI WKH QHZ
&ROOHJH IXQGLQJ PRGHO LQFOXGLQJ DQGHU TXDOLW SURJUDPPPLQJ ZLWK TXDOL
DQG VWURQJ VXSSRUWV
RD &ROOHJHV HQUROPHQW SODQV DQG WKH LQWLDO
PLGSRLQW OHYHOV RI ZHLJKWHG IXQGLQJ XOLWV WRDW
ZLOO EH IXQG HG LQ WKH FRUULGRULIXQGLQJ PRGHO
GXULQJ WKH SHULRG RI WKL V 60\$ DQG
HSHULQHFW ZLWK WKH SULYDWH VHFWR
RGLqHUHQWLDWRQ RI DUHDV RI IRFXV LQFOXGLQJ PHWULFV
WDUJHWV DQG GLqHUHQWLDWRQ JUDQW DOORFDWRQ

29 (5 \$ 5 & + , 1 * * 2 \$ / 6) 2 5

7KH

rVFDO \H DU LQFOXGHV WKH ODXQFK RI WKH &ROOHJHhV QHZ 6WUDW

had great success in achieving the no. 1 or no. 2 ranking in student satisfaction as rated by students for the past 5

STUDENT EXPERIENCE F R Q W L Q X H G

Goal	Target	Departmental Initiatives
		<p>< (VWDEOLVK DQ ,QWHUQDWLRQDOL]DWLRQ 0RELOL]DV FRQVLVWLQJ RI 6DXOW &ROOHJH VWDq WR GHYHORS LQWHUQDWLRQDOL]DWLRQ VWUDWHJ\ IRU VXSSRUWL DQG IDFXOW\ DQG IRU DOLJQPHQW ZLWK FRPPXQLW GHYHORSPHQW VWUDWHJLHV</p>
		<p>< 1DWXUDO (QYLURQPHQW %XVLQHVV QHGLD DQG &XOLQDU\ SURJUDP DUHDV ZLOO FRQWLQXH WR Z HQVXULQJ DQ LQFOXVLYH HQYLURQPHQW IRU LQV)RU H[DPSOH FXOLQDU\ FRXUVHV ZLOO LQFRUSR sDYRXUV DQG IRRGV LQ FRXUVH FRQWHQW</p>
		<p>7KH \$WKOHWLFV GHSDUWPHQW ZLOO < 'HYHORS FDPSXV UHFUHDWLRQ LQLWLDWLYHV V KHDOWK\ OLIHVGX @ P @pÅ @ð0 < 7KH FOXLQF GHSDUWPHQW ZLOO</p>

STUDENT EXPERIENCE

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STUDENT EXPERIENCE F R Q W L Q X H G

Goal	Target	Departmental Initiatives
		<p>< 7KH 3HUVRQDO DQG \$FDGHPLF 6XFFHVV 6WUDWHJL ZLOO LQWURGXFH QHZ RSWLRQV IRU GRPHVWLF VW LQWHUQDWRQDO VWXGHQWV</p>
<p>(QKDQFH WKH VWXGHQW H[SHULHQFH (GXFDWLRQ WKURXJK FDPXV PDLQWHQDQFH UHQHZDO DQG H[SDQVLRQ</p> <ul style="list-style-type: none"> o &DSLWDO SURMHFWV f L(f (DUO\ &KLOGKRRG (GXFDWLRQ &HQWUH f :DWHUIURQW DQG 7HQQLV &HQWUH f ([SORUH KRXLQJ UHVLGHQFH RSWLRQV IRU LQWHUQDWRQDO VWXGHQWV <p>Facilities</p>		<p>HQFH(WKH ,QVWLWXWH IRU (QYLURQPHQW (GXFDWLRQ (QWHSUHGXUVKLS ZLOO LPSURYH HQKDQFH FRODERUDWRQ VSDFH IRU VWXGHQWV DQG IRU SDUWQHUV WKHUH\ FUHDWLQJ RSSRUWXQLWLHV HQJDJH LQ UHDO ZRUN HQYLURQPHQWV DQG UHV</p> <p>< 6XSSRUW DQG SODQ WKH VXFFHVVIXO UHORFD &RPSXWHU \$LGHG 'HVLJQ &\$' ODE &LYLO ODE WR WKH QHZ L(EXLOGLQJ</p> <p>< ([SDQG &RPSXWHU ODE FDSDFLW\ LQ L(DQG V SDUWQHUVKLS ZLWK &UHDWHFK %HOO 0LFURV</p> <p>7KH (DUO\ &KLOGKRRG (GXFDWLRQ &HQWUH VSDFH W\ IDEFLOLWDWH H[SHULHQWLDO OHDUQLQJ DQG FKL</p> <p>< &UHDWLQJ D PXOWL IDFHWHG HDUO\ FKLOGKR UHVHDFK DQG WUDLQLQJ LQVWLWXWH WKDW H[SHULHQWLDO OHDUQLQJ IRU D QXPEHU RI S</p> <p>7KH :DWHUIURQW DQG 7HQQLV &HQWUH ZLOO SU ODERUDWRU\ IRU 6DXOW &ROOHJH VWXGHQWV D WHQQLV DQG RWKHU UHFUHDWRQDO DFWLYLWL</p> <p>< \$ QXPEHU RI LPSURYHPHQWV ZLOO EH FRPSOHW ,QGLJHRXV 6WXGLHV DUHD LQFOXGLQJ EXW QR UHPRYDO DQG sRRULQJ UHSODFHPHQW FHLQLQJ XSJUDGHV DQG ZLQGRZ EOLQGV</p> <p>< ,PSOHPHQW JUHHQKRXLV JDV UHGXFWRQ SURM</p> <ul style="list-style-type: none"> o /LJKWLQJ UHWURV o &RQWURO 6\ VWHP XSJUDGHV

STUDENT EXPERIENCE F R Q W L Q X H G

Goal	Target	Departmental Initiatives
		<p>< +RXVLQJ VWDq ZLOO ZRUN FORVHO\ ZLWK WKH LQ GHSDUWPHQW WR GHWHUPLQH WKH QHHGV RI LQ DQG KRZ LW FDQ EH PHW LQ KRXVLQJ VXUYH\ RSWLRQV LQ 5HVLGHQFH</p> <p>< 6DXOW &ROOHJH ZLOO DFWLYHO\ SURFRWH WKH &HQWUH ZKLFK SURYLGHV VWXGHQWV ZLWK D VW rWQHVV FHQWUH DQG LQGRRU WUDFN WR HQFRXU RSWLRQV IRU VWXGHQWV</p>
<p>3HUFHQWDJH RI VWXGHQWV ZKR rQG FRXQVHOOHQJ VHUYLFHV LPSRUWDQW WR PDLQWDLQLQJ DFDGHPLF SHUIRUPDQFH REWDLQH YLD DQQXDO VXUYH\</p>		<p>< 7KH &RXQVHOORUV DQG VXSSRUW VWDq ZLOO LQFU RI VHUYLFHV RQ FDPSPXV WKURXJK VRFLDO PHGLD RULHQWDWLRQ VHVVLRQV HWF WR HQVXUH VWXG WKH VXSSRUWV DYDLODEOH</p> <p>< 6WULYH IRU LPSURYHG DFFHVV IRU VWXGHQWV W FRXQVHOORU WKURXJK DQ HQKDQFHG DSSRLQW EDVHG VHUYLFH PRGHO</p> <p>< ,QFUHDVH VWXGHQW RXWUHDFK GXULQJ WKH VHF VWXGHQWV ZKR GR QRW D€HQG UHJXODU DSSRLQ VXFFHHGLQJ DQG IHOLQJ VXSSRUWHG LQ WKHLU</p>

STUDENT EXPERIENCE F R Q W L Q X H G

Goal	Target	Departmental Initiatives

INNOVATION IN TEACHING AND LEARNING

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INNOVATION IN TEACHING AND LEARNING F R Q W L Q X H G

Goal	Target	
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INNOVATION IN TEACHING AND LEARNING F R Q W L Q X H G

Goal	Target	Departmental Initiatives
<p>,PSURYH UHWHQWLRQ UDWHV WR <U</p>		<p><J &RQWULEXWH WR D FXOWXUDOO\ VDIH OHDUQLQJ WKH RQJRLQJ SURYLVLHQ RI HqHFWLYH UHOHYDQ VXSSRUWV VHUFLFHV DQG LQLWLDWLYHV WKDW ,QGLJHQRXV OHDUQHUV</p> <p>< ,QFUHDVH 6WXGHQW 6XFFHVV SODQ FUHDWLRQ C DSSRLQWPHQWV WKURXJK FRQLQXHG RXWUHDF</p> <p>< 5HSRUW VWXGHQWV DW ULVN GXULQJ HDFK VHP</p> <p>< ,QFDGHP DUDVH 6RYH UHLD%€HÐÀQPSURYH UHWHQW</p>

INNOVATION IN TEACHING AND LEARNING F R Q W L Q X H G

Goal	Target	Departmental Initiatives
		<p>,PSOHPHQW VSHFLrF WHDFKLQJ DSSURDFKHV WKDW UHV DQG 5HFRQFLOLDWLRQ 5HSRUW FDOOV WR DFWLRQ DQG OHDUQLQJ RXWFRPHV ,/2V LQWR SURJUDP VSHFLrF FR</p> <p>< ,QGLJHQRXV 6WXGLHV ZLOO HQJDJH LQWHUQDO V GHYHORS D FULWLFDO XQGHUVDQGGLQJ RI WKH RI LQVWLWXWLRQDO GHFRORQL]DWLRQ</p> <p>< ,QGLJHQRXV 6WXGLHV ZLOO HQJDJH LQWHUQDO V WR GHYHORS FROODERUDWLYH HWKLFV DQG SULQ XQGHUVDQGGLQJ LQWHUSUHWDWLRQ DQG LPSOH</p> <p>< 7KH +XPDQ 5HVRXUFHV GHSDUWPHQW ZLOO ZRUN OHDGHUVKLS DQG ,QGLJHQRXV 6WXGLHV GHSDUW WUDLQLQJ DQG FRPSHWHQ\ OHYHOV DQG QHHGV</p> <p>< ,Q WKH \$FDGHPLF SURJUDP DUHDV GLVFXVVRQV DGGUHVV WKH 7UXWK DQG 5HFRQFLOLDWLRQ UHS WKDW HGXFDFWLRQ SOD\ D YLWDO UROH LQ WKH</p> <p>< 7KH %6F1 SURJUDP ZLOO SLORW WKH j)RXU 6HDV 5HFRQFLOLDWLRQk FXUULFXOXP ZKLFK WHDFKHV DQG 5HFRQFLOLDWLRQ 5HSRUW DQG &DOOV WR\$</p> <p>< 7KH %6F1 SURJUDP ZLOO H[SORUH RSSRUWXQLWL D)LUVW 1DWLRQV FRPPXQLW\ L H 0DQLWRXOLG OHDUQLQJ VHUylFH WULS IRU %6F1 VWXGHQWV</p>
<p>5HWHQWLRQ UDWHV IRU VWXGHQWV VWXGHQW 6HUylFHV VWDq ZLOO ZRUN ZLWK VWX ZLWK 3V\FKRORJLFDQ 'LVDELQWLWVSSRUWV WR GHYHORS VWUDWHJLHV ZLWK WKH PDLQWDLQ WKHLU DFDGHPLF SURJUHVV DQG UHP</p>		<p>< ,QFUHDVH DZDUHQHV RI DQG HQFRXUDJH WKHVH MRLQ g3V\FKRWKHUDS\ 0D€HUVh ZKLFK SURYLGH VHUylFHV WR RXU VWXGHQWV</p> <p>< ,QFUHDVH DZDUHQHV RI WKH rQDQFLDO VXSSRUWV VWXGHQWV ZLWK GLVDELQWLHV WKDW TXDOLI\ IRU</p>

[Redacted]		
[Redacted]	[Redacted]	[Redacted]

ACCESS AND EQUITY

6DXOW &ROOHJH ZLOO EH UHVSQRVLYH DQG LQYLWDWLRQDO ZLWK D
OHDUQHUV LQFOXGLQJ WKRVH ZKR ZRXOG QRW JHQHUDOO\ RWKHUZI
SURPRWH DFFHVLEOH DGPLVLRQV SURFHVVHV DQG SUHSDUDWLRQ
DQG VHUFLFHV :H NQRZ WKDW VWXGHQWV DUH EH€HU VHUYPHG E\ V
FROOHJH D€HPSWV WR WDNH D PRUH KROLVWLF DSSURDFK WR VHUYP
VXFFHV

Goal	Target	Departmental Initiatives

APPLIED RESEARCH

6DXOW &ROOHJH IXOO\ UHFRJQL]HV WKH LPSRUWDQFH RI FROODERU
H[SHULHQWLDO OHDUQLQJ FRPSRQH QWV RI VWXGHQW hV HGXFDWLRQ
GHYHORSPHQW LQ WKH UHJLRQ 7KH &ROOHJH ZLOO FRQWLQXH WR S
WKH FRQWLQXH G VXSSRUW RI WKH \$SSOLHG 5HVHDUFK &HQWUH DQG
DSSOLHG UHVHDUFK FDSDFLW\

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ENROLMENT

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ENROLMENT FRQWLQXHG

Goal	Target	Departmental Initiatives
		<p>< 3DUWQHU ZLWK XQLYHUVLWLHV IRU SOXV SURJ</p> <p>< \$WKOHWLF SDUWQHUVKLSV GHYHORSHG WR UH D€HQG ERWK LQVWLWXWLRQV WR GHYHORS WK DWKOHWLF DELOLWLHV</p> <p>< 7KH)LWQHVV DQG +HDOWK 3URPRWLRQ SURJU WRZDUGV rQDOL]LQJ SOXV DJUHHPHQWV ZL DQG /DNHKHDG 8QLYHUVLW\</p> <p>< &RQWLQXH WR H[SORUH RSSRUWXQLWLHV ZLW IRU SOXV SURJUDPPHQW VSHFLrFDQ\ 6RFL :RUNHU 66: DQG 66: e 1DWLYH 6SHFLDOL]DWL (QYLURQPHQWDO 6FLHQFH</p> <p>< ,QFUHDVH QXPEHU RI LQWHUQDWLRQDO FROOHJH</p> <p>< 6XSSRUW -LXMLDQJ 9RFDWLRQDO DQG 7HFKQLF %HLMLQJ ,QIRUPDWLRQ 7HFKQRORJ\ &ROOHJH</p> <p>< 6LJQ DQ DJUHHPHQW IRU D VHFRQG DJHQW LQ</p> <p>< 7KH *UDSKLF 'HVLJQ SURJUDP ZLOO KRVW D YL IURP &KLQD IRU D RQH \HDU WHUP</p> <p>< 3DUWLFLSDWH LQ 1&&3 1RUWKHUQ &ROOHJHV &R</p> <p>< 3DUWLFLSDWH LQ H[SDQGLQJ DFFHVV IRU VWX PHFKDQLFDO SURJUDP E\ SURYLGLQJ UG \HDU OHFKDQLFDO 7HFKQRORJ\ VWXGHQWV LQ 1RUW</p> <p>< 7KH 6FKRRO RI %XVLQHVV ZLOO FROWLQXH SD WKH 1&&3 ([SDQGHG RqHULQJV IRU WKH \HDU LQFOXGH %XVLQHVV \$GPLQLVWUDWLRQ & e \HDU DGYDQFHG GLSORPD 6HSWHPEHU \$FFRPPRGDWLRQV DQG +XPDQ 5LJKWV e JUDGX FHUWLrFDWH 6HSWHPEHU</p> <p>< /HDG WKH 61, 3KDVH ,, 6WXG\ 1RUWK ,QLWLDWLY UHFUXLWPHQW SURMHFW IRU QRUWKHUQ 2QWDUL</p>

FINANCIAL SUSTAINABILITY

\$FKLHYH PHWULFV SUHV FULEHG E\ 0LQLVWU\

System-wide Metrics

Benchmark

BUDGET PRINCIPLES

5HYHQXH JHQHUDWLQJ DFWLYLWLHV ZLOO EH UHDOLJHG E\
PD[LPL]LQJ WKH XWLOL]DWLRQ RI H[LVWLQJ UHVRXUFHV ERWK

ENROLMENT COMPARISON

<H D U		
General Purpose Operating Grant Fundable	1,817	1,887
BScN	248	256
Second Career	57	21
International	252	375
Total	2,374	2,538

Note:

2017/2018 = average of anticipated audited enrolment for June 30, November 1, and March 1

2018/2019 = average of budgeted enrolment for June 30, November 1, and March 1

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY
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STATEMENT OF OPERATIONS

(in thousands of dollars)

Year ended March 31

	Cashed Based 2018/2019 Budget
Revenue:	
Grants and reimbursements	44,854
Tuition fees	14,790
Ancillary operations	3,025
Other	3,295
	65,964
Expenses:	
6 D O D U L H V D Q G E H Q H r W V	
Instructional supplies	1,909
Contracted services	7,173
Utilities, maintenance and taxes	4,187
Interest and bank charges	377
Travel and professional development	902
Training subsidies and allowances	1,091
Supplies and other expenses	2,005
	65,025
Excess of revenue over expenses	939

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY
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 REVENUE

(in thousands of dollars)

Year ended March 31

	Cash Based 2018/2019 Budget
Grants and reimbursements:	
Operating Grant	
General Purpose	16,524
Special Purpose	21,184
Apprentice training	1,634
Ontario training strategies	4,644
Other	868
	44,854
Tuition fees:	
Full time post secondary	13,357
Other	1,433
	14,790
Ancillary operations	3,025
Other:	
Contract educational services	487
Sale of course products and services	220
Miscellaneous	2,588
	3,295
	65,964

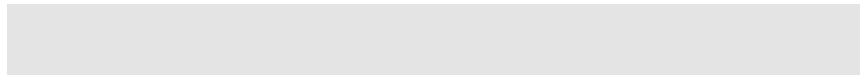
THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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EXPENSES

(in thousands of dollars)

	Cash Based 2018/2019 Budget
6 D O D U L H V D Q G % H Q H r W V	
Building Repairs and Maintenance	212
Contracted Services	7,173
Equipment Maintenance and Repairs	1,495
Furniture and Equipment Purchases	177
Grounds Maintenance	164
Instructional and Resource Supplies	1,909
Interest and Bank Charges	377
Janitorial and Maintenance Supplies	78
Municipal Tax Levy	230
2 t F H 6 X S S O L H V	
Premise Rental	246
Professional Development	85
Promotion and Public Relations	675
Provision for Doubtful Accounts	35
6 W D q (P S O R \ P H Q W	



BOARD OF GOVERNORS

As representatives of the community, the Board of Governors of Sault College is the governing body that strives to provide learners with high quality education and training. The Board of Governors are responsible for the annual business plan, budget and annual report.

Sault College is proud of the dedicated leadership demonstrated by our Board of Governors and for their commitment of which each gives freely of time and expertise to ensure that the best interests of the students are served and that academic excellence is maintained.

Current Board Members

Chair	David Zuccato	
1st Vice Chair	Jason Naccarato	
2nd Vice Chair	John Stadnyk	
Governors	- H q % D U Q H V / R X % X q R Q H Jonathan Boyer-Nolan & K U L V W R S K H U Peter Hewgill	Thomas Ambeault - D P H V & D L F F R Christine Coccimiglio & L y e Gagnon Marilyn King

