



# THE RING

MARCH 2019

The University of Victoria's  
community newspaper

ring.uvic.ca



University  
of Victoria

## SPEED READ

### UNIVERSITY RANKINGS

#### QS rankings highlight breadth of UVic's academic strengths

On Feb. 28, the 2019 Quacquarelli Symonds (QS) World University Rankings by Subject were released, reflecting the enormous breadth of UVic's academic leadership. QS ranks UVic among the globe's top performers in these 10 fields:

- Computer science
- Earth & marine sciences
- Education
- English language & literature
- Environmental sciences
- Law
- Mathematics
- Philosophy
- Physics & astronomy
- Psychology

### SATISFACTION SURVEY

#### UVic Bookstore survey

Share your experiences with the UVic Bookstore for a chance to win one of five \$100 gift cards. It only takes a few minutes. Take the bookstore survey at [bit.ly/19-survey](http://bit.ly/19-survey)



Costa. UVIC PHOTO SERVICES

# 25

MAXIMUM  
WATER DEPTH  
(IN METRES) FOR  
PRODUCTIVE  
BULL AND GIANT  
KELP FORESTS

## Rainforests of the ocean

Detailed maps of kelp beds developed by the British Navy in the 19th century are helping modern scientists chart habitat change in coastal BC

BY ANNE MacLAURIN

Kelp forests are a rich ecosystem critical to many species such as herring and salmon, but researchers know that kelp is decreasing in some areas of the Pacific Northwest.

Now, using an innovative method involving British admiralty charts from 1858

to 1956, UVic geographer Maycira Costa and her research team in partnership with Fisheries and Oceans Canada (DFO) and the Canadian Hydrographic Service (CHS) have created the first historical digital map of BC's coastal kelp forests to further investigate the loss of kelp.

It was Costa's awareness of kelp bed locations that led to an accidental discovery of British admiralty charts from over 100 years ago. During a meeting with a colleague, Costa noticed a framed picture of a chart that had many small markings in the same area of current kelp forests.

"I started to look at the details and then I looked at the area that I know of kelp dis-

tribution because we are working there with the modern satellite," she recalled in a Canadian Press interview. "And I looked at that and said, 'this is kelp distribution.'"

"Kelp was considered a navigational hazard so the British carefully annotated all kelp forests on their charts," explains Costa. "And the historical charts increase our understanding of kelp distribution over time."

The new reference map will help address questions related to the habitats of salmon, herring and many other species that rely on kelp for protection and food.

SEE COSTA P.2



## How do we support student academic success?

The second in a series of articles that explores how staff and faculty across campus are implementing the university's Strategic Framework.

Q and A: Dr. Shailoo Bedi

Tell us about your work at the university.

I've been at the university for 14 years, most of that with UVic libraries. For the last year and a half I've had a split role, as Director of Academic Commons & Strategic Assessment at UVic Libraries (.5), and Director of Student

Academic Success with the centre for Learning and Teaching Support and Innovation (LTSI) (.5).

I feel like I'm the luckiest person to be able to work in a hybrid position. At the library, I manage a complement of CUPE and PEA staff, focus on assessment, and also do space planning and facilities work to improve the student experience. At the LTSI, I'm involved in initiatives to support student academic success, and support the Centre for Academic Communication, the Jamie Cassels Undergraduate Research Awards (JCURA) program and the *Arbutus Review* journal as managing editor.

I engage a lot with the Strategic Framework in part because I see a diversity of the UVic community and have quite a broad reach through my

dual role. I am also quite familiar with the framework as I was part of the advisory group during 2017-18 that helped to develop it. I'm also excited to be co-chairing Connect U, the university's all-staff conference, which will take place in May this year.

How do you see the Strategic Framework helping or connecting to your work, and the work of your unit?

I feel really closely connected to the framework, especially the strategies within the Intensify Dynamic Learning section (3.1-3.5) that I feel guide my work. I see the framework like the frame of a picture—it gives support and structure to our creativity.

The LTSI is a really joyful place

to be, supporting instructors in becoming excellent teachers who can infuse their teaching in diverse ways and use research-enriched teaching to promote student success. We're committed to providing the supports for dynamic learning so that students can be academically successful here at UVic and also beyond here—whether they go on to a professional career, or graduate work or research.

This year with the LTSI I'm working with a team to coordinate the 10th anniversary of JCURA. Over a decade, more than 1,000 students have become involved in empirical research through JCURA. It's a truly interdisciplinary initiative that en-

SEE STRATEGIC FRAMEWORK  
P. 2



# ringers

Acting Director of UVic's Equity and Human Rights office **Cassbreea Dewis** has been named to a new federal advisory committee on the Framework to Prevent and Address Gender-Based Violence at Post-Secondary Institutions. The federal framework takes the view that incidents of on-campus sexual assault remain one of the most often reported types of violence in the #MeToo era, and a consistent approach—informed by representatives from student groups, colleges and universities, unions, community organizations, survivor advocates and front-line service workers—is required in order to achieve meaningful change. The committee will provide advice and feedback on the development, consultation and implementation of a new Canada-wide framework for consistent, comprehensive approaches to preventing and addressing gender-based violence at post-secondary institutions.

**Nancy Turner** (environmental studies) has received the Distinguished Ethnobiologist Award from the Society of Ethnobiology for her outstanding contributions to the field of ethnobiology. Turner has worked for 40+ years with Indigenous peoples of the Pacific Northwest to advance this field.

A group of UVic's CUPE 917 employees helped feed the hungry and provide warm winter clothing to Victoria's vulnerable at a January event co-hosted by UWGV Labour Committee and the Victoria Labour Council. Members of Facilities Management grounds and residence services **Jodi McLean, Nick Vagvolgyi, Brad Lockwood, Claude Champagne and Rosalyn Silletta** collected more than 200 blankets, jackets and clothing, and helped to serve food, clear tables and wash dishes. The team took home the coveted Golden Bean award for best-tasting chili.



President Jamie Cassels gathers with nominees for this year's President's Extraordinary Service Awards. UVIC PHOTO SERVICES

## President's Extraordinary Service Awards

The President's Extraordinary Service Awards celebrate the outstanding contributions of UVic employees. Fourteen nominations from across campus—representing 67 people (six teams, eight individuals, five employee groups)—were submitted for the 2019 awards.

Congratulations to all of the nominees (see the full list at [uvic.ca/pesa](http://uvic.ca/pesa)).

Show your support for your colleagues by attending the Cause for Applause award celebration ceremony, April 30 from 3:00 to 4:30 p.m. in the McKinnon Building lobby. Register at [uvic.ca/ceremonies/events/home/cause-for-applause](http://uvic.ca/ceremonies/events/home/cause-for-applause)

"I offer my sincere congratulations to each of the nominees for their extraordinary service to our university," says President Jamie Cassels. "Each year it's a genuine pleasure for me to celebrate the talent and commitment of our staff and faculty, who provide the foundation for our extraordinary environment. Each of these nominees is deserving of our thanks and recognition."

## STRATEGIC FRAMEWORK

CONTINUED FROM P.1

gages students in dynamic learning and hands-on research outside the classroom, which helps to set them up for academic, professional and personal success.

It's amazing where integrated experiential learning is happening at the university—not just in the obvious areas like co-op terms and practicum placements. The library is transforming along with the academy to facilitate new types of learning and integrate experiential learning through space-based learning, part of our "extraordinary academic environment" (1.5). We added a silent piano, which can be played using headphones, and that's one of the best decisions we've made. To be able to offer students the opportunity to play music for a class, to create a composition or have some recreational time has been fantastic. It's in constant use!

In future years our service planning will be closely modelled around the framework. It creates clarity and provides a set of priorities for decision making.

### Does the work you do correspond to particular strategies in the framework?

Although I relate closely to the Intensify Dynamic Learning strategies because of my work on the academic side, I can see myself in all the areas of the framework—the interconnections and crossover between them strongly inform my work.

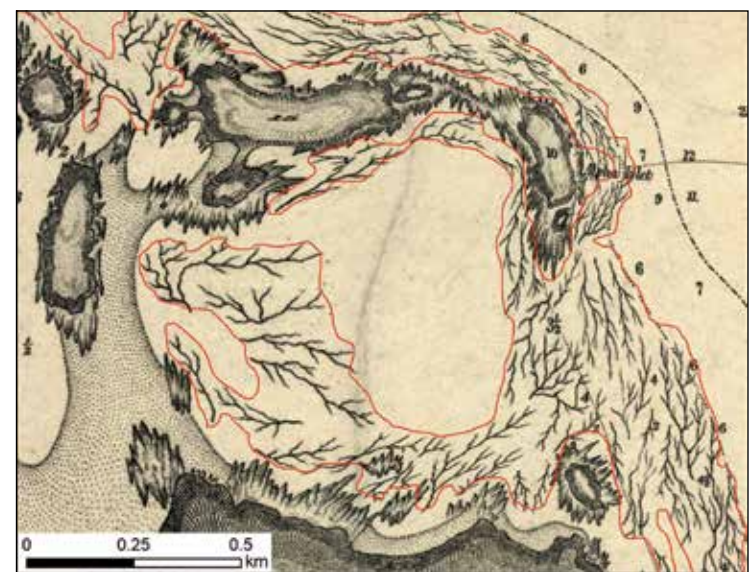
A good example and a project I'm really excited about is the *Arbutus Review*, the undergraduate interdisciplinary research journal that I manage with editor Madeline Walker through the LTSI. We're doing a special issue to showcase the work of Indigenous undergraduate students that will come out in spring 2020. I'll be mentoring an Indigenous PhD student who will be the special editor for that issue and we'll be coaching Indigenous graduate students to peer review submissions.



Bedi. UVIC PHOTO SERVICES

This is an exciting experiential opportunity and a chance for all of us to learn together. I am grateful to Dr. Charlotte Loppie and Maria Shallard with the Indigenous Mentorship Network for connecting with us. Through the *Arbutus Review* collaboration, we'll be able to provide an experience for Indigenous students in scholarly publishing and will also be learning ways to respectfully incorporate Indigenous ways of knowing and practices to continue our work and efforts to decolonize the academy. I think that's the best part about working in higher ed: the reciprocity of learning and collaboration. This project reflects on many areas of the framework, particularly the areas of dynamic learning and fostering respect and reconciliation.

The Connect U conference (May 22–23) is another project that is weaving the themes of the framework into its programming. Our staff are so instrumental in creating our extraordinary academic environment and I hope everyone comes out to take part in this fantastic community learning opportunity. It's a chance to meet other colleagues and broaden our perspectives beyond our own units. It's an opportunity not to be missed!



An example of a British chart from the 1850s showing the drawing of kelp blades to indicate kelp beds.

## COSTA

CONTINUED FROM P.1

Costa, with support from the Pacific Salmon Foundation, is comparing the historical maps to satellite images of coastal areas to understand how these habitats have changed and why.

"Kelp are the rainforests of the ocean," Costa says. "And they uptake a lot of carbon from the atmosphere of the ocean."

This research is part of initiatives led by DFO to establish programs and priorities for canopy-forming kelp species—now identified as Ecologically Significant Species. The federal regional response plan for oil-spill

emergencies is one program requiring a deep understanding of kelp distribution, since kelp is highly vulnerable to oil spills, as well as coastal pollution and shoreline development.

"Kelp forests play an important ecological role in the health of our oceans so when we lose kelp beds, it impacts the habitat of many marine species," says Costa.

Funding for this mapping project was provided by DFO, under the Oceans Protection Plan, with in-kind support from the CHS.

View the digital map: [uvicspectral.com/research/kelp](http://uvicspectral.com/research/kelp)

# UVIC

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Janitorial staff, including Liliana (above), assisted grounds crews and other facilities management staff with the campus-wide need for snow shovelling on Feb. 12.

## Going above and beyond when the snow fell

**The heavy snow wasn't light work. UVic employees worked around the clock to assess the conditions in pre-dawn hours, operate backhoes during the night and post early-morning and late-night status updates on the UVic website and social media.**

Mid-February's heavy snowfall was exceptional in more ways than one on campus.

Even while most people enjoyed a "snow day" when the campus was closed late afternoon Monday, Feb. 11 and the following day, there were those who walked, carefully drove or carpooled to work so that residence students got fed, roads were plowed, pathways were cleared and—with the campus closure happening when it did—that payroll got processed so 5,200 employees could get paid on time on Feb. 15.

When Colleen Korte got the call early Tuesday afternoon for any janitorial staff who could safely come to campus to help shovel snow, she didn't hesitate—despite living on a hill in Esquimalt on a road that hadn't been plowed. Born and raised in Victoria, Korte had never driven in deep snow. "I guess I'm one of those people who will always at least try."

The usual 20-minute drive to UVic took nearly two hours in her Jeep Liberty as she picked up two colleagues near Walmart in Saanich then another near Hillside Mall. Just under half of the usual number of janitorial staff made it to work to clear building entrances, stairways and pathways while Facilities Management staff continued their work clearing and salting roads, as well as shovelling.

"It was hard work, the snow was wet and heavy, and it was cold but everyone pulled together to get the campus ready for the next day," said Korte.

Facilities Management staff

started snow clearing Sunday night and continued Monday as the university monitored conditions on campus, weather reports, transit service, regional road reports and any travel restrictions issued by police. At 1:15 p.m. Monday, the university informed the campus community that classes were cancelled as of 3:30 p.m. and campus was closing at 4:30 p.m. so people could make their way home in an orderly and safe manner unlike the rush to leave campus in 2017. Many janitorial staff still showed up for their 5 p.m. shift to shovel entrances until snowfall became too heavy and Facilities Management crews kept working with the help of a contractor who worked into the early morning Tuesday. Grounds crews returned at 4 a.m. shoveling snow, spreading ice-melt and operating equipment including two bobcats, three tractors with front-end loaders, one snow plow and a backhoe. Some staff who started at 4 a.m. didn't leave until 10 p.m.

Over in Cadboro Commons, planning to feed 1,750 residence students started well in advance of the closure. Employees who felt they could get to campus safely on Tuesday set out early from their homes to be on site at 5 a.m. to start meal prep. Kitchen staff also helped feed the grounds crew who made it into work.

Every corner of the university has stories about employees who made the extra effort to get to campus or worked from home, covered for each other or put in hours outside their usual shifts—determined to help with essential services.

And while there are always lessons to be learned from our occasional encounter with winter conditions more common elsewhere in Canada to improve our readiness and response, we have also been reminded that we have exceptional people at UVic, including students who looked out for each other, who deserve our gratitude.



L-R: Engineering co-op student Kevin Virtue, Office Manager Charlotte Garcia and business co-op student Anna Mazza stand behind the innovative augmented and virtual reality technology at LlamaZOO.

## Co-op Employers of the Year

Dynamic hands-on learning is a pillar of the UVic experience—through our co-op program alone, students work for more than 1,360 co-op employers each year, putting their studies into practice across diverse sectors.

Each year, we recognize employers who have provided extraordinary hands-on learning opportunities to UVic co-op students. The 2018 Employers of the Year are:

- Babcock Canada (50+ employees)
- ImmunoPrecise Antibodies (<50 employees)
- LlamaZOO (new company, hiring co-op students for five years and under)

### Babcock Canada

#### 2018 Employer of the Year – More than 50 employees

At Babcock, co-op work terms are much more than a job placement—they're a key recruitment tool. One of the engineering solution company's mandates is to ensure that tomorrow's talent is ready to make a difference, and they are committed to fostering students' education. This approach is lauded by students, who often describe their experiences at Babcock as transformative and life-changing.

Since 2015, Babcock has hired 58 engineering and commerce co-op students from UVic, 13 of whom returned for a second term and four for a third—a testament to the extraordinary experience Babcock provides. Co-op students are typically supervised by a former co-op student

to enhance the mentorship experience, and are encouraged to network across departments and meet with senior staff to better understand the business. The company is currently developing a program that will allow co-op students to complete a series of work terms, each in a different department, as a way to help students transition into a full-time role.

Babcock is a strong supporter of UVic Co-op and Career beyond co-op placements; the company participates in UVic's mock interview clinics, exhibits at the Hi-Tech Fair and was a platinum sponsor of UVic's Human Powered Submarine Team in 2018, helping the team showcase their project at the 2018 Mari-Tech Conference.

### ImmunoPrecise Antibodies

#### 2018 Employer of the Year – Fewer than 50 employees

ImmunoPrecise Antibodies (IPA) has made it a habit to hire the best and brightest, a feat made possible by its long-standing status as a co-op employer. The custom antibody business has hired UVic biochemistry, microbiology and business students to complete 66 co-op work terms, and in the past three years alone has hired eight co-op alumni—five of whom are current employees.

Most full-time IPA scientists and staff are UVic graduates; as a result, lab experiences build off the skills that students develop in their biochemistry and microbiology courses, and

students are typically provided with a co-op project that relates directly to their area of academic interest.

Co-op students receive extensive training and certification and are included in company meetings. They also give progress reports at weekly lab meetings that are attended by all IPA scientists, an experience that helps students strengthen their analytical and critical thinking skills. Overwhelmingly, co-op students report their time at IPA provides them with a practical application of theoretical knowledge and a rewarding mentorship experience.

IPA is a dedicated UVic partner; staff and scientists regularly share their experiences through UVic's "What can you do with your degree" series, take part in mock interview clinics and networking events, and collaborate on UVic research projects, including a recent Engage Grant.

### LlamaZOO




#### 2018 Employer of the Year – New company (hiring co-op students for five years and under)

Since launching in 2014, local 3D visualization company LlamaZOO has made co-op a priority. After hiring their first co-op student in 2015, LlamaZOO has hired computer science, software engineering and business students, and each student has reported an equally positive experience.

SEE CO-OP EMPLOYERS P. 5

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**Help shape the Campus Greenway**

Share your feedback on draft landscape designs for the Campus Greenway, on March 21 in the McPherson Library foyer from 11 a.m. to 2 p.m. The Campus Greenway will strengthen the primary east-west pathway between Sinclair Road and Gordon Head Road, connecting buildings and public spaces while creating a vibrant academic and social hub. The new project presents a unique opportunity to address the Strategic Framework priority of “increasing the vibrancy of campus life by enhancing the natural and built environment to create more opportunities for interaction and collaboration” (strategy 1.5).

More info: [uvic.ca/campusgreenway](http://uvic.ca/campusgreenway)



**Research Reels is a wrap!**

More than 150 people descended on Cinecenta on March 5 to apply for virtual PhDs in popcorn. Or rather, to cheer on (and be captivated by) the 16 semi-finalist videos in UVic’s Research Reels competition—part of Ideafest. Colton Hash, ONC artist-in-residence, took home the top prize for the second consecutive year in the feature category for “Acoustic Turbulence.” Erynne Gilpin’s “Land as Body” took second place (feature) and Brent Godau’s video on 3D bioprinting won the people’s choice award for a feature. Social media awards went to Julian Sketchley (microfluids) and Jin-Si Over (SEOS Marine Paleontology Lab). Veronica Lee and Morgan Gelinat won the people’s choice award for social media with their Community Cabbage video. \$4,000 in prizes were given out (along with the free popcorn). And if you missed the event, don’t fret. There is a link to the YouTube playlist on [uvic.ca/researchreels](http://uvic.ca/researchreels).

**Financial and legal education workshops through HR**

HR offers free two-hour financial education sessions for employees at all stages of their careers. On March 28, learn about setting goals and improving overall financial wellness at the financial planning session. On March 29, learn about estate and personal planning, and understand the impact of life changes like divorce or illness at the legal checkup session. Register online by March 15: [bit.ly/HR-PLAN](http://bit.ly/HR-PLAN)

**Campus blood donor clinic on March 25**

A community blood donor clinic is coming to campus on March 25 from 9 a.m. to 3:45 p.m. in the SUB’s Michèle Pujol Room. Call 1-888-2DONATE, visit the Canadian Blood Services website at [blood.ca](http://blood.ca) or download the GiveBlood App to book an appointment.

# Scholars recognized for community engagement

BY ANNE MacLAURIN AND KRISTA BOEHNERT

Over the course of both their careers, health geographer Denise Cloutier and business professor Brent Mainprize have been deeply engaged with communities—creating better lives for older adults and Indigenous youth across British Columbia.

As the 2019 recipients of the Provost’s Engaged Scholar Award, Cloutier and Mainprize’s commitment to healthy aging and Indigenous peoples were celebrated at a March 5 Ideafest event.

The award honours tenured faculty members who have demonstrated outstanding scholarship in their field, as well as inspired teaching and community engagement. Cloutier and Mainprize will hold the title of University of Victoria Provost’s Engaged Scholar for five years and receive a one-time award of \$10,000 each to support their research, teaching and community engagement.

“Both Denise and Brent demonstrate the impact and transformative capacity of community-university engagement,” said Valerie Kuehne, vice-president academic and provost. “These exemplary community-engaged scholars have committed their careers to fostering connections and co-creating positive change.”

**Empowering Indigenous communities to pursue prosperity**

For over 20 years, Mainprize has committed to meaningful scholarly engagement with Indigenous communities. He is passionate about building capacity with communities in their territory on their terms with a vast network of reciprocal partnerships

that spans the country.

Mainprize is honoured by the invitation to work in-community to build capacity and empower community members to pursue sustainable economic prosperity. His work focuses on co-designing strategy, structures and education experiences that assist in shaping Indigenous created economies.

One example of this is the work Mainprize has engaged in with the Nisga’a government, leading a research-based think tank to develop the strategy and structure for their economic development for the next decade and beyond. This ongoing work with the Nisga’a Nation focuses on helping to answer the question, “How can the Nisga’a Lisims government best achieve sustainable economic prosperity while preserving heritage and culture?”

Mainprize was also invited by the Council of the Haida Nation to assist in the applied research and facilitation of a comprehensive strategic plan for Haida protected-areas management. Central to the work was a vision for heritage site management as “an economy with respect for the land and waters for generations.”

**Multifaceted advocacy to improve the lives of older adults**

As a passionate advocate and engaged scholar, health geographer Denise Cloutier’s ultimate goal is to support the quality of life of older adults.

As a geography professor and Institute on Aging and Lifelong Health researcher, Cloutier’s work has contributed to improvements in community and facility-based care—that is, shelter and services—so people can live as fully as possible as they age.

By engaging with long-term care



Mainprize. UVIC PHOTO SERVICES

residents, community-dwelling older adults, families, health authorities and other academic researchers, Cloutier has made a difference in the lives of many older adults. She has raised awareness and suggested improvements to long-term care facilities to support a greater sense of well-being and belonging.

Cloutier works tirelessly with her research teams and collaborators to interview older adults, family

caregivers, nurses, licensed practical nurses and health care aids when she is evaluating programs. This includes addressing the care needs of vulnerable persons living in rural communities, socially isolated, living with dementia, stroke-affected and those at the end of life. Her work shines the light on the importance of supporting compassionate, healthy and successful aging in our communities.



Cloutier. UVIC PHOTO SERVICES

## Green spaces or green power? Finding a land-use balance

**How much land will a carbon-free electricity system require?**

BY JENNIFER KWAN

Early in his research career, Kevin Palmer-Wilson discovered that renewable energy sources such as wind and solar could play a major role in a future carbon-free electricity system—but each method of producing energy comes with its own costs.

Palmer-Wilson, a PhD student now with the 2060 Project at UVic, witnessed first-hand public resistance to a wind farm project when he worked at a German electricity provider. Although Germany was seen as a trailblazer in renewable energy at the time, Palmer-Wilson’s project presentation nearly turned into a shouting match among rural community members.

“We need to get off fossil fuels and embrace renewables, but there is a real conflict between how people feel about their local environment and the global challenge of climate change,” recalls Palmer-Wilson of the event some five years ago. “Getting that human dimension—the public acceptance to this change—into our energy system models is vital in understanding the great challenge of climate change.”

Limiting global warming to less than 2°C by 2100 requires a drastic reduction of carbon emissions from electricity generation by mid-century. Wind and solar are predicted to dominate carbon emission reductions, but require more space to produce energy than the more compact fossil fuels.

When factoring land and social acceptability, how viable are alternative



Palmer-Wilson on Mount Douglas / PKOLS. UVIC PHOTO SERVICES

energy sources?

Palmer-Wilson and his peers at 2060—a joint project of IESVic and the Pacific Institute for Climate Solutions—sought to factor land area into decarbonization pathways. Researchers studied fossil-fuel-rich Alberta—a globally-relevant case study where in 2017 some 87 per cent of electricity generation was by fossil fuels. They assessed the trade-offs between land-area impacts, technology alternatives such as biomass, hydro, geothermal, wind and solar, as well as the costs associated with cutting carbon emissions from electricity generation.

Modelling results for 2015–2060, researchers used annual electricity consumption figures from Alberta’s

utility operator and factored different scenarios that provide energy with various combinations of wind, solar, natural gas and coal in order to meet demand. Researchers then assessed different land-use constraints and financial costs. They found using renewables like wind and solar could require as much as 10 times more land than today, says Palmer-Wilson. In the case where no more land can be used, costs for producing electricity jumped 11 per cent.

Alternatives to renewables included carbon capture and storage, a technology that sucks CO2 emissions from exhaust and then stores it, typically underground, so emissions don’t enter the atmosphere—though scalability of

this emerging technology is uncertain. Nuclear energy is another option, but opposition varies significantly across regions due to concerns about long-term storage risks of nuclear waste.

Researchers also note that renewables can’t be spread evenly across Canada because renewables have to be put in areas that are most consistently sunny or windy, or where ocean waves are most plentiful and powerful.

“What path are we going to take? We can’t do nothing. We don’t have that option. We have to either mitigate climate change or we adapt. If we choose to mitigate then society has choices to make about technologies, but each comes with a cost,” says Palmer-Wilson.





# UVic Style

UVIC STYLE GUIDE UPDATE

## Beyond the Oxford comma

**This year's updates will help writers do a lot more than properly capitalize Senate, accent the Michèle Pujol Room or choose the right Latin suffix for an alum.**

The *UVic Editorial Style Guide*, which helps campus writers avoid inconsistencies in spelling, capitalization and other matters of editorial style, has been updated and reissued by University Communications + Marketing (UC+M). The 2019 update better reflects the evolution of inclusive language around gender and sexuality, and spells out commitments to respectful use and typographic representation of Indigenous place names, partners and subjects.

The 2019 edition also expands and solidifies core principles of respect when writing about students, staff, faculty and partners.

The guide should be used by academic and administrative units for print and web materials—but not for academic, scholarly or research texts. When preparing marketing and general communications materials, official correspondence and reports and submissions to uni-

versity governing bodies, following the guide helps support the quality and consistency of materials that represent the university.

In addition to contributions by communications staff from across the university, this update benefited from input and assistance by several key members of the UVic community, including UVic's (and world's only) Chair in Transgender Studies Aaron Devor, Equity and Diversity Manager Kamilla Milligan, Director of Indigenous Education Jean-Paul Restoule and LE,NO,NET Academic Manager Rob Hancock.

The first edition of the style guide was issued in 2007, receiving a minor update in 2015 to address changes in use for internet-related resources. As a living document, it's expected to evolve as new editorial questions arise and language and usage change. To that end, the definitive source will be maintained online at [uvic.ca/style](http://uvic.ca/style), including any announcements of additions, changes and updates.

A limited number of print copies of the 2019 guide are available on request from Mandy Crocker ([mcrocker@uvic.ca](mailto:mcrocker@uvic.ca), local 8587). UC+M can also help with other editorial questions you may have, including interpretation of points in the guide or matters of spelling. Please call 250-721-6022 or email [ring@uvic.ca](mailto:ring@uvic.ca).



Two former Babcock co-op students were part of the Human Powered Submarine Team that won three trophies in the European International Submarine Races in 2018. The team is also sponsored by Babcock.

## CO-OP EMPLOYERS

CONTINUED FROM P.3

Co-op students are treated as significant members of the team and are assigned meaningful projects, from writing white papers on digital twinning technology or researching and writing new software features for augmented reality and virtual reality technologies, to helping draft the company's vision statement. They're also encouraged to access online training resources to diversify their skill sets, and have access to mentorship from the company's diverse group of employees.

Within this fast-paced environment, students often comment on LlamaZOO's welcoming and playful environment; their ability to balance hard work with having fun has

made the company a co-op student favourite. It's also led LlamaZOO to be recognized—the company is a partner in Canada's Digital Technology Supercluster as well as Microsoft Mixed Reality and IGM, connecting students with world-class opportunities from downtown Victoria.

Beyond hiring co-op students, LlamaZOO also participates in UVic's Co-op and Career Networking Night and Tech Connect events and is always looking for passionate talent to join the team. LlamaZOO staff have also participated in guest lectures and panel discussions through the Faculty of Engineering and the Gustavson School of Business.



## Swinging electrons a win at international Dance Your PhD contest

UVic physics alumni Pramodh Senarath Yapa won the 2018 Dance Your PhD contest, sponsored by *Science* and the American Association for the Advancement of Science. The contest challenges scientists around the world to explain their research without PowerPoint presentations or jargon. For his submission, Senarath Yapa produced a nine-minute video—writing the music, lyrics and enlisting the help of choreographers and 17 other students and members of a swing dance club. His swinging electron dance snagged the top prize of US\$1,000 and "immortal geek fame." Senarath Yapa's story was published in *Science*, *NPR*, *CBC* and the *Times Colonist*.

## Panych at the Phoenix

**Student designer reconstructs a storied legacy for latest Phoenix production**

BY JOHN THRELFALL

Every play needs a set, whether the audience realizes it or not. From a bare wood floor to a drab apartment that slides open to reveal a musical fantasy land, the set is the canvas upon which the actors come to life. So what happens when a director asks, rather than creating a set from scratch, to simply adapt a design that's 30 years old? The short answer, as student designer Conor Farrell discovered, is that there's nothing simple about it.

Running March 14-23, Phoenix Theatre is presenting *7 Stories* by Canadian playwright Morris Panych as the final production of their main-stage season. Given that the play is currently celebrating its 30th anniversary, director and theatre professor Fran Gebhard wanted to see the original set design brought back to life for her production in Phoenix's Bishop Theatre.

"Ken MacDonald's original set—inspired by the fabulous art of René Magritte—is iconic and adds an important layer to the meaning of the play, with the surreal elements of Magritte's work perfectly underscoring Panych's existential themes," says Gebhard. "I really couldn't see the play with any other design."

For Farrell, that meant adapting the 2009 version of MacDonald's set—which was originally designed for the 1989 production at Vancouver's Arts Club Theatre, before needing a few modifications for a 20th-anniversary mounting at Theatre Calgary—into one cohesive construction that works with the Bishop's entirely different stage shape.

"Ken's original design was built for a very different space, so we're changing it slightly," explains Farrell, the fourth-year design student credited with "design adaptation" for this challenging production. "We're taking the base design and trying to keep all the integral parts. We've spoken with him about how we need to change it and gotten his okay for that."

Given that *7 Stories* happens entirely on the ledge of an apartment building, Farrell's set is a massive



Farrell with the Magritte-inspired set.

23-foot-tall facade, shooting up from below the stage's edge and melding into a sky of clouds. As we take in the audience of the 208-seat Bishop Theatre, we get quick glimpses of the set crew through the faux-windows; swinging hammers and laughing as they work, the students create mini-stories of their own as they assemble the massive design.

"It's a new kind of challenge," says Farrell. "At the end of the day, it doesn't matter if I would do something differently, because it needs to keep the spirit of the original design alive."

Farrell's design work started with Vectorworks, a drafting program, and building a traditional maquette or set model. "The maquette helps people visualize how big the set is, whereas Vectorworks is about sizes and sightlines." Farrell also did a fair bit of research into *7 Stories* itself—writing a research paper about three-decades' worth of productions of this now Canadian classic, meeting with director

Gebhard and design professor Patrick Du Wors, working with the all-student creative team, overseeing the actual set construction and having a Skype call with MacDonald himself. "He wasn't 100 per cent sold on it at first, so we had a small back-and-forth and adapted our design," he chuckles.

With no real theatrical background before moving from Saskatoon to attend UVic, Farrell seems incredibly confident about undertaking this project, thanks to the skills he's developed while at the Phoenix. "The best thing about the theatre department is all the practical experience on offer," he says. "You can go have a conversation with any professor or talk to the production staff about a problem and figure out how to solve it together."

As for *7 Stories*, Farrell is looking forward to seeing it come to life on opening night. "That's the fun of the show: how to act with very limited space," he says. "This set is a challenge that the actors have to solve."



# Patrick Lane: Rest in poetry

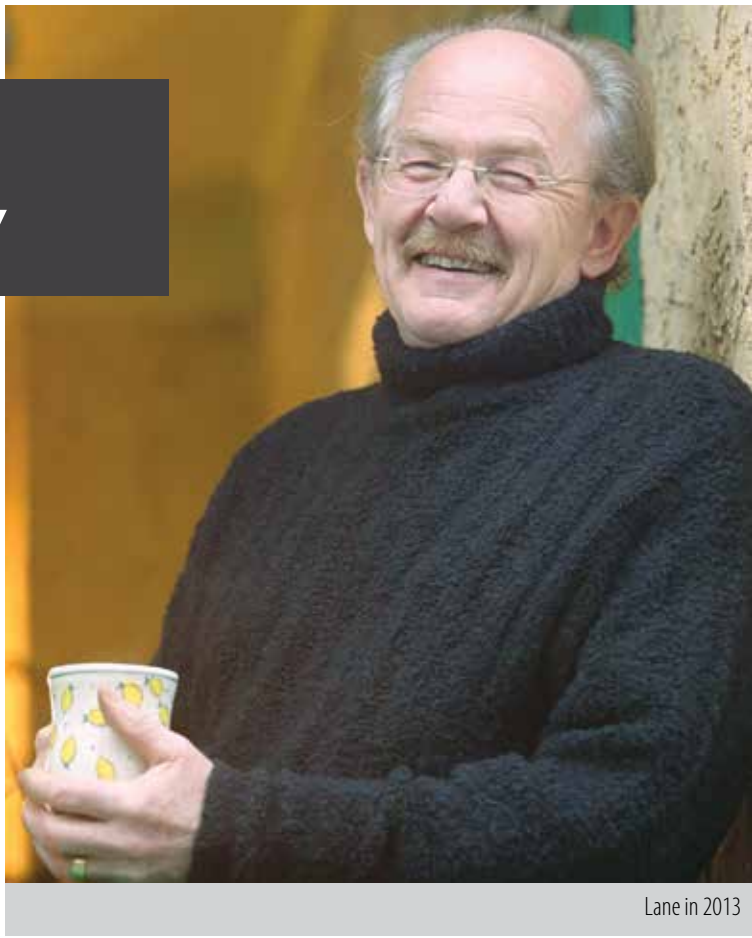
BY JOHN THRELFALL

Award-winning poet and novelist Patrick Lane passed away on March 7 at age 79, the result of a heart attack. His publisher, McClelland & Stewart, made the announcement, calling Lane “one of Canada’s most renowned writers”—a claim few would refute. His passing made headlines in media outlets nationwide.

Lane’s distinguished career spanned 50 years and 25 volumes of poetry, as well as award-winning books of fiction and non-fiction, published in over a dozen countries. The winner of numerous accolades—including the Governor General’s Award for Poetry, the Lieutenant Governor’s Award for Literary Excellence, the Canadian Authors Association Award and three National Magazine Awards—he was named an officer of the Order of Canada in 2014.

An influential member of the Department of Writing from 1992 to 2004, Lane was also famously married to writing professor emerita Lorna Crozier—*The Globe and Mail* once described the beloved pair as “BC’s poetry power couple” and, in her acclaimed poetry collection *The Book of Marvels*, Crozier wrote of her husband, “We are at home with one another; we are each other’s home.”

An editor, anthologist and frequent media commentator about poetry and Canadian culture in general, Lane was also a much sought-after teacher, having held positions at the University of Saskatchewan and as



Lane in 2013

writer-in-residence at the universities of Toronto, Alberta, Manitoba and at Concordia. In recognition of his service to Canadian literature, he received a Doctor of Letters (honoris causa) from UVic in November 2013, as well as honorary doctorates from UBC, McGill, UNBC and VIU.

“Patrick inspired several generations of new writers with his poetic vision and generous spirit,” says David Leach, current writing chair. “He would mentor and champion his students long after they had graduated from his classroom, and UVic.”

He was also honoured to be one of the few poets to see his work gathered and published as a collected works in his lifetime: 2011’s *The Collected Poems of Patrick Lane* included more than

400 poems, dating back to 1962.

“What makes this career even more remarkable is that Patrick’s formal education stopped with the completion of high school. However, through wide reading and dogged perseverance, he became one of the best educated and unconventionally brilliant people I have ever encountered,” wrote noted Canadian author Guy Vanderhaeghe in support of Lane’s honorary doctorate.

Formal awards and designations aside, Lane was admired and well-loved by colleagues and former students, many of whom have gone on to influential literary careers themselves.

“No one can sum up adequately what a major figure like Patrick contributed,” says writing professor



Lane receives his honorary UVic doctorate at convocation, 2013. UVIC PHOTO SERVICES

Tim Lilburn, a literary colleague and close friend of Lane’s. “I can’t think of anyone who has had a more profound impact on Canadian poetry over the last 50-plus years. He was a great poet and an extremely generous mentor.”

That’s a sentiment with which double Giller Prize-winning author Esi Edugyan clearly agrees; having studied under Lane at UVic, she has described him as “my first great teacher.”

“He was a giant of Canadian letters, one of our most essential writers,” wrote UVic Chancellor Shelagh Rogers upon the news of Lane’s passing. “#RestinPoetry.”

Born in 1939 in Nelson, BC, Lane earned early praise for his poems based on his “working man” experiences. His first poetry collection, *Letters From The Savage Mind*, debuted in 1966, and his final novel, *Deep River Night*, was published in 2018. His frank and honest 2005 memoir, *There Is A Season*, chronicled his rehabilitation from alcoholism and earned him both the Lieutenant Governor’s Award for Literary Excellence and the BC Award for Canadian Nonfiction.

“We express our condolences to Lorna and their family for this deep loss,” says UVic Dean of Fine Arts

Susan Lewis. “Patrick is a legend in the field of Canadian poetry. I was deeply moved by his 2013 convocation address when we honoured him as Doctor of Letters.”

During that address, Lane poetically encapsulated 65 years of his life, reflecting on the changes he had seen both in the world and himself during that time. It seems only fitting to offer these final words from the poet himself:

“I stand here looking out over this assembly and ask myself what I can offer you who are taking from my generation’s hands a troubled world. I am an elder now. There are times many of us old ones feel a deep regret, a profound sorrow, but our sorrow does not have to be yours. You are young and it is soon to be your time . . . Out there are men and women only a few years older than you who are trying to remedy a broken world. I know and respect their passion. You too can change things. Just remember there are people who will try to stop you and when they do you will have to fight for your lives and the lives of the children to come.”

Read the full text at [bit.ly/lane-uvic](http://bit.ly/lane-uvic)

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# Writer's extraordinary archives reflect her remarkable life

Famed *New Yorker* writer Edith Iglauer's reporting spanned wars, revolutions, reflections on Canada—and a famous dinner party with Pierre Trudeau and Barbara Streisand.

BY LISA ABRAM

The archives of Dr. Edith Iglauer—acclaimed journalist, author and activist—are now at UVic, providing a scholarly resource for researchers studying literature, politics, history and the writing process. Recipient of a UVic honorary degree in 2006 for her role as a trailblazer for women in the field of journalism, Iglauer's writing showed an instinctive grasp of the significance of extraordinary events, attention to detail and love of the written word.

Iglauer passed away last month in the Sunshine Coast community of Garden Bay, BC. Though her writing is most well-associated with the *New Yorker* magazine, she moved from New York City to BC in the 1970s—and stayed. And while Iglauer never considered herself a feminist, she made history by becoming a formidable female writer covering most of the last century.

"Edith Iglauer was not only a wonderful and beloved writer at *The New Yorker*, she was a pioneering reporter," says *New Yorker* Editor David Remnick. "I've always loved her book *Denison's Ice Road*. I fell upon it in a used book store years ago and read it straight through—such a wonderful book."

The UVic collections include correspondence, fan letters, cassette tapes of interviews, original notes for her *New Yorker* articles, non-fiction book manuscripts, Second World War reporting, and work at the US Office of War Information, along with material covering US First Lady Eleanor Roosevelt's speeches.

"It was a privilege meeting Edith in 2017 when we visited Garden Bay to pack her archives. We had an opportunity to visit with her briefly, and always the interviewer, she asked us questions about our lives and deflected attention away from her own remarkable life and career," adds UVic Associate Director of Special Collections Heather Dean. "This fascination and appreciation for people is reflected in her archives and her writing. Looking through her day planners, and folders of materials relating to parties she hosted, it's extraordinary how social she was and how many friendships she sustained."

An early life interest in adventure, US politics, the environment and

the Canadian North, born out of the nascent days of the last century, led Iglauer to her career. "[Edith] was groundbreaking. She said I am going to do this. I am a woman. That will not stop me," recalls elder son Jay Hamburger about his spirited mother.

## Eighty years of writing, one remarkable woman

Born March 10, 1917, in Cleveland, Ohio, Iglauer worked as a war correspondent in the Mediterranean theatre for *The Cleveland News* in the 1940s. After convincing an editor that she should cover Eleanor Roosevelt, she moved on to New York City to write about the beginning of the United Nations for *Harper's* magazine.

Iglauer was among the first American correspondents to enter Yugoslavia and report on the Tito Regime at the end of the war in Europe. She interviewed Czechoslovakia's foreign minister before his suspicious death in 1948, covered environmental issues in Manhattan six years before the inaugural Earth Day and investigated the foundation of the newly built New York World Trade Center decades before 9/11—commenting that the Italian stone used in the lobby reminded her of a "particular kind of ornate tomb."

"Edith Iglauer's archives not only document a significant writer's process and career, they cover eight decades of world events and social change—and as such, they are a rich source for object-based learning and primary research," says Director of Special Collections and University Archivist Lara Wilson.

## Drawing inspiration from research

Iglauer's passions drove research that spanned months, even years—from the World Trade Center in New York to air pollution, Arctic co-operatives and Inuit culture.

It was love—and loss—of her second husband John Daly in 1978 that led to her most acclaimed work, *Fishing with John*, which was nominated for a Governor General's Literary Award in 1988. The shock from John's sudden and unexpected death, after being married for only four years, gave Iglauer the impetus to use the power of prose and grief to create a loving tribute to him and his way of life. "I believe for Edith it was a way of mourning and healing through her writing," adds son Jay. "She was able to tell the story of fishing with John, to rise creatively to an occasion over the loss of a man she loved, and she found a way of life she enjoyed and cherished."



Wilson and Dean with selections from the Iglauer archives. UVIC PHOTO SERVICES

## The Prime Minister comes to dinner

Iglauer had an innate ability to put her subjects at ease, nurturing friendships with some of them long after her assignments were filed.

In 1968 she found herself covering Prime Minister's Pierre Trudeau's Canadian Arctic trip, the first such journey for a Canadian prime minister in office. She was the only female journalist in a small crew: chief aide Marc Lalonde, Trudeau's brother Charles and three pooled press members—a photographer, a Canadian Press representative and the CBC.

In subsequent correspondence with Trudeau, she casually invited him to her apartment for dinner—and he agreed. Surrounded by her long-time *New Yorker* editor William Shawn, a handful of friends and an RCMP detail, the dinner was capped off with the surprise appearance of actress Barbra Streisand. Trudeau sent a letter of appreciation afterwards for the gesture, thanking Iglauer for the hospitality shown to Streisand and the opportunity of seeing Iglauer again.

"I was 18 years old when I met Trudeau," recalls younger son, Richard. "He was urbane, elegant and charming. Barbra Streisand was mischievous and fun." Hamburger notes the context, as well. "We lived on the eighth floor of a prewar apartment building that had an elevator on 94th St and Lexington Avenue. Our apartment in New York City was modest—rambling but cozy. Nothing too precious so as to be suitably protected from two boys who loved to throw indoor balls to each other and against the walls. Mom wrote her articles and books in a small backroom off the kitchen."



Iglauer (second from left) accompanied Trudeau (second from right), on his 1968 Arctic tour.

## Observances of life and celebrations of Canada

In 2006, Iglauer received an Honorary Doctor of Laws degree at UVic, recognizing her as an acclaimed writer who was a trailblazer for women in the field of journalism. Iglauer exclaimed that it was the proudest moment of her life.

"Edith wrote in the mid-20th century when an accomplished woman was expected to do many other things before she ever sat down to the typewriter; host dinner parties, raise her kids—which she loved doing—cook for a multitude of eccentric writers and be a warm friend and host to all the kids in the neighborhood," observes Hamburger. "She figured this out by getting up very early in the morning to write and by seizing every odd moment later in the day to squeeze in a few more paragraphs. She had formidable powers of concentration and was very disciplined. Somehow, while managing the do-

mestic front, she also managed to take trips to the Arctic and report a story. Women at that point in time had to do it all."

"I remember Edith coming to speak when I was a student taking my first ever creative non-fiction class, and still recall the vivid impression she made," recalls Deborah Campbell, now director of UVic's professional writing program. "Back in her day, *The New Yorker* would give you \$20K and tell you to come back in two years with a story."

## A centenarian's perspective

"Edith found a lasting home on the west coast of Canada and never wanted to leave it. She loved her neighbours, the traditions of that part of the world and the ravishing landscape she could see from her window in Garden Bay. It was her pleasure to tell the stories of so many warm, independent and fascinating people who dotted its coves and deep woods," adds Richard.

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# Competitive spirit propels student rower to Russia—to ski

The World University Games are the second-biggest multi-sport event after the Olympics, and this month, 22-year-old Vikes rower David Walker is competing for Canada on the cross-country skiing team.

BY KIM DIAS

Skiing has always been part of David Walker's life. He was born and raised in Smithers, BC, which he slyly notes is "the Revelstoke of the northwest." His parents—both skiers—had him on skis by the age of two. "They got me up in the mountains from day one," Walker recalls with a smile. "There are photos of me all bundled up in a backpack. They used to tow me in this little toboggan behind them."

This continued all through high school. "Skiing just kept on being the common denominator in everything I did. Like, I'd play team sports, then go to ski practice. I'd go running, then go to ski practice."

While in high school, Walker managed to balance school, sport and work with relative ease, consistently placing in the top 10 in his age category and receiving a national skiing title by grade 12. Even with sport taking up so much of his time, he always made school his priority, determined to attend post-secondary education. After graduating, he went straight to Okanagan College in Kelowna.

How did it go? Walker laughs before replying. "It was a *disaster*," he says. "I'd also just jumped up a category skiing, so there was actual legit competition. Yeah, it was hard.

I think it's how a lot of people feel in their first year of university—'oh, wow, this is *real* now.'" He laughs again. "I got my butt kicked."

Walker decided not to return to school the following year and instead focus entirely on skiing. After a summer spent firefighting, he was in great shape for the upcoming ski season. Then he came down with mononucleosis.

"I raced with mono for 45 days," he says. "I got tenth at US nationals. I was fourth or fifth Canadian, with full-blown mono. There were a few races that I started and got 200 metres in and would think, 'Wow, I feel awful.' It's like you're drowning. I finally went to a doctor. I had mono and a chronic sinus infection."

Struggling with having to drop out of the ski season, Walker put his regular routine on pause. He visited friends on Vancouver Island. He fought fires during the summer again. He also finally made the decision to go back to school. By the time the ski season resumed, he'd settled into the rhythm of schoolwork and training. "I was going *fast*, and I felt good. School went really well, skiing went really well." But even with this success, Walker decided this would be his last year skiing. His new plan was to transfer to UVic and pursue a degree in mechanical engineering. He wanted to move to the island, he wanted to try rowing, and he wanted a break from skiing.

Then he received the email from Cross Country Canada telling him he had qualified for the World University Games.

Walker laughs when he tells this story. From taking a break to competing on the international stage, all in a matter of months—and he also didn't give up his plans for school.



Walker

Starting at UVic last September 2018, university has given Walker another supportive community. When asked about support he's received while training for the World University Games, his rowing teammates are the first people he mentions. "The rowing team has been exceptional," he says. There are several other engineers on the rowing team, who also understand the stress of trying to juggle academics with athletics firsthand. When asked how he balances the heavy academic workload of an engineering degree with being a student athlete, he quotes his rowing teammate: "It's not balance. It's sacrifice."

When asked to elaborate, he explains that sacrifice is maybe the

wrong word. "It's priorities. Because I don't feel like I've lost anything. A lot of athletes who train as much as we do are very process-oriented. The thought process is, 'I wake up, I'm going to do this, these are the things I can control.' We're obsessive about the things we can control and what we can do to influence our outcomes. That mindset fits really well with school."

Although Walker is a highly-motivated person with a *try, fail, try again, do better* mentality, he's also very level-headed about the struggles of competing as a full-time student. "Be patient for your success, and you'll find it's very rewarding. You'll regret not trying more than you'll regret taking an extra semester. If you need

to drop a course, drop a course; if you need to miss a session, miss a session. You can't hold yourself to robotic standards. Being a student athlete is hard—and it's wonderful. So don't be scared. And," he adds with a laugh, "take it easy on yourself."

David Walker is currently competing in Krasnoyarsk, Russia for the 2019 winter World University Games.

UVic writing student Kim Dias also recently interviewed writing professor Bill Gaston for the *MyUVicLife* student blog. After teaching at UVic for 20 years, the award-winning author Gaston retires this year, quipping, "I'll finally get to start my writing career." [bit.ly/19-gaston](http://bit.ly/19-gaston)

## Better policies could reduce harms of alcohol

Two new studies are sobering reminders of the shortcomings in Canada's alcohol policies—federally and provincially

BY AMANDA FARRELL-LOW

Canada's federal, provincial and territorial governments could be doing a much better job at implementing policies that reduce alcohol-related harms, according to new reports from the UVic's Canadian Institute for Substance Use Research (CISUR).

The Canadian Alcohol Policy Evaluation project, led by researchers at CISUR and Toronto's Centre for Addictions and Mental Health (CAMH), issued two reports in late February—one each on provincial and federal policies. The team looked at 11 different types of alcohol policy including availability, pricing and taxation, and health and safety messaging. They then developed gold-standard best practices based on extensive international research, then compared these best practices against what Canada's provincial, territorial and federal governments had in place as of 2017. Researchers found that Canadian provinces and territories collectively achieved less than half (44 per cent) of their potential to reduce alcohol-related harm.

When scored against the best current practices observed in Canada in 2017, the two jurisdictions with the

highest scores were Ontario (64 per cent) and BC (58 per cent). However, the assessments were done before Ontario introduced new deregulatory changes to alcohol policy, including the infamous "buck-a-beer" program.

"Alcohol has surpassed tobacco in terms of being the most costly drug in Canada when it comes to harms," says CISUR's Tim Stockwell, the reports' primary investigator. "In recent years, we have also seen reductions in the overall effectiveness of alcohol policies in Canada. The two are absolutely linked."

Key recommendations for the provinces and territories include:

- introduce a comprehensive minimum price of \$1.75 per standard drink for liquor store sales and \$3.50 per standard drink for bars and restaurants, indexed annually to the cost of living;
- increase enforcement of impaired driving using civil penalties, especially in the territories;
- introduce independent monitoring of alcohol promotions, including both social and other media;
- introduce Risk Based Licensing Programs to target high-risk bars and clubs which generate the most impaired driving and violent incidents; and
- develop comprehensive, well-resourced and evaluated strategies to coordinate the implementation of evidence-based strategies.



Stockwell. PHOTO: JONATHAN WOODS

But the reports aren't all bad news. There are many areas where jurisdictions are doing well: Manitoba set alcohol prices according to alcohol content; Saskatchewan and Quebec placed upper limits on the density of alcohol outlets; and BC implemented an impaired-driving roadside suspension program.

"If we were to assemble an alcohol policy based on all the best practices currently in place in the country, it would score 87 per cent, or an A Grade," says Stockwell. "This shows that these recommendations are achievable in Canada today, and these reports offer practical and feasible steps for government and other agencies to get there."

For more details on the project, visit [alcoholpolicy.cisur.ca](http://alcoholpolicy.cisur.ca).



## Masterminds returns for 2019

Since 2006, Wednesday evenings in April belong to the Masterminds lecture series. Every year, there's a new roster of entertaining speakers who delve into their personal passions to bring you engaging and visual presentations on an eclectic range of subjects.

All talks take place from 7:00 to 8:30 p.m.

Masterminds is sponsored by the UVic Retirees Association and UVic's Institute on Aging and Lifelong Health, with support from the university.

Here are this year's lectures:

### April 3 Hamar Foster

Arthur O'Meara and land claims in BC, 1900-1928: The story of an early 20th Century Indigenous land rights case

HSD Building, Room A240

### April 10

#### Alexandra Pohran-Dawkins

Music from the inside: The 'flow' of live performance—Staging musical performance in the era of personal playlist

HSD Building, Room A240

### April 17 Claire Carlin

Humanities in the digital age: A quiet revolution—How the digital humanities are changing the research landscape

Harry Hickman Building

### April 24 Trevor Hancock

Creating a "One Planet" region: Healthy cities in the 21st century—Creating a healthier and more sustainable Victoria

Harry Hickman Building

Info and registration:  
[uvic.ca/masterminds](http://uvic.ca/masterminds)