



ANNUAL REVIEW

2021/2022



THE BCNET COMMUNITY

Collaboration is Key to Success



For more than 34 years, BCNET has been building cooperative communities for B.C.'s public, post-secondary sector.

What began as a jumping-off point to the internet has evolved into a community of higher education and research members who collaborate to share, explore and develop solutions to mutual challenges.

By supporting and nurturing these successful collaborations, BCNET has fostered a unique and trusted member community. We enable our members to exchange knowledge and tap into human and capital resources, expertise and skills to improve productivity and realize efficiencies and economies of scale.

As we look to the future, we will continue to pursue ways to forge partnerships and foster relationships across the sector for the greater good of our members.

About BCNET

BCNET is a not-for-profit, collaborative, shared services organization dedicated to the needs of our members, British Columbia's higher education and research institutions. We offer a comprehensive catalogue of services and solutions in high-performance advanced networking, information and educational technology, cybersecurity, and contracts that help members reduce costs, maximize efficiencies, enhance service quality, and support their mission.

Mission

To deliver exceptional value to our members by leveraging our advanced network, fostering collaboration, and building on our expertise.

Vision

To be recognized as a global leader in providing innovative solutions to support world-class research and education.

Our Values

Innovative. Collaborative. Responsive.

What We Offer

Efficiencies

Our collaborative approach to sourcing technology services and contracts helps to reduce costs, minimize duplication of efforts and generate greater efficiencies.

Service Excellence

We are committed to delivering service that is responsive, reliable and available, supporting our member-centric approach to providing service excellence.

A Catalogue of Services

We offer an extensive catalogue of 130 cost-effective technology products and services, and general/IT contracts.

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MESSAGE FROM

The Chair

The last year has been one of challenge but also great opportunity. Despite a changing global environment, BCNET remained steadfast in delivering its priorities and planning for the future. By working together to advance and grow services and provide value to the sector, we have shown strength and resilience. Together with our Board and stakeholders, we completed and endorsed our five-year strategic plan, which clearly defines a roadmap for our evolution and growth. This plan positions BCNET well for the future, demonstrating our proven ability to drive efficiencies and service excellence across the sector.

Our priorities have been sharply focused on serving the best interests of our members and providing outstanding services and value for public, post-secondary institutions in B.C. Looking forward, we are committed to working together to support the community, aligning with their needs and expectations, while being accountable for the quality and integrity of our services.

We will continue to build on our collaborative foundation by enhancing BCNET's relationships with members and stakeholders. This includes maintaining our partnerships with government bodies such as the B.C. Ministry of Advanced Education and Skills Training, the National Research and Education Network and CANARIE. We also acknowledge the importance of working with our dedicated suppliers and industry partners, who provide outstanding services and products to our members.

Having a strong community that is willing to work together to achieve benefits for the collective good underpins our success at BCNET. I would like to thank this community for believing in our mission.

It has been a great honour to serve as BCNET's chair for the past three years and I am delighted with our accomplishments. I would like to thank the Board for their commitment, leadership and support, as we worked together to lead the organisation through monumental growth and transformation.

On behalf of the Board, I would like to thank the entire BCNET leadership team and staff for their continued diligence, adaptability and dedication through the last year of change. I look forward to seeing another year of transformation and growth.

GAYLE GORRILL | CHAIR



MESSAGE FROM

The President & CEO

I am pleased to share the 2021/22 Annual Review highlighting BCNET's accomplishments and performance for the year. I am very proud of what we have collectively achieved this past year. Our collaborative spirit and trusted partnerships with members and stakeholders has contributed greatly to our success.

This year, we embarked on a five-year strategic planning process to map our direction and shape our growth and evolution as a premier shared services organisation. These renewed five-year strategic priorities strengthen our commitment as a member-driven services organisation, and align with our existing vision, mission, core values and areas of strategic focus.

Through the strategic planning process, we have recognized that the need for a strong and secure network is a high priority for members. BCNET remains committed to bolstering and expanding this critical infrastructure, providing our educators, learners and researchers with safe and reliable connections and capabilities for research, teaching and learning.

Today, we connect 172 member sites across B.C. with a total capacity of 1,382 Gbps. This infrastructure has enabled our members to transmit a massive 241 petabytes of data this year—the equivalent to sustaining 17,215,205 movie streams.

Working together to improve the security posture of institutions is a key area of focus. With increasing global cybersecurity threats, it is critical to improve our cybersecurity posture, share intelligence and present a cohesive response to threats. This year, we delivered incident management training to more than 400 information technology professionals and have significantly expanded the range of cybersecurity services we offer.

In 2021/22, we made outstanding progress in growing our collaborative spend in procurement contracts by 33% to \$92.7 million.

Our collective success is due to our incredibly dedicated and committed team of professionals who understand the value and purpose of our mission. I am proud to work with our Board, executive team and staff to continue to build on these results and deliver on our new strategic priorities.

To our members, stakeholders and partners, thank you for your trust and continued support. The collaborative spirit of our community is achieving collective excellence, where everyone can benefit.

BALA KATHIRESAN
PRESIDENT & CEO

Campuses Powered on Amidst Floods, Winds, Landslides and Wildfire

As wildfires raged across B.C. last summer, BCNET was on high alert.

Large swaths of the Interior were on fire. Thousands of people had fled their homes. Critical infrastructure everywhere was being destroyed.

It would be the third worst wildfire season on record, burning more than 869,279 hectares of forests and costing \$565 million. Insurance claims would climb to an estimated \$77 million.

For BCNET, keeping institutions connected was key.



Its advanced network infrastructure directly connects 172 college, university and research institute sites across B.C.

Wildfire had knocked out one of those crucial links, connecting Kelowna and Kamloops. Online operations at 25 campus sites in Northern B.C., the Okanagan, and the B.C. Interior were at risk of shutting down.

The solution was as simple as flicking a switch.

Within seconds, BCNET, CANARIE and partners of the NREN had rerouted its traffic from the primary line between Kelowna and Kamloops to a secondary fibre optic link running from Kelowna to Surrey. The entire network stayed online.

“The College depends on this network to deliver mission critical services, first-class educational technology experiences and to collaborate with our four diverse geographic locations,” said Jordan Perrey, Okanagan College’s director of Information Technology.

“Despite the damage to the regional infrastructure, our campus network services continued operating thanks to BCNET’s investment in safeguarding the provincial high-speed network.”

JORDAN PERREY | DIRECTOR OF INFORMATION TECHNOLOGY, OKANAGAN COLLEGE

“Despite the damage to the regional infrastructure, our campus network services continued operating, thanks to BCNET’s investment in safeguarding the provincial high-speed network.”

To protect B.C.’s institutions and keep them connected in an emergency, BCNET has been heavily investing in geographically diverse network infrastructure. This makes it possible for network traffic to be rerouted when necessary and allow institutions to continue delivering teaching, learning and collaborative research without interruption in the wake of human-made or natural disasters.

Two months after the wildfires, BCNET’s network was once again put to the test.

An atmospheric river made landfall in B.C. on November 14. Five people were killed. Floods and landslides cut off all road and rail routes.

The climate change-related event became the costliest natural disaster in the province’s history, estimated at more than \$450 million in insured damages.

The mudslides caused circuit outages for BCNET’s network.

This time, online traffic was rerouted through Seattle, Edmonton and Calgary, maintaining services to

Prince George, Kamloops and Kelowna exchanges. The backup kept 48 campus sites connected.

“Keeping UBC Vancouver and UBC Okanagan and many of our training sites across the province of B.C. connected is vital to upholding our reputation as one of the leading research universities in the world,” said Jennifer Burns, associate vice-president, Information Technology and CIO, University of British Columbia.

With climate change expected to fuel more floods, wildfires and other natural disasters in the foreseeable future, BCNET is committed to further ongoing investments to provide network redundancy, resilience and capacity for its members.



WHAT WE DELIVERED

Highlights of our
Accomplishments
2021–2022

We Completed a Five-year Strategic Roadmap

This Plan will Guide our Growth and Evolution from 2022–2027

In the fall of 2021, we embarked on a five-year strategic planning process to purposefully chart our direction—setting our course for the future. This roadmap serves to shape our evolution and growth, and renew our priorities, while aligning with our existing vision, mission, core values and areas of strategic focus.

We enlisted MNP LLP, one of Canada’s leading professional services firms, to manage the eight-month project. They gathered input from the Board, members and staff through a five-stage, engagement-driven, planning process, resulting in a Board-approved, five-year strategic roadmap.



“The strategic priorities reflect BCNET’s commitment as a member-driven services organization focused on delivering value for public, post-secondary and research institutions. As we look to the future, BCNET’s growth will be purposeful and aligned with its mission, and it will be responsible for the quality and integrity of its services.”

GAYLE GORRILL | CHAIR OF THE BCNET BOARD OF DIRECTORS

BCNET Priorities 2022–2027



Member Services

Network Services
Continue to enhance the reliability, security, resilience and capacity of the network to ensure our members can depend on this infrastructure and take advantage of evolving technologies.

Cybersecurity
Assist our members in achieving and sustaining an appropriate cybersecurity posture.

Shared Solutions
Advance the provision of, and value from, shared services and procurement.



Stakeholder Relations

Resource Sharing and Collaboration
Enhance opportunities for collaboration, including facilitated sharing of resources.

Business Relationship Management
Evolve the account management function to expand BCNET’s support of members’ needs and expectations.



BCNET Organization

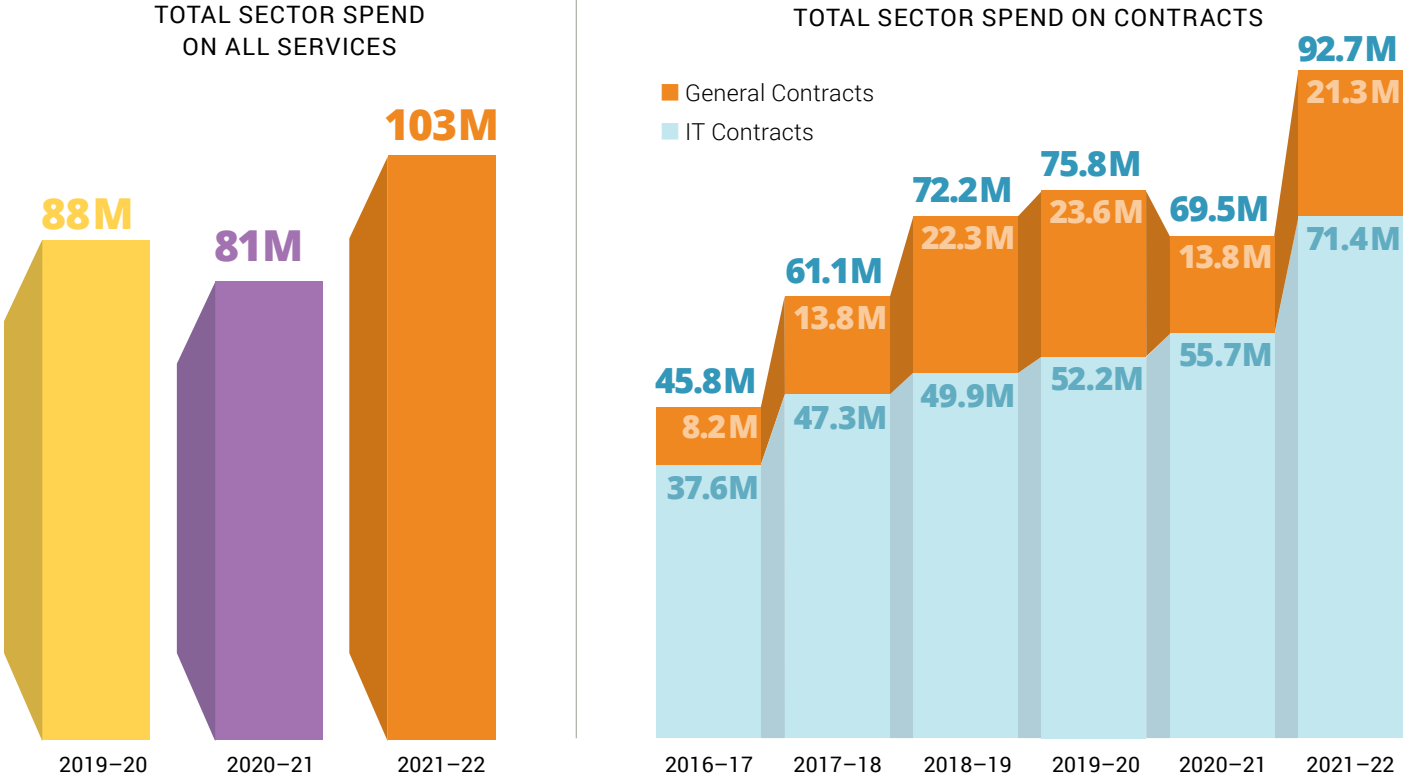
Purposeful Growth
Establish a framework for growth and expansion of services.

Talent Acquisition and Development
Recruit, develop and retain specialists, notably those with expertise in cybersecurity and the network, to support member services and stakeholder relations priorities.

Results Oriented
Continue to track and report our performance to demonstrate achievements in relation to our strategic priorities and value to members.

We Engaged with Members to Support Service Adoption

Growth Charts



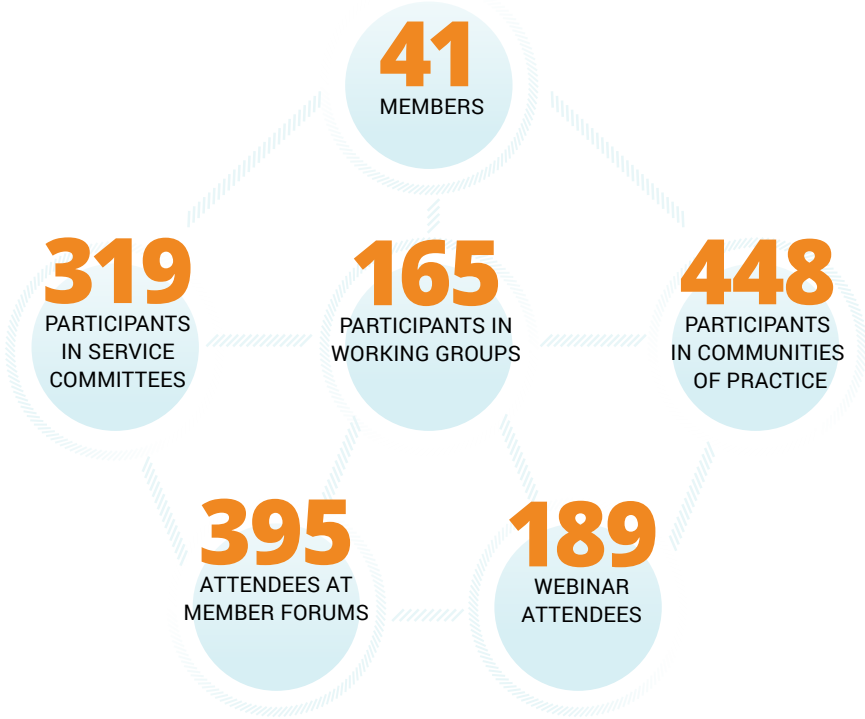
OUR STRATEGIC FOCUS: STAKEHOLDER RELATIONS

We Strengthened Stakeholder Relations through Community Engagement

As a member-centric services organization, our engagement with our stakeholders has proven to be key to our success. We rely on their active involvement in our community to help one another for the collective good. Our unique collaborative culture promotes inter-institutional partnerships to explore, evaluate and offer shared services solutions for the unique needs of higher education and research institutions in B.C.

COLLABORATION BY THE NUMBERS

A trusted member community to exchange knowledge, expertise, skills, resources and ideas.



We Organized the BCNET CONNECT Annual Tech Summit

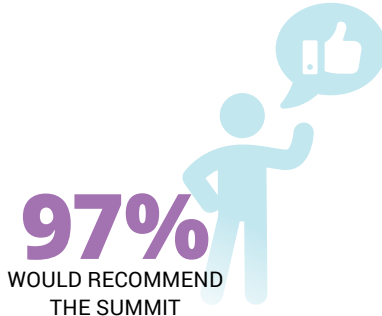
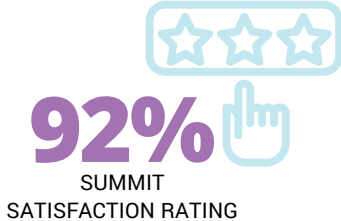


The BCNET CONNECT Higher Ed and Research Tech Summit showcases new ways of thinking and innovative solutions in higher education IT.

This premier event is an opportunity to celebrate our achievements and explore innovative ideas to address the technology challenges facing higher education both today and tomorrow.

On March 8–10, 2022, more than 500 members, stakeholders and industry partners and sponsors gathered in-person at the Vancouver Wall Centre to learn, connect and share ideas.

SUMMIT PARTICIPANTS



We are Making a Difference: Youth Futures Education Fund

When more people have access to higher education, the entire community benefits. That's why we are committed to supporting youth education and helping those in need. Since 2021, we raised more than \$25K to help young adults pursue their post-secondary studies.

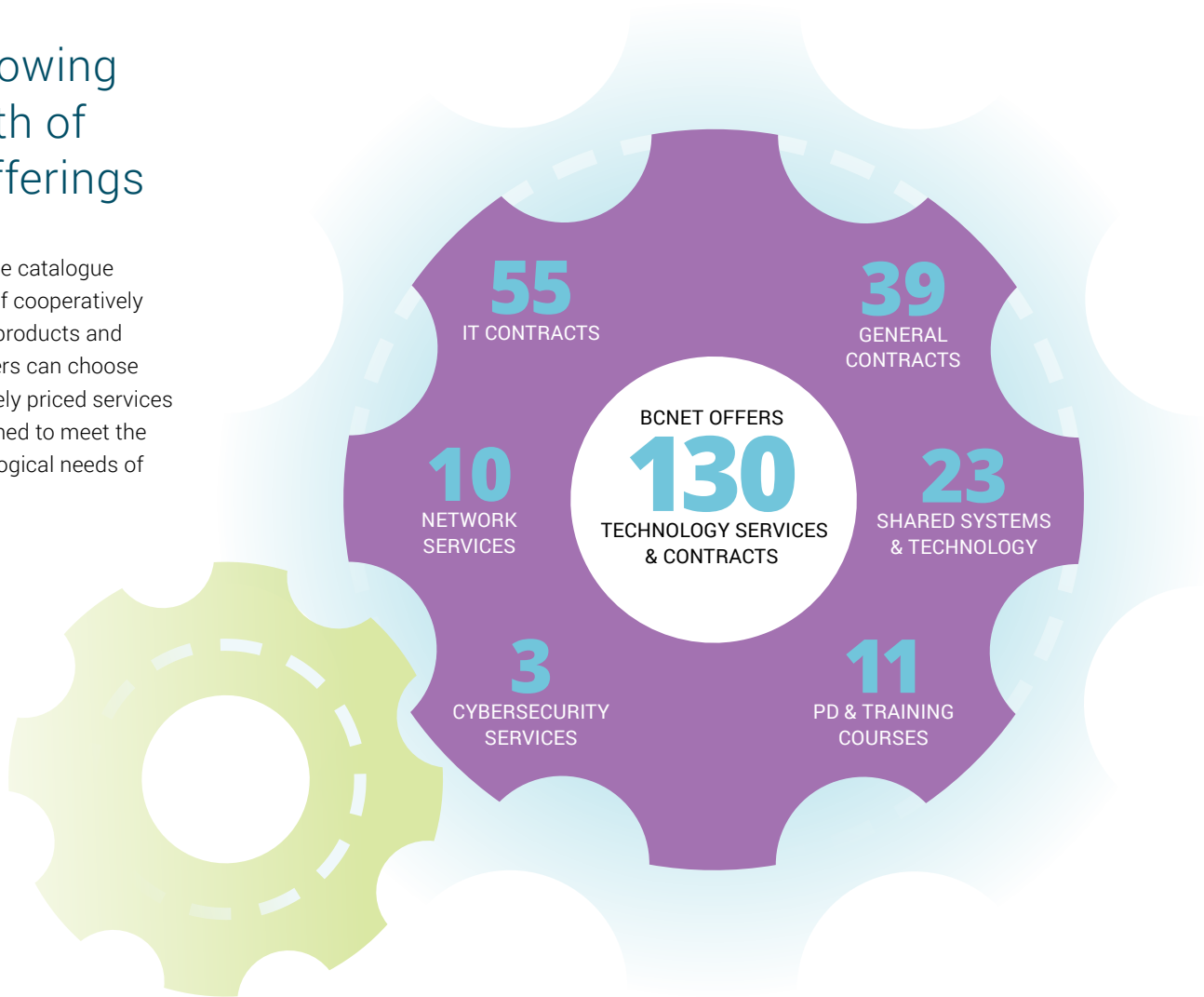
The Youth Futures Education Fund helps create equal educational opportunities for young adults who have been in government care.

Recognizing the vital role that education plays in helping a young person realize their potential, the Youth Futures Education Fund provides low-barrier access to funds to support living expenses to youth who have aged out of the foster care system and are attending a post-secondary institution on a tuition waiver.



We are Growing the Breadth of Service Offerings

Our expanding service catalogue offers a wide range of cooperatively sourced technology products and services. Our members can choose from 130 competitively priced services and contracts, designed to meet the evolving and technological needs of higher education.



We Worked Together to Shape the Cybersecurity Posture of the Sector

Cybersecurity remains one of our key strategic priorities in 2021/22.

With the global environment of escalating cyber-attacks and leaks, gaining insight to the risks presented to institutions is critical to keep data safe. We continued to strengthen the security posture of the higher education sector this year with advanced technologies, improved processes, more collaborative communities and broadened expertise.

Detecting Network Vulnerabilities

BCNET has supported the adoption of the CANARIE-funded BitSight benchmarking initiative, securing 100% member participation in the service. Similar to a credit score, BitSight Security Ratings help members gain greater insight into potential exposures and a better understanding of their risk.

Simplifying Security Management and Monitoring

We have grown participation in SIEM-as-a-Service (Security Information Event Management) to 64% of the higher ed sector using the service. The service is designed to strengthen an institution's security posture, helping them better identify, manage and respond to security threats. BCNET simplifies the monitoring of business-critical applications by managing the infrastructure, maintenance, upgrades, patches, capacity planning, backups and security of the entire system.

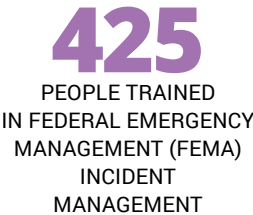
CYBERSECURITY IS A TEAM SPORT

We collaborate to mitigate threats in the regional and national landscape.

Our cybersecurity community exchanges information and ideas, sourcing needs for common tools, processes, expertise and resources.



THE DISTRIBUTED CYBERSECURITY INCIDENT RESPONSE TEAM PROCURED A CONTRACT FOR INCIDENT MANAGEMENT TRAINING



WE SUPPORTED THE EXPANSION AND IMPLEMENTATION OF SIEM-AS-A-SERVICE



We are Evolving and Strengthening the Research and Education Network

The BCNET Network provides the performance, security, resiliency and capabilities required for higher education and research. The network is designed to enable today's digital campus and meet the demanding data requirements of cloud computing, online learning, data-intensive research, high-performance computing and business critical services.

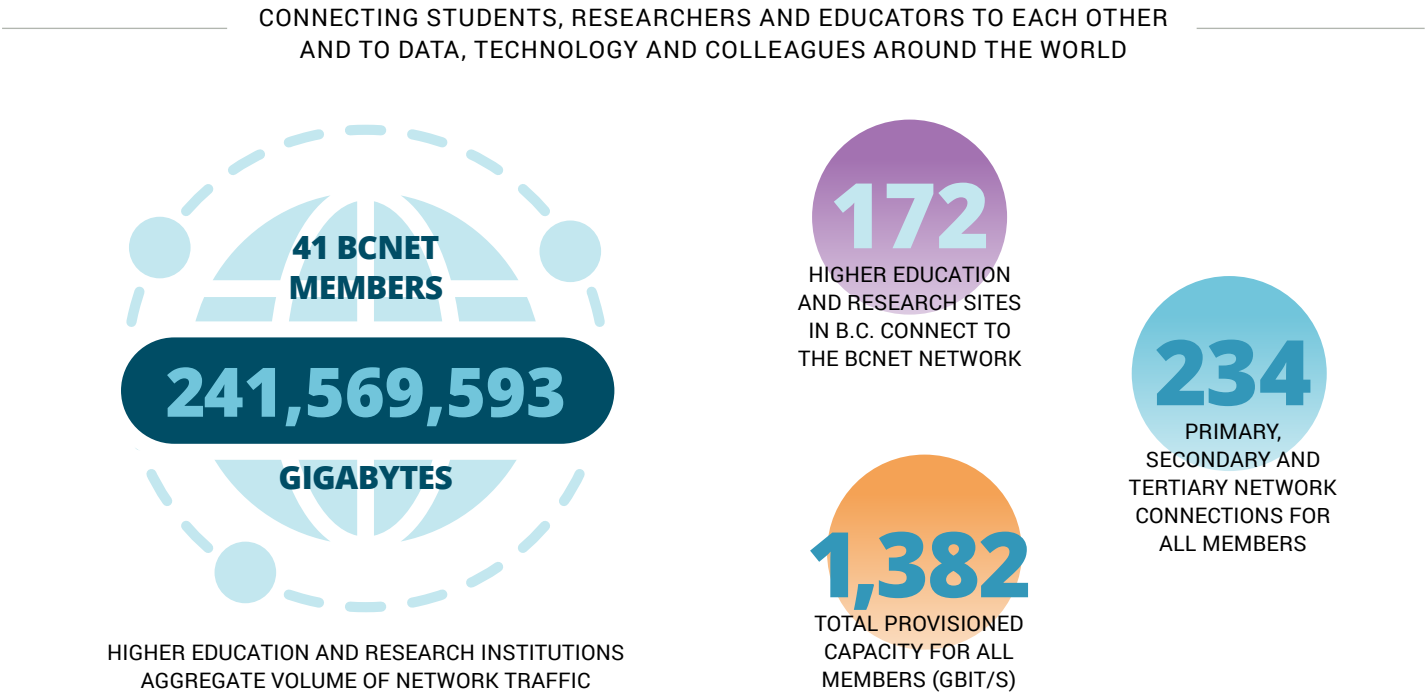
Building Core Network Diversity
We secured CANARIE funding to build a new network exchange hub to bring core network redundancy, diverse infrastructure and improved connectivity to institutions on Vancouver Island. Located in Nanaimo, the new exchange point will provide resiliency and dependability to island-based colleges and universities.

Enhancing Network Support for Members
The network support centre successfully transitioned this year from UBC's network operations to BCNET. UBC helped to facilitate the transition to the BCNET Network Operations Centre. The new model delivers seamless network support with enhanced workflows, monitoring, and notification processes.

Protecting Institutions
Distributed Denial of Service (DDOS) represents a significant threat to business continuity. As institutions grow more reliant on the internet and web-based applications and services, availability has become as critical as electricity. With the DDOS service, institutions can help stop the most significant threats to their services.

Implementing a Sector-wide Managed Firewall Service
With the planning underway for a sector-wide, integrated managed firewall solution, BCNET helps institutions streamline service and eliminate costly and complex firewall solutions.

BCNET CONNECTS British Columbia's Higher Education and Research Institutions to the World



BCNET Network is Speeding up Discoveries of the Universe

What secrets does the universe hold? Why is the universe expanding—and how will it end? Uncovering these mysteries requires a novel instrument producing reams of data looking back billions of years, massive computing power and a collaboration of researchers across Canada. Thanks to the BCNET Research and Education Network, increased connectivity is speeding up the time it takes researchers to make new discoveries.

The CHIME (Canadian Hydrogen Intensity Mapping Experiment) telescope has been scanning our skies far beyond our galaxy since 2018. Now the largest radio telescope on the continent, CHIME is being used to track the expansion of our universe and to map cosmic events including fast radio bursts (FRBs)—with more revelations on the horizon.

Breaking Records

In addition to studying dark energy—the name physicists have given to the accelerating expansion of the universe—CHIME has detected more than 2,000 FRBs, compared with only a dozen that were known before it began observing. It also monitors all the galactic pulsars you can see from Canada.

“Fast radio bursts are these really bright, very short bursts that last maybe a millisecond,” explained Dr. Mark Halpern, CHIME principal investigator and professor at UBC. “They’re far enough away that light takes a couple billion years to get here, and nobody knows what they are, so it’s a bit of a riddle.”



“CHIME has an absolutely stunning internal total data rate—more than 10 times the world’s internet traffic. We’re on track to creating the largest volume three-dimensional map of the universe ever made by any instrument.”

DR. MARK HALPERN | CHIME PRINCIPAL INVESTIGATOR AND PROFESSOR, UNIVERSITY OF BRITISH COLUMBIA

Speeding up Time to New Discoveries

Equipped with five truckloads of computers, CHIME collects avalanches of data. Up until recently, these files were uploaded to hard drives and physically shipped hundreds of kilometres by courier to UBC. Using a high-speed network, they were then transferred to Compute Canada servers so that scientists could comb through the information.

Today, thanks to the BCNET Advanced Research and Education Network, the telescope now has a direct, high-speed connection to Compute Canada and UBC servers, opening up possibilities previously not conceivable.

Earlier this year, BCNET worked with UBC and CHIME partner universities to take on the installation of the network, which has now been online since March 2021.

By speeding up processes and making it possible to send data directly from the telescope, the network has created efficiencies and helped improve operations. It also frees up time for researchers to dig into the data and conduct more work on-site.

“Before this link, it really limited us. Even things we wanted to do on-site, we were very limited,” said Don Wiebe, UBC research associate, physics and astronomy. “It has enabled a lot of new analysis and operational tasks that we can now do at the telescope site that wasn’t possible.”



“Things we can do now, we couldn’t have even dreamed of. There were projects we would have said, ‘I’m sorry, we don’t have the bandwidth.’”

MANDANA AMIRI | RESEARCH ENGINEER | UNIVERSITY OF BRITISH COLUMBIA

Huge Collaboration

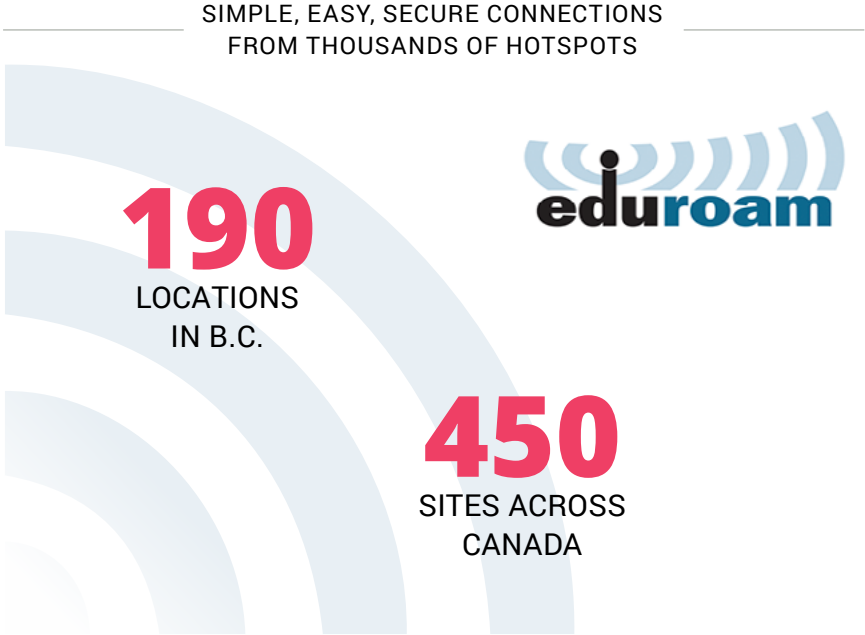
It takes a great deal of collaboration to comb through such enormous quantities of data. The CHIME project team includes researchers from UBC, the University of Toronto and McGill University. An estimated 150 researchers are collaborating on CHIME, which equates to about one-third of Canadian astronomy researchers.

Together, history is in the making—faster than ever before.

We are Extending eduroam—the Free, Secure Wi-Fi Service—to Public Places

BCNET partnered this year with municipalities, public libraries, school districts and airports to expand eduroam (education roaming), bringing more access to Wi-Fi hotspots in public spaces.

eduroam is a secure, global, Wi-Fi roaming service developed by the international research and education community. It is available in more than 100 countries and 30,000 locations worldwide, including airports, train stations and even vending machines. eduroam is based on the most secure encryption and authentication standards in existence today, with security measures far exceeding typical commercial hotspots.



Prince George International Airport is First Airport in Canada to Take Flight with eduroam

Prince George International Airport (YXS) is the first airport in Canada to offer eduroam, securely connecting mobile students, faculty, staff and researchers around the world to the internet.

This is ground-breaking territory for Canada's higher education and research community, providing seamless and secure connections with academic and research activities while on the move. Travelling students, faculty, staff and researchers from participating Canadian or international institutions, including the region's University of Northern British Columbia, College of New Caledonia and Northern Lights College, can now access a free and secure Wi-Fi network at YXS, just as they would at their home campus.

Helping Northern Communities Stay Connected
"As part of our efforts to build community and promote connectivity at the Prince George Airport, we worked with BCNET and CANARIE to offer convenient and secure internet access for travelling students, faculty and staff," said Gordon Duke, President and CEO of the Prince George Airport Authority. "eduroam is helping our community stay connected when travelling to and from Prince George."

We Partnered with the Community to Expand Procurement Contracts and Participation

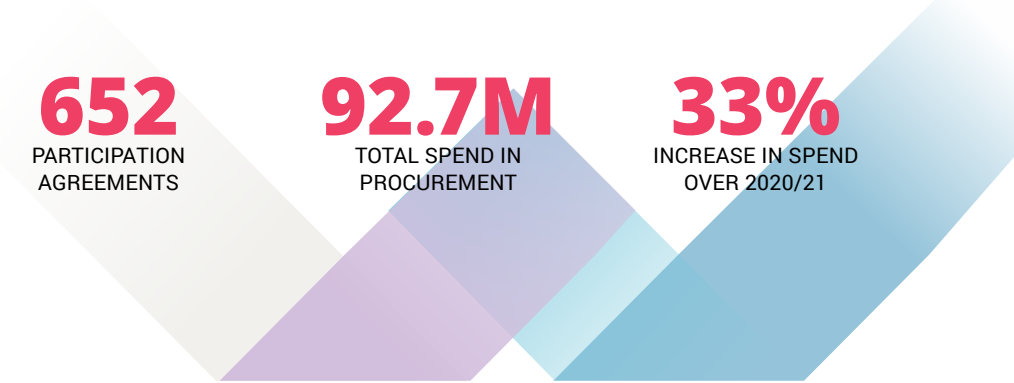
Our team of procurement professionals sources agreements that meet our member's evolving requirements, offer the best overall value, help minimize duplication and follow a process compliant with legislative and regulatory requirements.

The procurement services team this year made outstanding progress in growing collaborative spend and expanding the number of contracts for members. They continued to advance BCNET's member-driven services strategy by making key improvements to build higher levels of member engagement, loyalty and participation. Using CRM data-driven insights and a continued commitment to offer complementary agreements to meet our member needs, they increased collaborative spend by 33%.

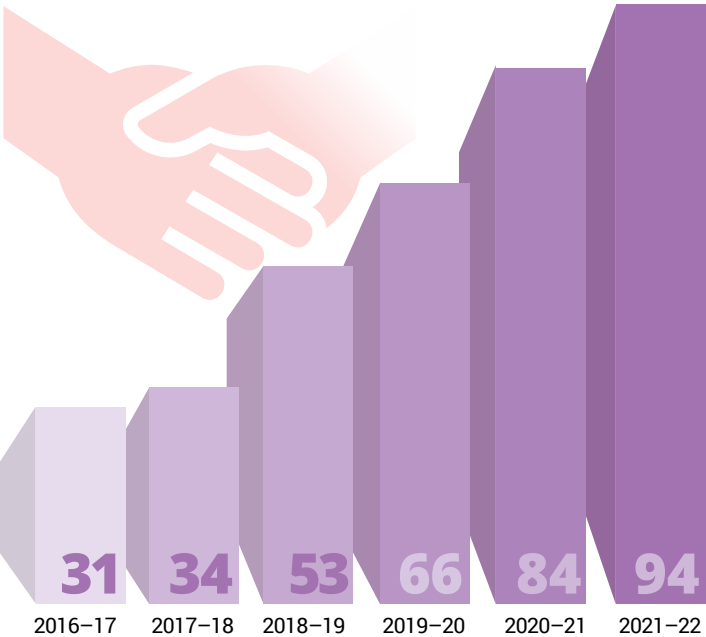
We are Growing Member Participation

Collaborative spend is an important measure of member participation and support of BCNET's services. This year, the team continued to diversify the portfolio of agreements across various categories including administrative, facilities and IT infrastructure.

MEASURING OUR SUCCESS IN CONTRACT ADOPTION

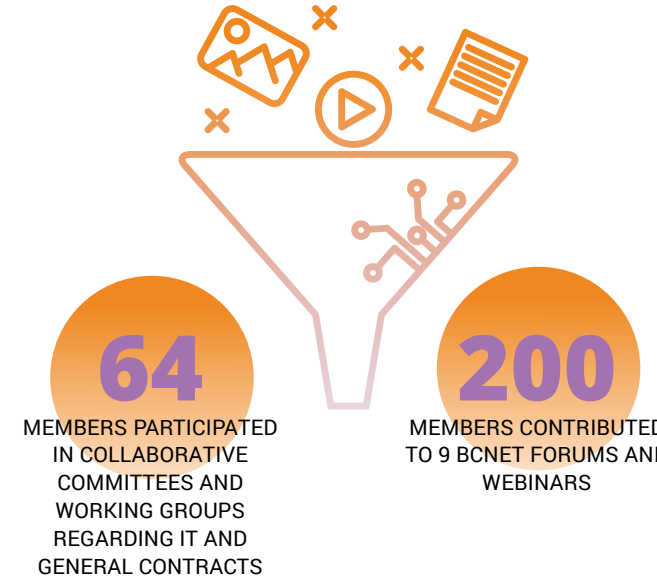


OUR GROWTH IN THE NUMBER OF CONTRACTS



COLLABORATION IS PART OF OUR DNA

We engage with our member community and stakeholders to share expertise, understand requirements and provide exceptional service and contract value.



We are Building and Sustaining Educational and Technology Services

We partner with our member community to determine the technologies needed to support innovation and institutions’ teaching, learning and research mandates.

We Expanded Technology Services Offerings

Members identified three new service needs and we provided sector-wide contracts for these technology services:

Gradescope by Turnitin

helps instructors seamlessly administer and grade all of their assessments, whether online or in-class.

TelemetryTV’s Digital Signage Through Microserve

easily scales and manages an institution’s digital signage network with ease, all from a central location.

Pebblepad

is a secure ePortfolio solution that allows education leaders to effortlessly combine on-campus and online environments for reflective and experiential learning, authentic assessment, and student-centred support.



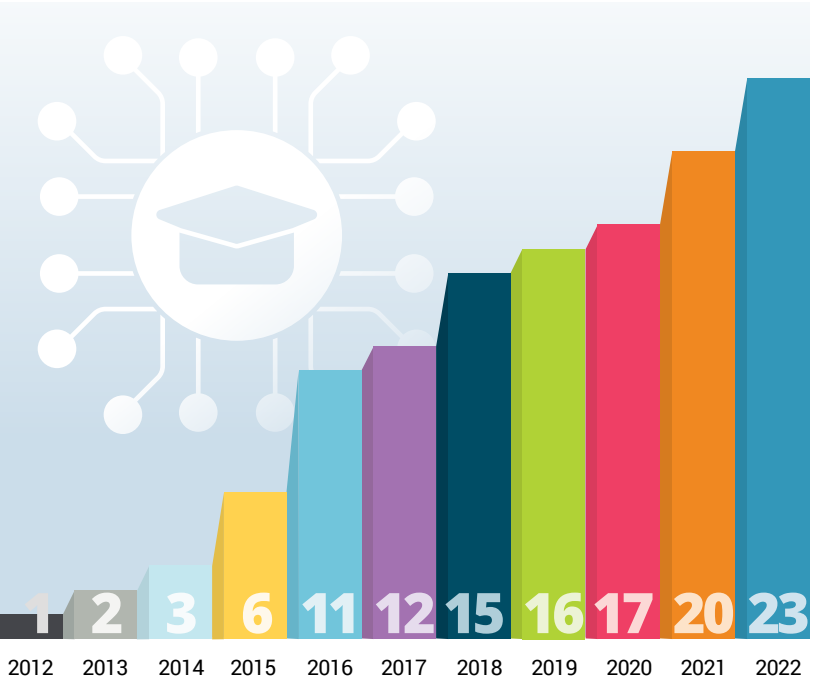
We Migrated to Cloud Solutions

The BCNET-hosted Kaltura service was migrated to the Kaltura Video Cloud Platform to improve service quality and power real-time, live and video-on-demand experiences. The digital signage service was also migrated to Microserve’s TelemetryTV software as a service offering this year, providing a simple and scalable solution to manage and distribute content on electronic displays throughout the campus and facilities.

We are Upgrading the Virtual Data Centre and Backup Services

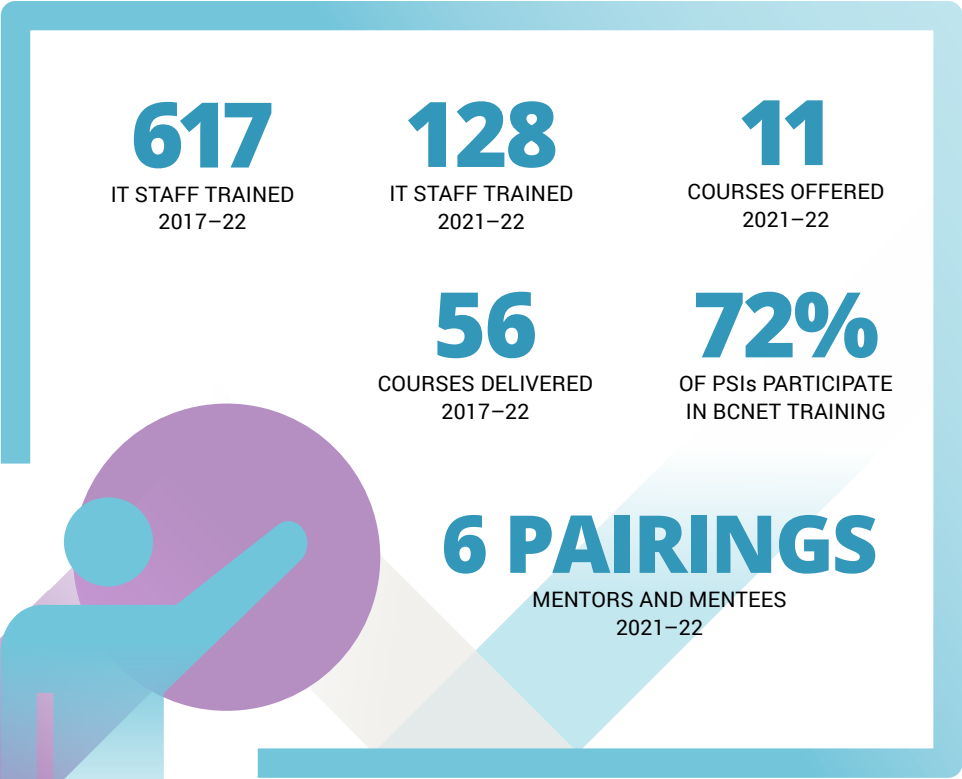
We are re-architecting EduCloud Server, a virtual data centre, and expanding EduCloud Backup, a storage target solution, to enhance service performance and resiliency for members.

— OUR GROWTH IN EDUCATIONAL AND TECHNOLOGY SERVICES —



128 IT Staff Received Essential Skills Training

Delivering easier and cost-effective access to knowledge and skills training resulted in more IT professionals accessing the skills they need. BCNET consulted with members to identify the top areas for skills development, and then coordinated the training on behalf of the sector. In 2021/22, we offered 11 courses, trained 128 staff and paired 12 IT professionals in our mentorship program.



Board of Directors



GAYLE GORRILL
Chair of the Board of Directors, Former Vice-President, Finance & Operations, University of Victoria



JENNIFER BURNS
Vice-Chair of the Board of Directors, Associate Vice-President, Information Technology & Chief Information Officer, University of British Columbia



ANNE LOUISE ABOUD
Former Chief Operating Officer & Deputy Director, Operations, TRIUMF



DR. ALAN DAVIS
President & Vice-Chancellor, Kwantlen Polytechnic University



ANN DRA GRAFF
Vice-President, Finance & Corporate Services, Northern Lights College



DR. STEVE GRUNDY
Professor of Environment & Sustainability, Royal Roads University



ROY HART
Former Chief Information Officer, British Columbia Institute of Technology



BALA KATHIRESAN
President & Chief Executive Officer, BCNET



WENCY LUM
Associate Vice-President University Systems & Chief Information Officer, University of Victoria



MATT MILOVICK
Secretary/Treasurer of BCNET, Vice-President, Administration & Finance, Thompson Rivers University



CURTIS MORCOM
Vice-President, Employee & Corporate Services, Okanagan College



MARTIN POCHURKO
Vice-President, Finance & Administration, Simon Fraser University



DR. DAN RYAN
Associate Professor of Mathematics & Statistics, University of Northern British Columbia



MARC SNELLING
Chief Information Officer, Coast Mountain College



MARLOWE STONE
Executive Director & Chief Information Officer, Technology & Business Transformation Branch, Government of British Columbia

Financial Overview 2021/22

BCNET generated a small surplus of \$34K (2021—\$188K) this year, \$20K more than the budgeted surplus of \$14K. Revenue for the year increased by \$1M to \$22.9M (2021—\$22.1M), mainly due to an expansion in the provision of cybersecurity services. Most of this was funded by the British Columbia Ministry of Advanced Education and Skills Training.

The network generates 36% (2021—39%) of all revenues, matched by the flow-through services that also generates 36% (2021—36%) of revenues.

The Statement of Financial Position shows \$5.5M in cash and cash equivalents, as of March 31, 2022. This reflects unspent, deferred operational and capital funding received for projects. A portion of these funds are deposited in the BC Government's Central Deposit Program (CDP).

The cumulative surplus of \$4.4M is comprised of a contingency operating reserve of \$2M and a capital reserve of \$2.4M.

To view the full audited financial statements for the year ending March 31, 2022, visit bc.net/news-events/financial-statements

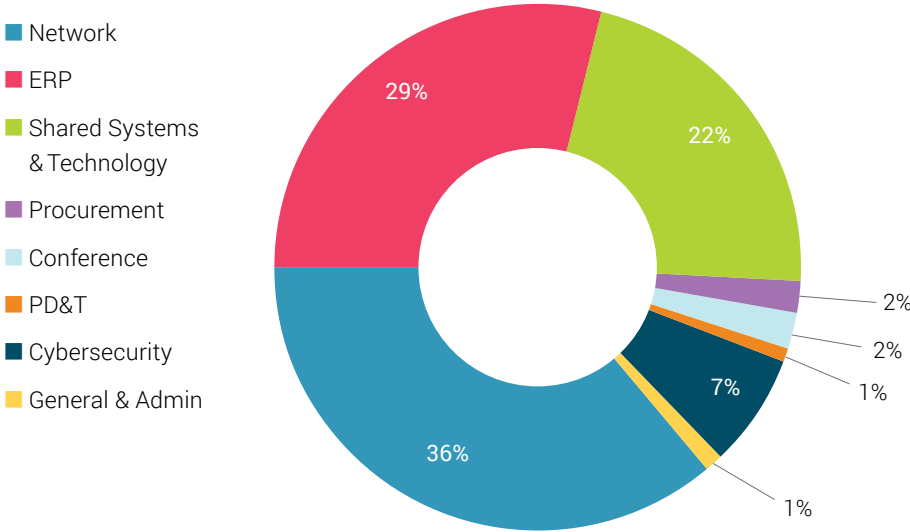
Statement of Operations

	Budget	2022	2021
Revenues			
Operating revenue	11,327,800	11,558,440	11,899,802
Operating grants	2,068,202	2,433,238	1,975,908
Capital grants	431,700	444,950	452,713
Pass through services	8,036,078	8,504,722	7,811,890
	\$ 21,863,780	\$ 22,941,350	\$ 22,140,313
Expenses			
Cost of services	6,590,803	7,381,687	7,455,614
Staffing	4,968,855	4,816,238	4,538,526
Operating	760,059	749,469	698,665
Amortization	1,650,553	1,621,221	1,452,110
Pass through services	7,879,779	8,338,347	7,806,962
	\$ 21,850,049	\$ 22,906,962	\$ 21,951,877
Surplus	\$ 13,731	\$ 34,388	\$ 188,436

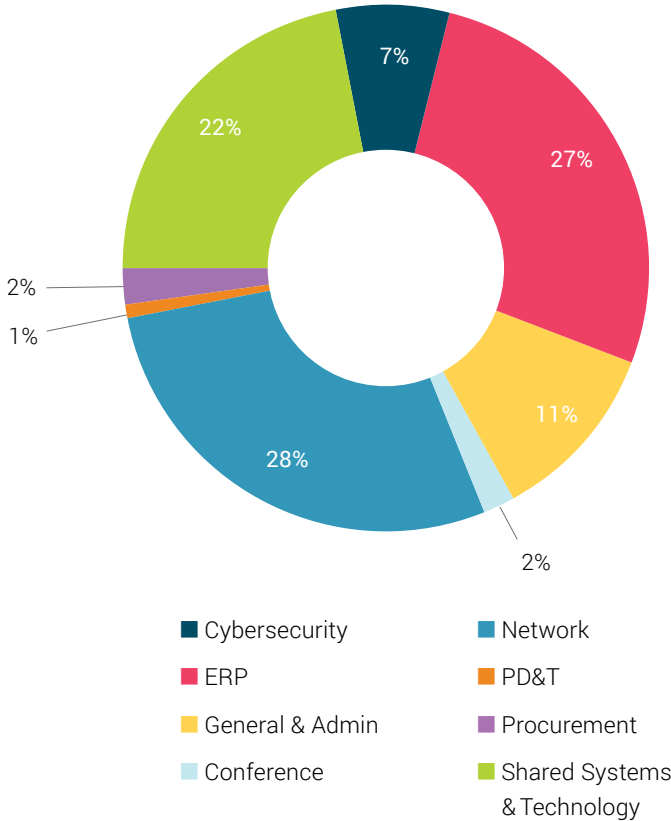
Statement of Financial Position

	2022	2021
Financial Assets	\$ 5,834,126	\$ 4,706,846
Liabilities	10,631,410	8,223,868
Net Debt	(4,797,284)	(3,517,022)
Non-Financial Assets	9,155,472	7,840,822
Accumulated Surplus	\$ 4,358,188	\$ 4,323,800

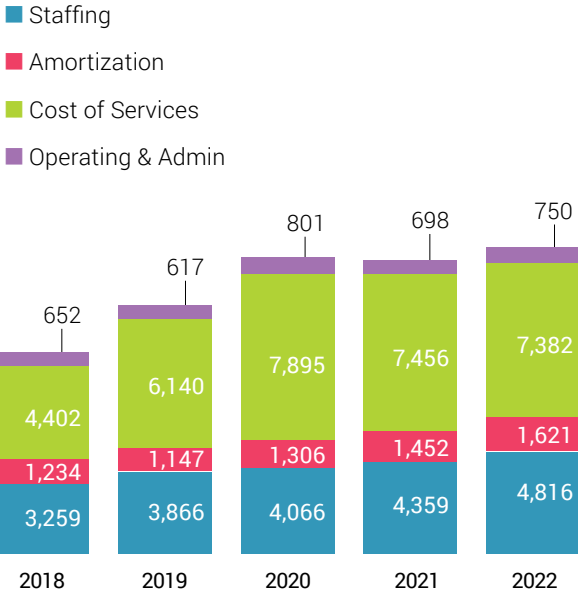
2021/22 REVENUE SOURCES



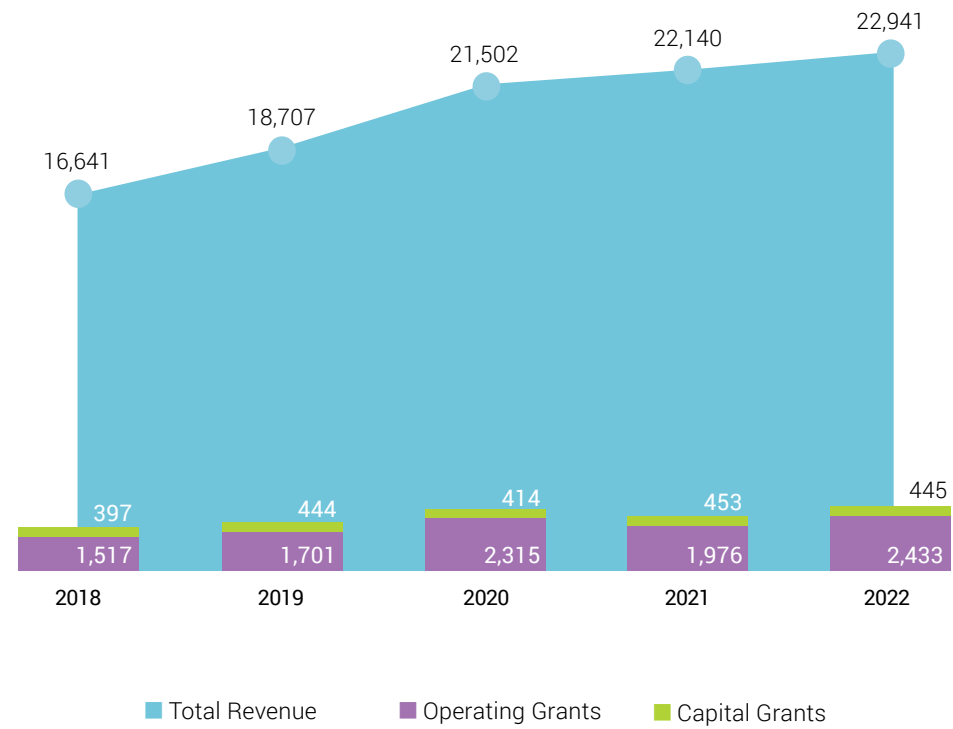
EXPENSES BY PROGRAM



EXPENSE TRENDS ('000's)



REVENUE SOURCES





WWW.BC.NET

INFO@BCNET.NET

SUITE 750
BCIT DOWNTOWN CAMPUS
555 SEYMOUR STREET
VANCOUVER, BC