

**BCNET** →

**30**

**YEARS**  
OF  
COLLABORATION  
AND  
INNOVATION

The graphic features the BCNET logo in blue with a right-pointing arrow. To its right is a large blue number '30'. The zero is a thick ring composed of 30 small, multi-colored segments in shades of red, orange, yellow, green, and blue. Inside the zero, the text 'YEARS OF COLLABORATION AND INNOVATION' is centered in blue, with 'YEARS' in a larger, bold font.

## THE EARLY YEARS

1986

Jack Leigh of the UBC Computing Centre champions a high-speed dedicated network between The University of British Columbia (UBC), The University of Victoria (UVic) and Simon Fraser University (SFU). Jack and his colleagues secure start-up funding from the Province.

1997

BCNET leaders Jack Leigh and Michael Hrybyk are honoured as founders and builders of the “Canadian Information Highway” by Prime Minister Jean Chrétien.

1988

BCNET launches BC’s first internet with founding members SFU, UBC, UVic and TRIUMF.

1997-2000

BCNET shifts its focus away from the commercial internet back to its academic roots to provide network services for research and higher education.

1990

The first coast-to-coast Canadian National Research and Education Network is launched, connecting 11 provincial networks, including BCNET, with research networks in the US and worldwide.

2000

BCNET receives the Hyperion Award for excellence in contributing to internet growth.

1993

BCNET relocates its network from UBC to SFU Harbour Centre and establishes Vancouver’s first WWW hub, known as a telecommunications carrier hotel.



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# WE ARE PROUD OF OUR HISTORY

## A heritage of member-led collaboration for technology innovation and discovery



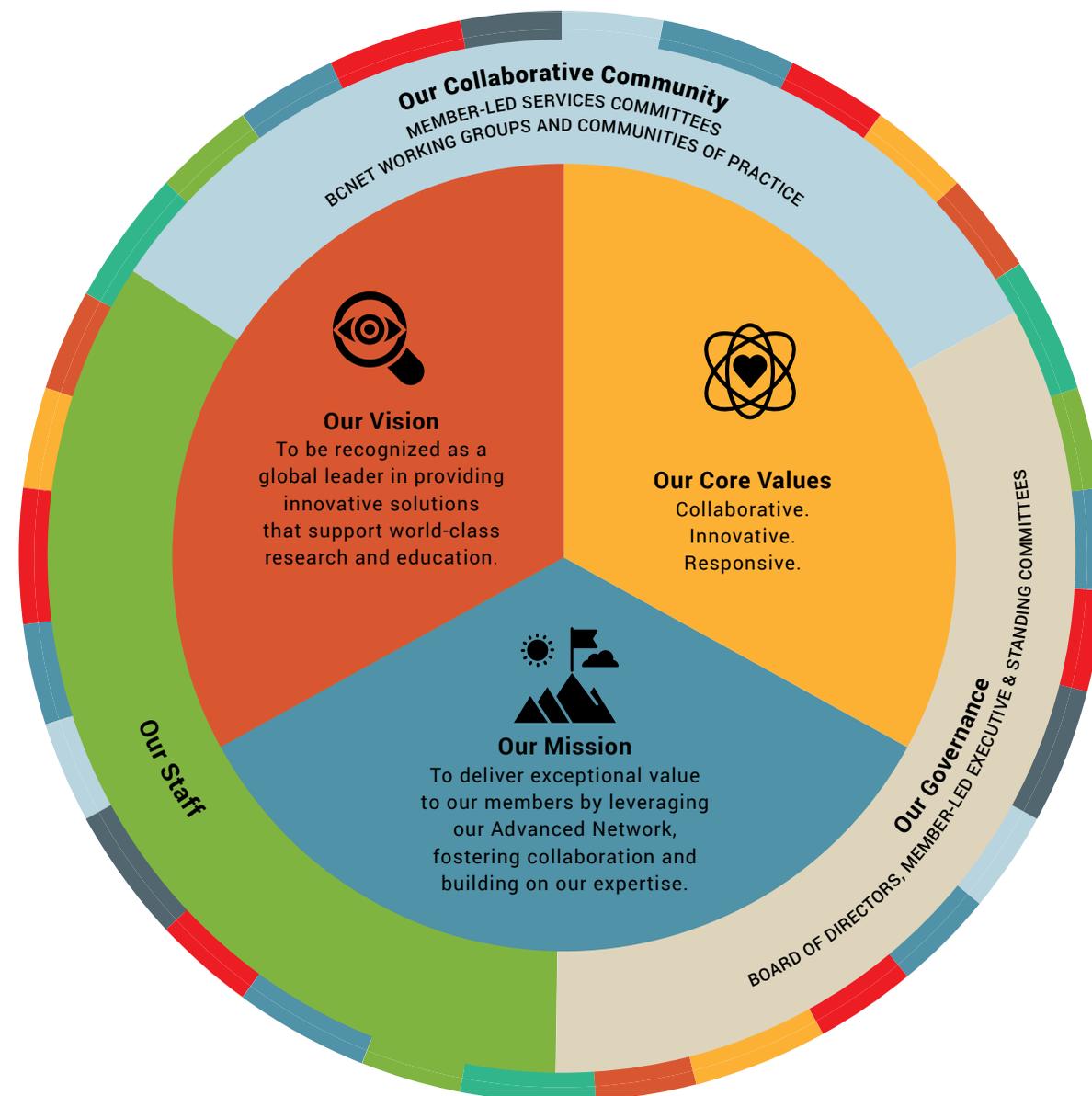
We were built on the strong relationships of our members who envisioned working toward a common purpose. Collaboration and innovation have always been at the heart of BCNET and our successes. Today, our community of IT professionals, and research, industry and government leaders, continue to cooperate to discover next-generation technologies.



Twenty-eight marks the 30th anniversary of the founding of BCNET. We are very proud of what we have accomplished in the past three decades.

The research and education community that founded BCNET played an important role in creating the first internet in British Columbia, and the first shared IT service for higher education. As a builder of the internet, we pioneered the concept of a community-owned and shared network infrastructure. With our long history of managing the network, we were able to foster a collaborative community, and an environment of mutual trust.

# HOW WE WORK



# CELEBRATING 30 YEARS OF COLLABORATION AND INNOVATION



BCNET President and CEO Bala Kathiresan inaugurated BCNET's 30-year celebration at the Bill Reid Gallery on September 27, 2018.

He spoke to more than 100 members,

stakeholders and staff about BCNET's continued evolution and growth, and the three constants that have helped ensure our success: our engaged member community, our external stakeholders and our dedicated staff.



Left to right: Mike Patterson, Bala Kathiresan, Michael Hrybyk and Jack Leigh



Left to right: Lionel Tolan, Marilyn Hay, Jack Leigh, Michael Hrybyk, Paul Molyski, Dave Stillwell, Don McWilliam



Bala Kathiresan

# THE POWER OF COMMUNITY

We work in partnership with members, stakeholders, government and industry partners to explore, develop and deliver

solutions that meet the evolving needs of our 25 public, post-secondary institutions and 15 research institute members in British Columbia.



**70**

NUMBER OF SHARED SERVICES + CONTRACTS



**43**

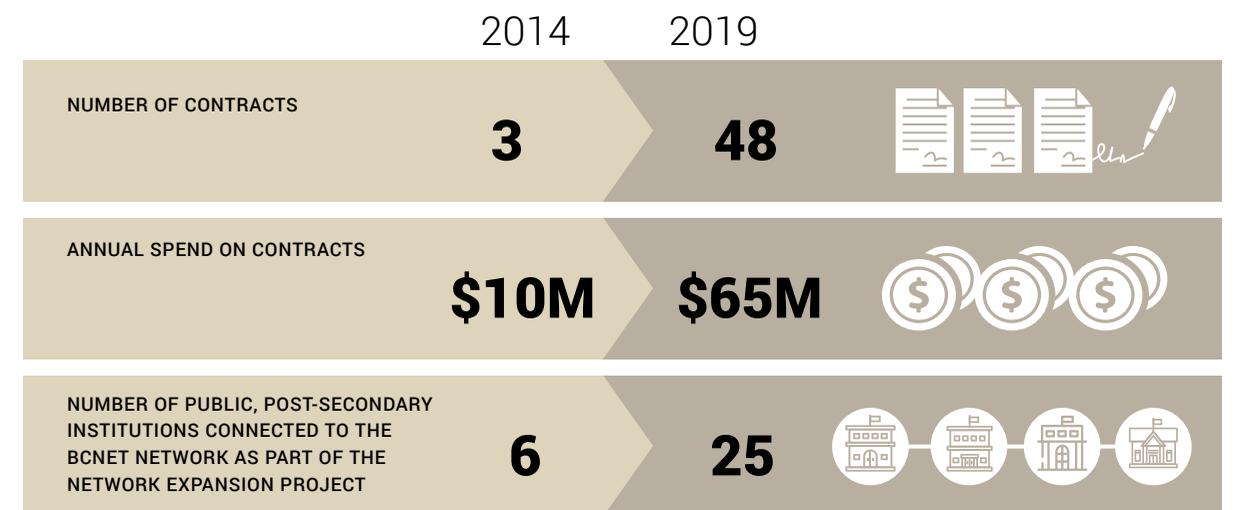
NUMBER OF MEMBERS



**\$81M**

TOTAL SPEND FOR ALL BCNET SERVICES

## BCNET's Growth: Select Figures



# BCNET 2018 CONFERENCE

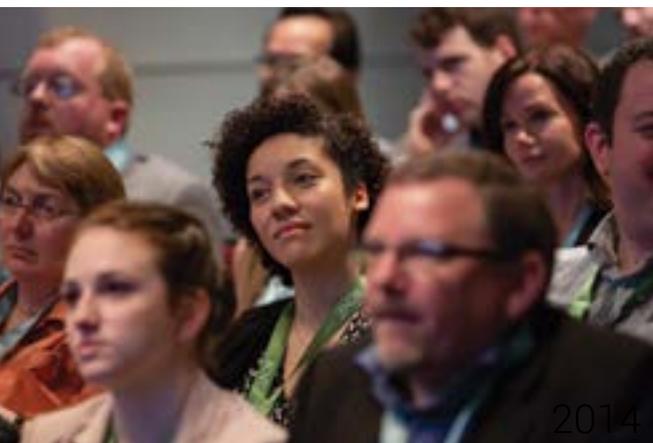
## Learning, sharing ideas, networking, discovering

BCNET brings together IT professionals, researchers and technology providers for three days to learn, share ideas, network, grow professionally and discover real-world solutions to everyday challenges.

This year we hosted our 18th annual conference April 23–25 at SFU Harbour Centre in Vancouver. The event is now one

of Canada’s largest gatherings of higher education IT professionals, with more than 700 delegates and 40 industry-leading technology organizations in attendance.

Our program is developed entirely by our diverse community of higher education and research institutions and market-leading industry partners.



### 2018 Conference Figures



**733**

CONFERENCE DELEGATES



**97%**

OF DELEGATES RANKED THE CONFERENCE AS EXCELLENT/VERY GOOD/GOOD



*“What I like most about the conference is the sharing of knowledge among public post-secondary institutions.”*

BCNET 2018 ATTENDEE

*“Exciting time @BCNET2018 to see all these great minds striving to transform higher ed with the innovative application of technology.”*

BCNET 2018 ATTENDEE

*“We are pleased to support the BCNET conference. The content for BCNET’s higher ed membership is relevant in helping the membership achieve their goals.”*

JON DERMOTT  
Vice President,  
Central/West Dell EMC

**2001**

BCNET hosts its first Advanced Network Conference at SFU Harbour Centre.



## MESSAGE FROM THE PRESIDENT

For 30 years, BCNET has evolved, grown and reached countless milestones. Throughout our history and evolution, three constants have helped ensure our success: our engaged member community, our external stakeholders and our dedicated staff.

First, and foremost, our members have been tightly woven into the very fabric and success of our organization since its genesis. They are engaged in identifying new opportunities, designing and developing solutions, and in some instances, delivering solutions. From our early days as an internet service provider, to today's service and governance committees, our members' collaborative efforts have ensured that we provide exceptional value to all our members.

A second constant, our external stakeholders, partner with us behind the scenes. They trust BCNET to represent our members' interests fairly and accurately, and include partners like CANARIE, the Ministry of Advanced Education Skills and Training, the Research University Council of British Columbia, BC Association of Institutes + Universities, BC Colleges, BCcampus, as well as our industry partners and many other public entities. Our stakeholders collaborate with us to offer technology solutions, generously sponsor our events and guide our efforts in representing the sector.

Last, and most important, our success would not be possible without our dedicated staff. It's our group of highly engaged and committed employees who share their expertise, facilitate collaboration and work with our members to advance their strategic mandates. I'm honoured to have the opportunity to work with them.

Since launching the first shared services in 2010, we have grown our portfolio to offer an exceptional and unparalleled range of solutions and services in Procurement, Shared Systems and Technology, and Professional Development and Training. We have come a long way from our early days as an education and research network—and we should all be proud of what we have achieved together.

I'm delighted to be a part of this community, and look forward to the many milestones ahead.

Bala Kathiresan  
President & CEO



## MESSAGE FROM THE CHAIR

BCNET began in 1986 as a proposal put forward by the University of British Columbia to create a dedicated high-speed network connection between BC's three large research universities. Championed by UBC Computing Centre's Jack Leigh, and with the support of his colleagues at the University of Victoria and Simon Fraser University and funding from the Universities Council, BCNET officially opened in 1988 as Canada's first regional network, providing British Columbia's first internet connection.

Over the next 30 years, BCNET and its members worked to continually evolve the advanced network infrastructure and develop services to support the changing face of research and higher

education. Now all 25 BC public post-secondary institutions are connected by a high-speed advanced network and have access to a wide array of shared services.

BCNET has come a long way from its early beginnings. Yet one thing remains constant: collaboration and innovation have always been at the heart of our success. We have a 30-year history of member-led and member-focused innovation, exploration and discovery.

The Board of Directors is proud of this history, our achievements and the strong partnerships we have forged with our members, government, stakeholders and industry. BCNET has evolved into a shared services organization that supports research, teaching and learning across the province by connecting us to the world.

I'm honoured to be part of this community. Here's to the next 30 years.

Steve Grundy  
Chair

# EVOLVING AND GROWING THE BCNET ADVANCED NETWORK

## A robust foundation for delivering comprehensive services

From our early years as the first internet service provider in BC, BCNET has evolved and deployed one of the most sophisticated collaboration platforms—a platform that supports the strategic needs of research and education.

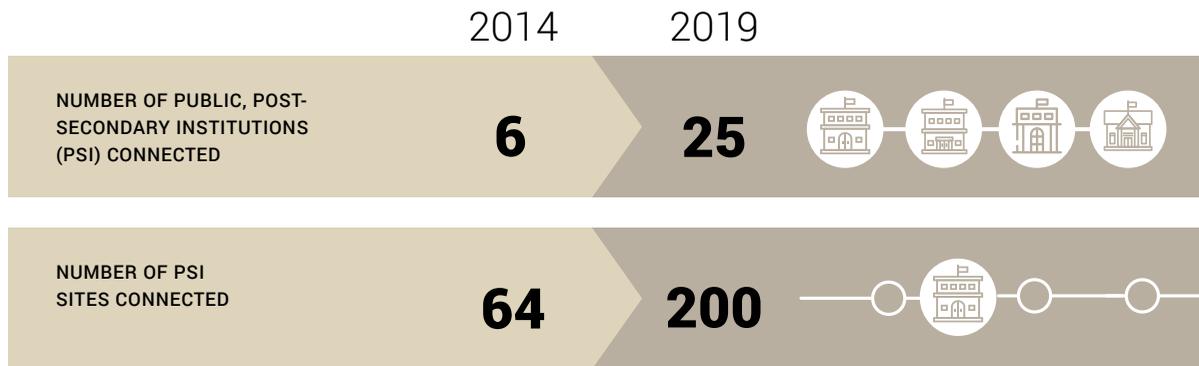
BCNET owns and operates this powerful and unique province-wide resource capable of transmitting data at the rate of up to 100 gigabits per second. This infrastructure was built and developed over time in collaboration with our members and stakeholders.

### BCNET Successfully Completes the Network Expansion Project



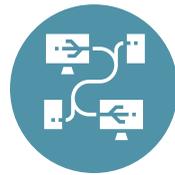
From 2014 to 2018, we were successful in completing a massive network expansion project, bringing a new digital era to higher

education in BC. We expanded the footprint of the Advanced Network to connect every public, post-secondary institution in BC. The new infrastructure enables world-class research, education and innovation across urban, rural and remote BC communities.



- 2000** BCNET becomes the provincial gigapop connection to CANARIE.
- 2001** BCNET welcomes its fourth higher education member, UNBC. BCNET gets approval to build a regional network in Vancouver, Prince George and Victoria, and secures \$1.6M from the provincial government, which is matched by CANARIE.
- 2005** The provincial government funds \$3.15M for BCNET 2010, a next-generation network project, extending the network to higher education institutions in Kelowna, Kamloops and Surrey.
- 2007-2008** BCNET partners with CANARIE and completes a massive upgrade to its network. BC researchers have access to 72 wavelengths, each capable of transferring data at 10 gigabits per second. BCNET brings world-class networking to Northern BC with a new ultra-high-speed 10 gigabit network.
- 2011** BCNET upgrades BC's Advanced Network and connects 45 higher education and research sites to the 10 gigabit network.
- 2015** BCNET begins upgrades of Western Canada's Advanced Network to 100 gigabits.

## BC'S DIGITAL INFRASTRUCTURE AND ACADEMIC SUPERCOMPUTERS EXPAND RESEARCH AND INNOVATION POSSIBILITIES



More than ever, Canadian researchers rely on access to data and cutting-edge digital infrastructure to

collaborate and accelerate discovery. To support research and innovation, BCNET partnered with CANARIE, Compute Canada, Westgrid, SFU and UVic to connect advanced research computing (ARC) sites—supercomputers Arbutus at UVic and Cedar at SFU—to 100-gigabit digital infrastructure.

Supercomputers are extremely powerful computers designed to work on large and complex problems and data sets that are beyond the capability of normal computers. Arbutus and Cedar are two of five national sites chosen to host Canadian supercomputing and data centres as part of Compute Canada's biggest advanced research computing renewals in Canada's history.

*"The new ARC site Cedar will allow Canadian researchers to analyze the DNA of microbes much more quickly, allowing us to efficiently track and understand the origins and spread of infectious disease outbreaks. The research community at SFU is excited to use Cedar's unparalleled supercomputing power."*

FIONA BRINKMAN

Professor in Bioinformatics and Genomics  
Department of Molecular Biology and Biochemistry  
Simon Fraser University



2004

The UBC Faculty of Medicine launches a distributed technology-based medical program through the Advanced Network to take learning beyond classrooms and into clinics and hospitals in urban and rural settings. Student enrolment doubles as instructors and students in disparate locations are able to interact in real time.

2008

BCNET partners with CANARIE and TRIUMF to build a dedicated network that transfers research data between TRIUMF's Vancouver lab and CERN Switzerland. Canadian researchers can now participate in the ATLAS Experiment, a global physics project recognized as one of the largest collaborative efforts ever attempted in particle physics on Earth.

2005

BCNET brings the BC Cancer Agency and UBC Faculty of Medicine online at academic health centres at Vancouver General Hospital, St Paul's Hospital and BC Children's Hospital.

2018

BCNET connects advanced research computing sites Arbutus and Cedar to 100-gigabit digital infrastructure.

# BCNET EVOLVES INTO A SHARED SERVICES ORGANIZATION



By 2010, we had broadened the BCNET mandate to encompass shared IT services. Our progression into a shared services organization was a direct result of our

collaborative, member-driven culture. Today, this culture continues to provide a community to explore and discuss top technology challenges and solutions that are critical to the success of our institutions.



BCNET Staff

# THE GROWTH OF SHARED SERVICES



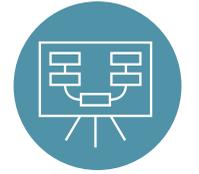
**2**

CYBERSECURITY SERVICES



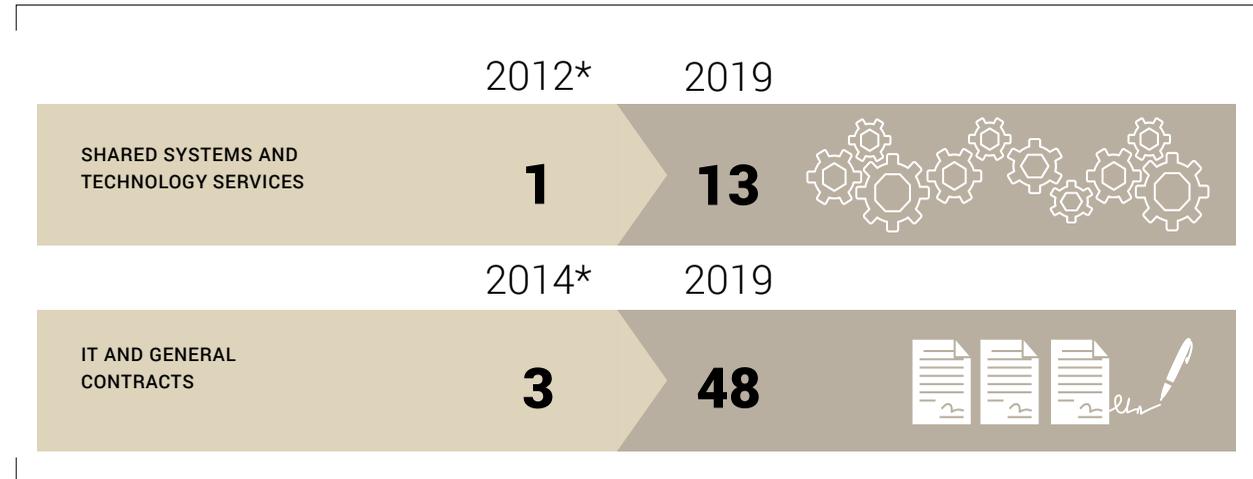
**23**

PROFESSIONAL DEVELOPMENT AND TRAINING COURSES FOR IT PROFESSIONALS



**8**

ENTERPRISE RESOURCE PLANNING SERVICES



\*Launch of portfolio

**2010**

BCNET broadens its mandate to include shared services.

**2013**

BCNET broadens its governance and membership to include all public, post-secondary institutions.

# GROWING OUR SHARED SERVICES PORTFOLIO

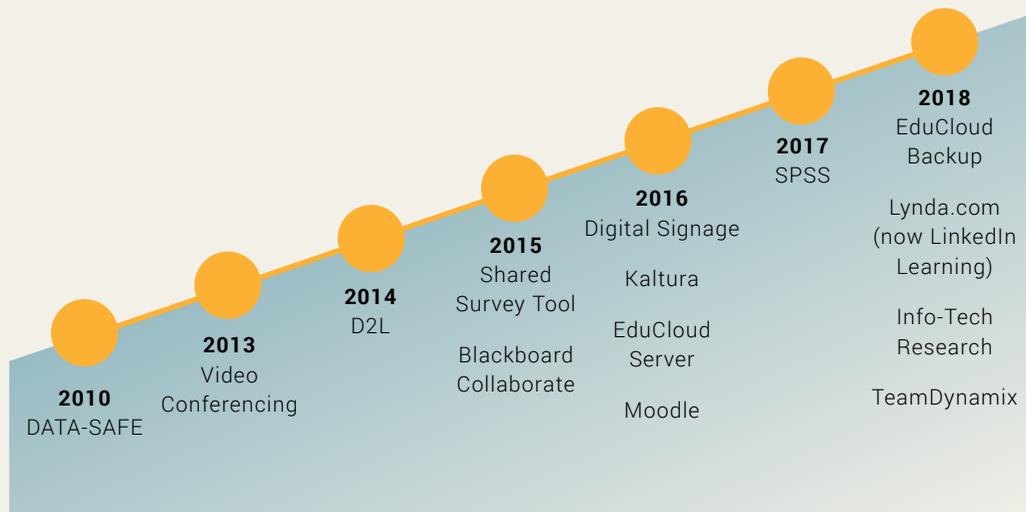
A focus on education and information technology services



In 2012, we launched our first shared IT service called DATA-SAFE, an online, secondary, data

backup storage and retrieval service. Since that launch, we have grown the Shared Systems and Technology portfolio to comprise 13 education and information technology solutions.

## Our Portfolio Growth



# 2019 Shared Systems and Technology services growth and highlights

## We Added Three New Services

**Lynda.com (now LinkedIn Learning)**  
High-quality e-learning



Signed a sector-wide contract and secured participation with 75,000 faculty, staff and student users

**Infotech Research Group**  
IT research and advisory company



Signed contract on behalf of 88% of member institutions

**TeamDynamix**  
IT service and project management platform



Signed a sector-wide contract with preferred pricing

## We Enhanced Adoption and Use of Existing Services

**Video Conferencing**  
Improves meeting participation, reduces travel time and costs



61,622 meetings  
187,508 participants  
3,633,859 total meeting minutes  
80% member adoption

**Kaltura**  
An affordable, BCNET-hosted enterprise video platform



113,000 student users  
52% member adoption

**Moodle**  
BCNET-hosted leading learning platform for electronic course delivery



39,000 student users

SERVICE STORY

# MASSIVE GROWTH IN DATA-SAFE USAGE HELPS REDUCE STORAGE COSTS

Higher education institutions are generating more data than ever before and need a safe, cost-effective solution to back up, store and preserve their data collections. To this end, BC's higher education institutions are widely adopting DATA-SAFE, BCNET's backup and storage solution, and realizing greater service value. As the service operator of DATA-SAFE since 2011, Simon Fraser University has been instrumental in our service success.

This year, we experienced massive growth in DATA-SAFE usage, which is bringing economies of scale to all users and helping reduce member service fees for secondary backup and storage by as much as 29%. Today, 32% of our members use the service and collectively archive 510 terabytes of backup and storage data inside our Q9 Data Centre in Kamloops, BC.



**SUPPORTING KWANTLEN POLYTECHNIC UNIVERSITY'S DISASTER RECOVERY STRATEGY**

Kwantlen Polytechnic University (KPU) adopted

DATA-SAFE four years ago to support the campus disaster recovery strategy. Today, KPU uses the shared service as external storage for a private enterprise backup and recovery software solution. Every month data backups are transmitted over the Advanced Network to the Q9 Data Centre in Kamloops to safeguard their data.

*"We use DATA-SAFE because it is a reliable, low-cost solution that allows us to efficiently backup and store our secondary data outside the earthquake zone. Currently we are protecting over 560 terabytes of data backups, while storing 115 terabytes of deduplicated and compressed disk space in DATA-SAFE. Our storage fees will decrease by 21% next year allowing a more affordable solution to support KPU's disaster recovery needs."*

SUKEY SAMRA  
 Director, Technology Services -  
 Information Technology  
 Kwantlen Polytechnic University

# GROWING OUR SHARED SERVICES PORTFOLIO

## Partnerships to bolster cybersecurity for higher ed

Security experts and CIOs at our member institutions find strength in numbers by collaborating on cybersecurity to mitigate risk, learn and share information and solutions. In 2017, BCNET formed the Cybersecurity and Identity Management Services Committee to cooperate

on service requirements, influence sector-wide practices and standards, recommend information protection and privacy programs and prioritize service delivery that aim to tackle higher ed cybersecurity, a top strategic priority for our member community.

2019 Progress and Highlights



2017

BCNET forms the Cybersecurity and Identity Management Services Committee, a forum for ongoing collaboration, discussions and solutions.

2018

BCNET launches two cybersecurity services: CIRA D-Zone and Nessus Vulnerability Scanning.

## PROFILE

## PARTNERS COMPLETE FIRST COLLABORATIVE PROCUREMENT INITIATIVE TO STRENGTHEN CYBERSECURITY FOR CANADA'S NREN

In 2019, BCNET helped lead the first procurement for a national security information and event management (SIEM) infrastructure. The SIEM initiative is a collaboration of 12 provincial, territorial and federal partners of Canada's National Research and Education Network (NREN). The proposed solution will enable all partners of the NREN to better identify, manage and respond to cybersecurity threats, and will strengthen the overall security of Canada's NREN infrastructure.

### STRENGTHENING THE SECURITY POSTURE OF THE NREN



With cybersecurity threats increasing nationally and globally, collaboration is the key to managing and responding to these threats. Strengthening the security posture of NREN significantly increases the business value and the trust for the organizations that depend on the NREN to conduct collaborative research, deliver education, support innovation and maintain Canada's global competitiveness across these areas.

*"Our successful completion of the first national procurement contract is an enormous milestone for the NREN. Significant collaboration was required to secure a single SIEM contract, on behalf of 12 NREN partners, that was flexible enough to enable individual partners to shape the SIEM deployment to meet the unique needs of their stakeholders, while maintaining a standard security posture across the NREN."*

JIM GHADBANE  
President & CEO  
CANARIE



### DEPLOYING SIEM

To further strengthen the cybersecurity initiative each NREN partner organization plans to hire and develop security specialists to support the effective deployment of the SIEM infrastructure in their region. Each province and territory also has the capability to deploy the SIEM infrastructure to address their unique regional and infrastructure requirements.

*"Our cooperative procurement process respects the federated landscape, while also accommodating the individual needs of all NREN partners. It is a powerful model for digital research infrastructure that relies on investments and support from federal, provincial, territorial and institutional partners."*

BALA KATHIRESAN  
Chair  
NREN Governance Committee

# GROWING OUR SHARED SERVICES PORTFOLIO

## Providing exceptional contract value through collaborative procurement

Since the 2016 launch of the BCNET procurement portfolio, our team of in-house procurement experts have made great strides in expanding the breadth, depth and adoption of new contracts. They focus on a range of strategic procurement opportunities, while engaging with members and the marketplace throughout the lifecycle of the contract.



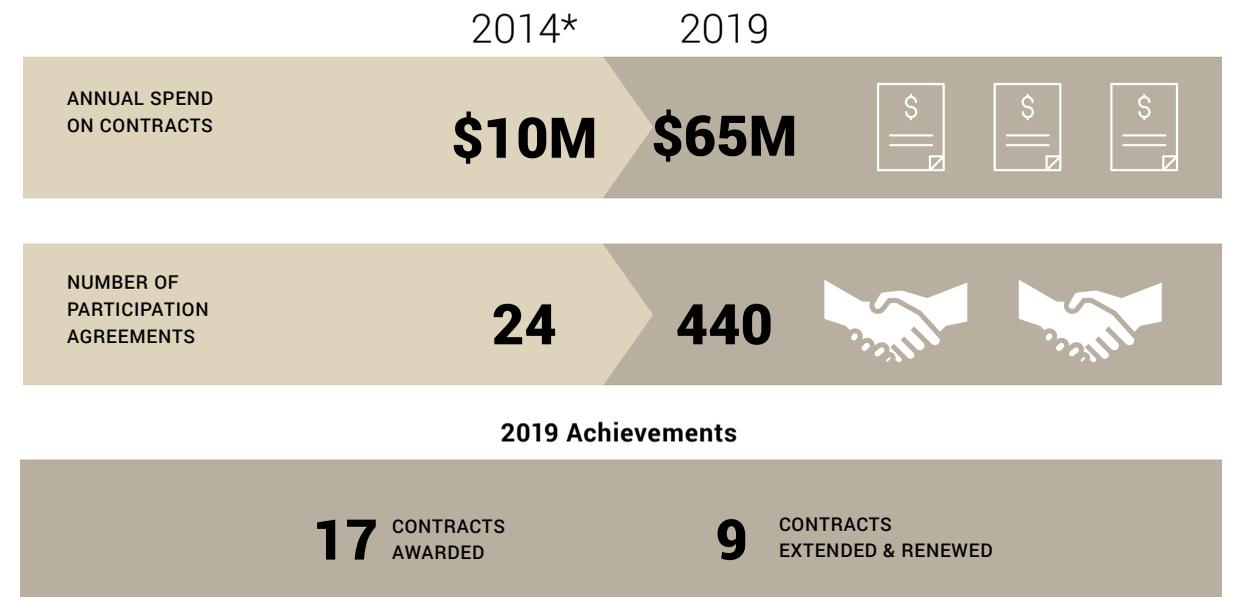
The team aims to source contracts that meet members' needs, offer a wide range of contract benefits and

best overall price, help minimize duplication and follow a process

compliant with legislative and regulatory requirements. They help manage vendor performance and ensure the vendors deliver exceptional value to our members.



### Procurement Progress and Highlights



\*Launch of portfolio



Dennis Silva

2016

BCNET launches BCNETSource in partnership with the Administrative Services Delivery Transformation initiative.

2018

BCNET's Chief Procurement Officer Dennis Silva wins CPO Innovation Award in Boston for new and innovative strategies to promote collaborative procurement.

## MEMBER PROFILE

## VANCOUVER ISLAND UNIVERSITY IS REDUCING COSTS, MITIGATING RISKS AND ADDING VALUE WITH BCNET'S COLLABORATIVE PROCUREMENT



Procurement plays an integral role in fulfilling an institution's mission and mandate, but is often constrained by limited resources — people,

budgets and time. Vancouver Island University's participation in BCNET contracts frees up staff time, saves the university money and delivers greater efficiencies and value for the university.

Like many university's procurement departments, Vancouver Island University's (VIU) office is challenged to meet growing demands across the campus. With four people supporting 2,000 faculty and staff, resources are often stretched, especially amidst major projects. BCNET spoke with VIU's Kathleen Hayden, Senior Manager, Strategic Procurement and Gary Gray, Manager, Procurement Operations, to talk about what collaborative procurement with BCNET has meant for their team and the university.

### Q: YOUR DEPARTMENT HAS HAD A BUSY YEAR.

Yes. We have four major infrastructure projects on campus: we just finished construction on a new geo-exchange energy system, we've completed construction on our new Health and Science Centre, we've redeveloped our Marine, Automotive and Trades Complex and we're preparing to implement a new core administration system.

### Q: HOW HAS COLLABORATIVE PROCUREMENT INFLUENCED YOUR JOB OR ACTIVITIES?

Over the past two years, participating in BCNET contracts has allowed us to focus on these major projects while continuing to address our institution's needs and delivering exceptional value to VIU.

Before BCNET, we struggled a bit with keeping up with the required procurement processes. When we run a single process, we require a minimum of three evaluation team members with expertise in the commodity for 3–5 months who are not always available. Our business units also struggle with limited resources. With BCNET leading procurement activities one resource is assigned to the project who acts on behalf of VIU.

### Q: WHAT DOES COLLABORATIVE PROCUREMENT MEAN TO VIU AND HOW DOES IT COMPLEMENT VIU'S GOALS AND OBJECTIVES?

We certainly see the value in participating in contracts. We have more buying and negotiating power and we can lower our procurement administration costs. We also have the opportunity to collaborate with other post-secondary institutions: we share information, and can understand each other's requirements and how they are operating. In turn, we may be able to improve our processes and become more efficient from what we glean from other institutions. It pulls us all together.

[Participating in contracts] alleviates the demands on us. We trust that [BCNET] is running the process the same way we would: it's transparent, it's fair, it's open and it provides value for money. BCNET is an extension of our procurement team!

*"We certainly see the value in participating in contracts. We have more buying and negotiating power and we can lower our procurement administration costs."*

KATHLEEN HAYDEN

Senior Manager, Strategic Procurement  
Vancouver Island University



VIU's Procurement team from left to right:  
Karmen Yee, Arshad Ashraf, Gary Gray, and Kathleen Hayden



# GROWING OUR SHARED SERVICES PORTFOLIO

## Strategic consulting services in enterprise resource planning

Implementing and maintaining an enterprise resource planning (ERP) system is a major undertaking for any higher education institution, with many challenges along the way. To support institutions, BCNET offers strategic consulting services and an online

body of knowledge for all phases of the ERP lifecycle. We established the Enterprise Resource Planning Office in 2017 through funding by the Administrative Service Delivery Transformation (ASDT) Steering Committee.



### ERP Office Goals

- Collaboration
- Risk Mitigation
- Cost Containment
- Service Improvement

### BCNET ERP Services

- Expert ERP Strategy and Consulting Services
- Collaborative Initiatives
- Vendor and Contract Management

### Facts and Stats: Public, Post-secondary Institution ERP in British Columbia



**\$25M**

Annual cost to maintain BC's public, post-secondary institutions ERP systems



**\$6.2B**

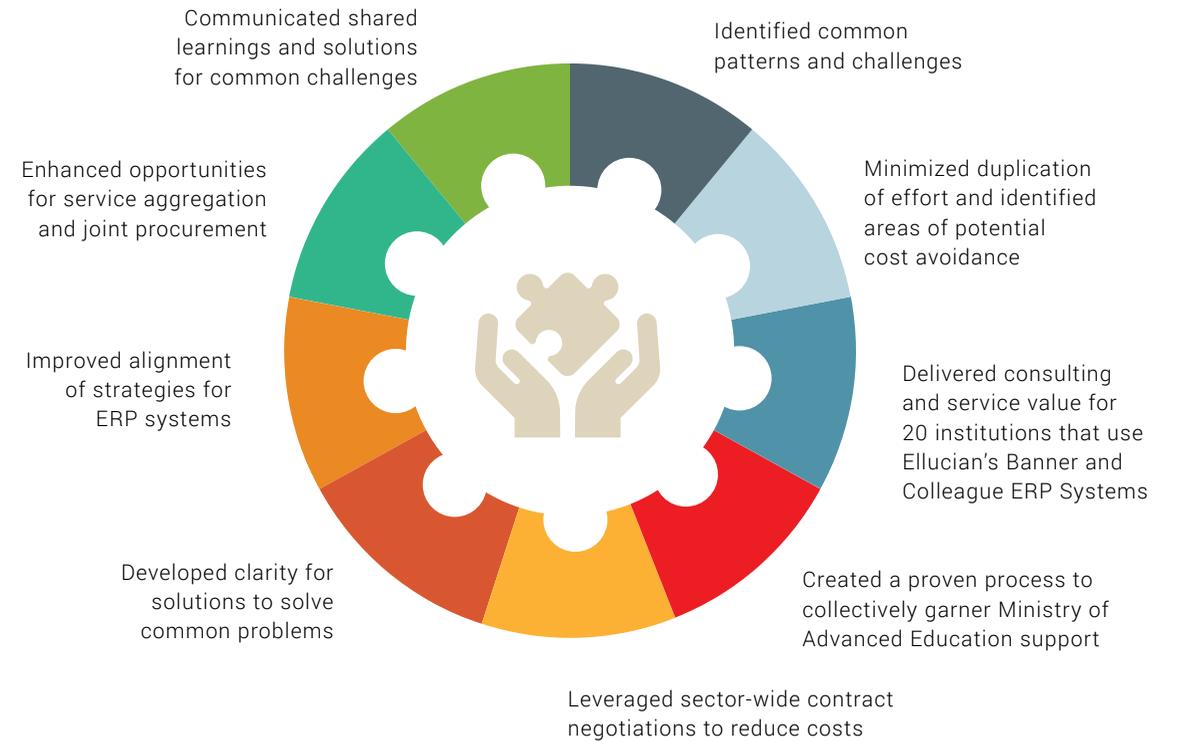
Total revenues that flow through institutional ERP systems



**275,000**

Number of students who rely on ERP (admissions, registration, student progress, graduation)

### 2019 Progress and Highlights



2017

The BCNET ERP Office opens for a one-year pilot.

BCNET creates the ERP Services Committee to guide the strategic direction and provide oversight of ERP initiatives.

2018

The ERP Office collaborates with 20 higher education institutions.

2018

The ERP Office pilot is extended for two more years until 2019/20.

# GROWING OUR SHARED SERVICES PORTFOLIO

## Improving access to IT skills training, professional development and training services



Two years ago, we launched a portfolio of professional development and training services catered to the training needs of our members. Today, the program is helping simplify program delivery and improve access to skills training. We coordinate training programs on behalf of

our members, aggregate seats and bring in third-party professionals to conduct the training. Since 2017, we helped deliver 23 courses with 261 attendees, and launched a mentorship program with six pairs of mentors and mentees.

### Our Service Portfolio of Skills Training



### 2017-2019 Progress



**23**

COURSES DELIVERED



**261**

ATTENDEES

**2017**

BCNET launches new Professional Development and Training portfolio.

**2018**

BCNET introduces mentorship pilot program.

## FINANCIAL HIGHLIGHTS

### BCNET Financial Overview 2019



This has been another year of managed growth. We completed the network connections for all our member public sector institutions, providing them with full access to our shared services portfolio and additional network and transit services.

Over the year, revenues from our services increased by 12% (\$2M) to \$18.7M. This was significantly ahead of our budgeted target of \$17.4M. Network services generate 44% of our revenues, and cover the operations of the network and core administrative costs. We realized a small surplus of \$208K (1% of revenue), which was slightly ahead of our budgeted \$107K.

Our business model limits risk and provides us with the liquidity and flexibility to take advantage of opportunities to provide services. We recover the capital and operating costs from members that use our services, or from government grants. Total grant revenue has remained consistent at 10% of total revenue over the past five years.

We continue to invest in the future. This year, we increased capital investments by \$1.4M to \$23M. BCNET maintains a healthy financial position with our accumulated surplus reflecting a contingency operating reserve of \$2M and a capital reserve of an additional \$2M.

To view the full audited financial statements for the year to March 31, 2019, go to [www.bc.net/about/2019-annual-review](http://www.bc.net/about/2019-annual-review).

## Statement of Operations

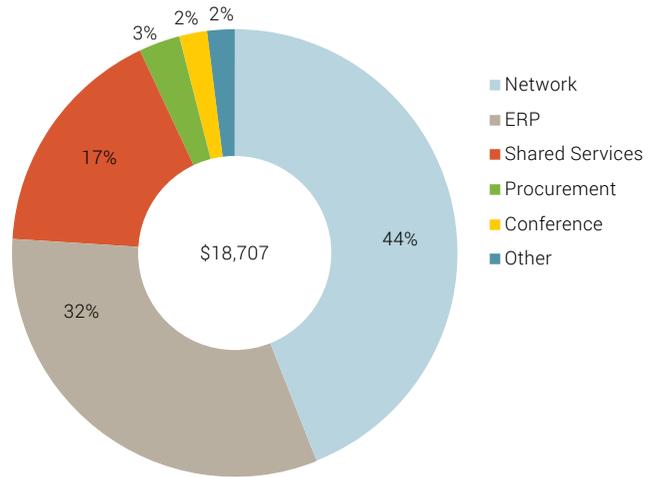
Revenues	Budget	2019	2018
Operating revenue	9,060,187	9,832,182	7,830,103
Operating grants	1,491,415	1,701,370	1,517,257
Capital grants	316,903	443,834	397,077
Pass through services	6,496,663	6,729,774	6,896,143
	<b>\$ 17,365,168</b>	<b>\$ 18,707,160</b>	<b>\$ 16,640,580</b>
Expenses			
Staffing	3,961,506	3,866,482	3,258,595
Amortization	933,360	1,146,560	1,233,820
Cost of services	5,127,689	6,139,550	4,402,446
Operating	738,563	616,812	652,439
Pass through services	6,496,663	6,729,774	6,896,143
	<b>\$ 17,257,781</b>	<b>\$ 18,499,178</b>	<b>\$ 16,443,443</b>
<b>Surplus</b>	<b>\$ 107,387</b>	<b>\$ 207,982</b>	<b>\$ 197,137</b>

## Statement of Financial Position

	2019	2018
Financial assets	\$ 3,219,140	\$ 4,509,531
Liabilities	7,421,293	8,167,580
Net debt	(4,202,153)	(3,658,049)
Non-financial assets	8,248,405	7,496,319
Accumulated surplus	<b>\$ 4,046,252</b>	<b>\$ 3,838,270</b>

# SUMMARY OF FINANCIAL STATEMENTS

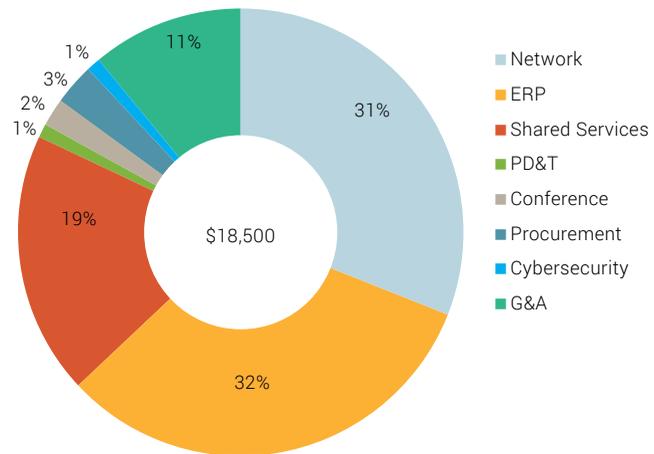
2019 Revenue Sources (\$000's)



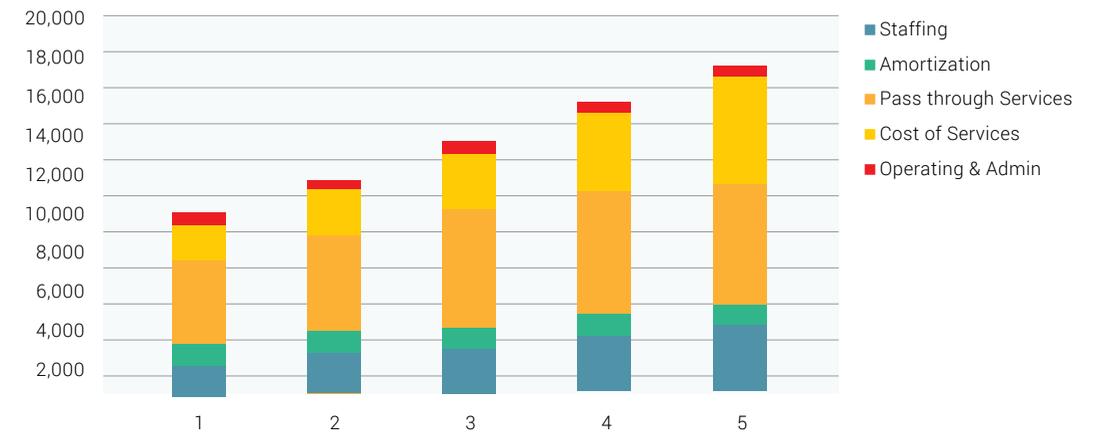
Grants as a Proportion of Revenue (\$000's)



2019 Expenses by Program (\$000's)



Expense Trends (\$000's)





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