LEADING THE WAY

DELIVERING VALUE THROUGH COLLABORATION

BCNET 2019/20
ANNUAL REVIEW

TABLE OF CONTENTS

OUR CORE VALUES

COLLABORATIVE
WE ACHIEVE MORE BY WORKING TOGETHER

RESPONSIVE
**WE COMMIT TO SERVICE EXCELLENCE**

INNOVATIVE
WE DELIVER CREATIVE SOLUTIONS

LEADING THE WAY

Achieving More by Working Together

In the last seven years, we have made tremendous strides in engaging with members to evolve and grow a portfolio of shared services to support our member institutions' mandates of teaching, learning and research. We began with just one shared information technology service in 2013, a video conferencing solution for members. Since then, we have experienced exponential growth in our services portfolio offerings and member participation, as well as collaboration with members and stakeholders.

Our progress toward our vision of becoming a leading shared services organization is a result of a cooperative approach to service development, along with a clearly defined scope, mandate and vision. Our success is deeply rooted in our engagement with members, stakeholders and staff and their alignment with our mission, vision and core values.
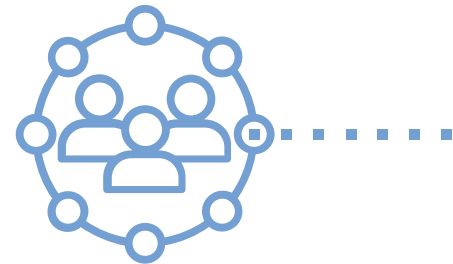
The Chair

The past year will be remembered for all our successes as we progressed toward our vision of becoming a leading shared services organization with a cooperative approach to service development. It will also be remembered as the year when all of our lives changed due to COVID-19. It is too soon to know what the short-, medium- or long-term implications of COVID-19 will be for how we support our communities and our member institutions, how students learn, how faculty teach and do research—and what the pandemic means to us as individuals.

In challenging times like these, it is even more important to support each other, collaborate, and to consider and carry out initiatives that might not have been possible, or even contemplated, in "normal" times. Information technology has always played a critical role in the functioning of a post-secondary institution. With the transition to remote learning and remote working, this has never been truer. Initiatives that would have normally been rolled out only after months or years of detailed planning, analysis and consultation, were expected within days and weeks.

The BC Government announced a Ministerial Order that temporarily allows a post-secondary institution to use third-party tools and applications in limited circumstances that disclose personal information outside of Canada. This waiver will allow us to use collaborative and learning tools that institutions typically can't access. BCNET has been, and will continue to support member institutions' access to these tools and applications. BCNET has been working closely with the Ministry of Advanced Education, Skills & Training and we appreciate their support.

One area of progress in the last year is in information security. Look for this as an ongoing priority in the coming year, together with continued support for our members' response to COVID-19.

As I write this, I am reflecting that at around this time of year I would be preparing for the annual BCNET conference. Despite not being able to connect in person, BCNET and its members have continued to find ways to engage, share knowledge and collaborate for mutual benefit.

GAYLE GORRILL
CHAIR

The President & CEO

I am pleased to present the 2019/20 Annual Review, *Leading the Way, Delivering Value through Collaboration.* This year's review highlights our collective accomplishments and our continued efforts toward excellence.

The disruptive effects of the COVID-19 pandemic were unimaginable just a few months ago. We will remember this period as a difficult moment in our history, for its economic hardships and human suffering. However, this challenging period will also be remembered as a time that demonstrated the power and potential of the collaborative spirit of our community—a time that saw us support each other, share beneficial strategies and fast-track adoption of technology solutions to respond to challenges.

Our collective efforts in the recent years to expand the BCNET Network to every public, post-secondary institution in the province are proving vital. The network infrastructure is not only enabling institutions to deliver uninterrupted teaching and learning, but also helping B.C. researchers work with their peers from around the world to develop a vaccine for the virus. This year, we partnered with six institutions to implement diverse network connections to make the network infrastructure robust and resilient. These strategic investments in diversity are critical in safeguarding members, and ensuring the high availability of technology-enabled and connectivity-dependent solutions for teaching, learning and research.

With cybersecurity a top strategic priority for our member institutions, we have focused our efforts on forging a circle of trust with our members, and fostering a safe environment for our students, staff, faculty and researchers in which to learn, teach and innovate. A coordinated approach to securing our institutions is one of our best tools available to mitigate cyberthreats, and we are committed to nurturing and maturing this approach.

Working with our active and engaged community is a privilege. I, along with everyone of our dedicated staff, look forward to continuing to work with our members and all stakeholders to deliver on the power, potential and the promise of the collaborative spirit of our community.

BALA KATHIRESAN
PRESIDENT & CEO

THE YEAR IN REVIEW

Navigating the COVID Pandemic at BCNET: Strength in Community

BCNET's top priority is to keep our staff and members safe during these extraordinary times.

On March 16, 2020, we transitioned our staff to remote work arrangements to ensure their wellness and safety, and put in place the necessary measures and processes to provide seamless network and service support to our members. By maintaining a healthy workforce, we are able to continue providing the key services that our members rely on.

We are working diligently with our suppliers to ensure the smooth and continuous operations of BCNET's services that are critical to supporting our members as they transition to an online environment. In anticipation of an increase in demand for online teaching and learning tools, we boosted the capacity of our educational technology solutions to enable a rapid transition to online classes. All BCNET shared services remain operational and supported as we go to press.

Equally critical in a time of crisis is infrastructure such as the BCNET Network that connects every public, post-secondary institution in the province—a network that is all the more vital in delivering services as institutions move online in 2020. BCNET and Canada's National Research and Education Network partners are working in tandem to monitor the private network and ensure that NREN infrastructure continues to support the needs of Canadian research and education communities. Our network teams remain on alert and are continually sharing information as they monitor network operations across the country.

The power of a collaborative community is invaluable during these challenging times. There is great strength in our community and by working together we can meet the many challenges we will face as we prepare for the future.

We are here to support our members in navigating this unpredictable period and are committed to helping in any way we can.

Providing Vital Infrastructure for Digital Transformation

As our member institutions navigate this era of digital transformation, the BCNET Network continues to provide vital digital infrastructure that boosts access to data and technology that support teaching, learning and research.

This year, we completed a number of projects in partnership with our members. We implemented a significant number of network connection requests for new campus sites, diverse networks and upgrades to existing network infrastructure.

KEEPING CAMPUSES CONNECTED

WE COMPLETED SIX NEW DIVERSE NETWORK CONNECTIONS:

- **KWANTLEN POLYTECHNIC UNIVERSITY**
- **CAPILANO UNIVERSITY**
- **ROYAL ROADS UNIVERSITY**
- **OKANAGAN COLLEGE**
- **UBC OKANAGAN**
- **UNIVERSITY OF THE FRASER VALLEY**

WE IMPLEMENTED FOUR NEW CAMPUS SITE CONNECTIONS:

- **NORTH ISLAND COLLEGE'S COMOX CAMPUS**
- **UNIVERSITY OF FRASER VALLEY'S CAMPUS**
- **CAPILANO UNIVERSITY LONSDALE**
- **SIMON FRASER UNIVERSITY CAMPUS AT MAIN STREET**

Capilano University's new location, CapU Lonsdale, located at the Shipyards development in North Vancouver will allow students to experience education in an accessible, central and scenic setting.

WE HELPED STREAMLINE MEMBER CONNECTION REQUESTS AND IMPROVED OUR RESPONSIVENESS

In 2018/19, we completed a massive network expansion project connecting every public, post-secondary institution to the BCNET Advanced Network. With the expanded number of participants, and resulting growth in demand for network services, we designed a new network connection service delivery approach to help us effectively and efficiently manage the influx of service requests.

NETWORK CONNECTION SERVICE DELIVERY APPROACH

- Effective management of BCNET staff resources
- Responsive and structured approach to meet members' network service needs
- Leverage economies of scale when procurement is required
- Greater value through the collective buying power of our members

Strategic Investment in Diversity Averts Network Disaster at Kwantlen Polytechnic University

On June 28, 2019, a major fibre cut in Surrey, B.C. brought down Kwantlen Polytechnic University's (KPU) primary network for 38 hours. The outage could have disrupted technology-dependent teaching and learning functions, affecting thousands of students, faculty and staff.

However, just three days earlier, KPU had implemented automatic failover of its technology services to their new diverse dark fibre network, allowing all five of KPU's campuses to continue delivering uninterrupted services.

KWANTLEN POLYTECHNIC UNIVERSITY

With the main Surrey campus hosting 95 per cent of KPU's applications, any disruption in connectivity can have a severe impact on all key departments, from finance, payroll and HR, to the library and many student services. Had KPU not implemented a diverse network, operations at all five campuses would have come to a halt, including student email, student records, learning management systems, business systems and internet access.

The fibre cut occurred during KPU's payroll week. A network outage could have delayed KPU's ability to pay its employees. With the finance team located in Langley, and the HR system hosted in Surrey, the entire team would have had to move to the Surrey campus, leading to delayed processing and staff overtime.

"Having diverse networks is not an option for institutions as any interruption in service heavily impacts the student, staff and faculty experience. With more than 21,000 students and nearly 1,500 employees at KPU, network diversity ensures we can maintain operations, support teaching and learning, and provide a positive student experience."

REZA KHAKBAZNEJAD
CHIEF INFORMATION OFFICER | KPU

SERVING KPU'S GROWING REGIONS WITH A WIDE RANGE OF SERVICES

Today, network diversity ensures high availability of technology-dependent teaching and learning functions, and enables KPU to evolve and serve its diverse and growing regions by providing a wide range of offerings, services and activities.

It will be these kinds of technology-enabled and connectivity-dependent solutions that will support goals like those outlined in VISION 2023, KPU's strategic plan. These goals include enhancing the student experience, enriching the employee experience, increasing innovation in teaching, learning and curriculum, expanding research and scholarship, fostering environmental sustainability through KPU's offerings, and supporting continuous improvement of all KPU programs and services. Network diversity is a critical component that will help KPU deliver on VISION 2023, enabling the university to serve its diverse, dynamic and growing region, and ensuring graduates are prepared for a lifetime of learning and re-learning.

"As we become more dependent on technology to meet our strategic and academic goals, we are fortunate to have key leaders on our senior management team ensuring that we are well-positioned to withstand and avoid catastrophic impacts, such as those that would have resulted from the fibre cut. That incident was an incredible affirmation of our very strategic investment in the dark fibre project."

DR. ALAN DAVIS
PRESIDENT | KPU

TECHNOLOGY AND KPU'S 30-YEAR MASTER PLAN

Also underway is the development of KPU's 30-year campus master plan. The IT team is playing a pivotal role in identifying supporting technology, optimizing building capacities and resources, and specifying what facilities will look like and what services will be provided.

Part of the planning includes discussions around the classrooms of the future and adding network diversity across KPU's campuses to ensure that a consistent student experience can be provided at all locations.

As Reza explains, "When we look at our future classrooms and supporting our strategic mandates, we are certain that connectivity will be key for teaching, learning and innovation. A new generation of faculty are coming in saying 'We could do a lot with tech.' And we want to make sure the students, faculty and staff have the right experiences. Technology, supported by network diversity, will go a long way to future-proofing the classroom."

Collaborative Community Helps Strengthen Cybersecurity

Cyberattacks continually threaten the security of BCNET member institutions. The open nature of institutions, and dependency on technology to meet strategic and academic goals, make the sector all the more vulnerable to cyberattacks and cyberthreats.

Our member institutions have identified cybersecurity as a top strategic priority. To help members mitigate these threats, BCNET fosters a collaborative and collegial community for idea and knowledge sharing that aims to identify cybersecurity strategies and solutions. Offering members a forum for collaborating, sharing knowledge and best practices openly and generously is one of the best ways we can protect and safeguard our higher ed institutions from just such threats.

THE POWER OF COLLABORATION
Our cybersecurity community is helping to safeguard the higher ed and research sector

CYBERSECURITY AND IDENTITY
MANAGEMENT COMMITTEE

SECURITY WORKING
GROUPS & COMMUNITIES
OF PRACTICE

CYBERSECURITY
DAYS

JOINT SECURITY
MEETINGS

BCNET CONFERENCE
CYBERSECURITY TRACK

"The best conversations I've had about IT security have been at the BCNET cybersecurity and member events. Sitting down face-to-face with the BCNET team and members, and knowing who to talk to, saves me time and helps vet resources. I've been able to gather information, and rapidly connect with higher ed IT decision makers and security experts."

MARC SNELLING
DIRECTOR, INFORMATION TECHNOLOGY |
COAST MOUNTAIN COLLEGE

"Higher education faces unique security challenges due to our open and collegial environments. Cyberattacks can threaten the security of CMTN's intellectual property and personal information, and pose a risk to our distance learning delivery services. In the past two years, thanks to proactive forward planning, we've made big strides in improving our security posture and have reduced threats more than five-fold. But what can't be underestimated are the benefits of the BCNET collaborative community in collectively addressing higher ed cybersecurity."

JUSTIN KOHLMAN
PRESIDENT & CEO | COAST MOUNTAIN COLLEGE

Collaborative Community Helps Strengthen Cybersecurity

As a partner with CANARIE in Canada's National Research and Education Network (NREN), BCNET is committed to working with our national partners to continually strengthen the security stance of the NREN ecosystem. In October 2019, we helped secure participation of all 25 public, post-secondary member institutions, as well as four research institutes, in the CANARIE Joint Security Project (JSP). The initiative, which has received $4.2M in federal funding, was developed in partnership with the Government of Canada to enhance the cybersecurity posture of Canada's higher education institutions.

The resources that are available through the JSP initiative will help strengthen an institution's ability to mitigate cyberthreats and improve upon its intrusion detection capabilities by gaining access to critical knowledge, training and tools.

WE IMPLEMENTED A SECURITY INFORMATION AND EVENT MANAGEMENT SOLUTION

In 2019, we were successful in embarking on a security information and event management (SIEM) solution for the BCNET Advanced Network to help detect security issues. The project is part of a Canada-wide collaboration with 13 provincial, territorial and federal NREN partners to procure and implement a national SIEM infrastructure. This year, 11 NREN partners implemented the SIEM solution enabling them to better identify, manage and respond to cyberthreats and strengthen the overall security of Canada's infrastructure.

"BCNET's efforts to enroll all of B.C.'s higher ed and research institutions into the JSP have been integral to the project's progress. The JSP is one of the elements of a broader, coordinated cyber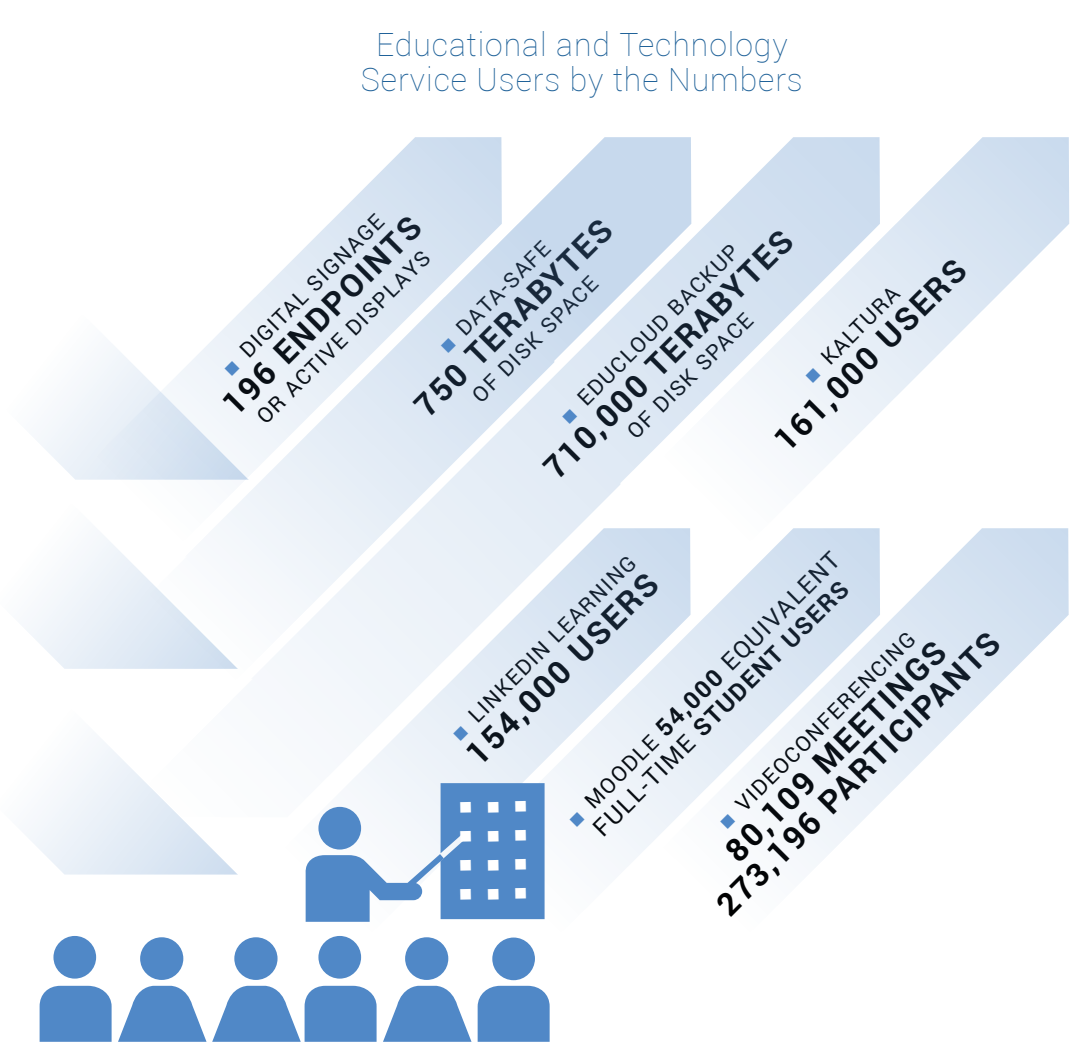security strategy that we're working on closely with BCNET, our other NREN partners, and the wider Canadian higher-ed community. The goal is a broadly-supported strategy that continually strengthens the security posture of Canada's higher education and research ecosystem."

JIM GHADBANE
PRESIDENT & CEO | CANARIE

Enhancing Educational and Technology Services to Support Teaching and Learning

During the COVID-19 outbreak, we worked with our suppliers to ensure the smooth and continuous operations of shared systems and technology services that are critical to our members who were quickly transitioning to an online environment. In anticipation of increased demand for online teaching and learning tools, we boosted the capacity of our ed tech solutions to support and enable a rapid transition to online classes.

We continue to remain focused on enhancing our existing education and technology services and improving member adoption. Our success is measured, in part, by the number of participants that use our services.

Educational and Technology Service Users by the Numbers

- DIGITAL SIGNAGE
  196 ENDPOINTS OR ACTIVE DISPLAYS
- DATA-SAFE
  750 TERABYTES OF DISK SPACE
- EDUCLOUD BACKUP
  710,000 TERABYTES OF DISK SPACE
- KALTURA
  161,000 USERS
- LINKEDIN LEARNING
  154,000 USERS
- MOODLE **54,000 EQUIVALENT FULL-TIME STUDENT USERS**
- VIDEOCONFERENCING
  80,109 MEETINGS
  273,196 PARTICIPANTS

In Collaborative Procurement

BCNET IS A TRUSTED SOURCING PARTNER THAT WORKS COOPERATIVELY WITH ITS MEMBERS AND VENDOR PARTNERS

We have a successful seven-year history in collaborating with members and growing the breadth and adoption of contracts. Our team of procurement professionals focuses on sourcing a wide range of strategic procurements that aim to meet member requirements, offer the best overall price, help minimize duplication and follow a process compliant with legislative and regulatory requirements. We foster strong business relationships with reputable suppliers to offer a comprehensive choice of quality products and services.

■ **COVID-19 RESPONSE**

Our procurement team has actively engaged with key vendors, suppliers and the marketplace to identify new sources and get updates on critical supplies and services as the COVID-19 outbreak has unfolded.
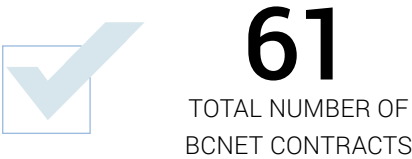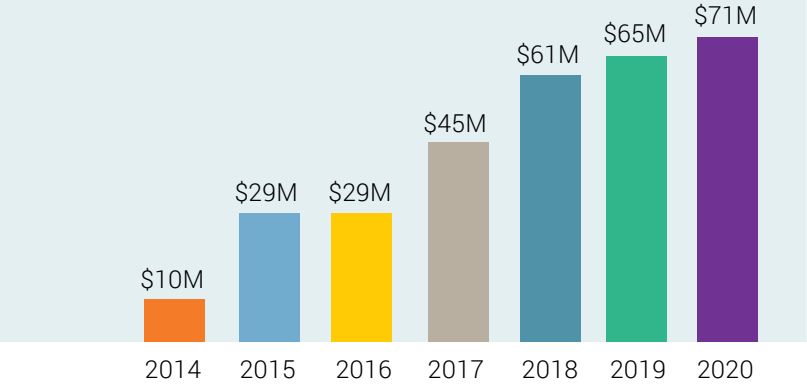
MEMBER ENGAGEMENT BY THE NUMBERS

150
PARTICIPANTS IN COMMUNITIES OF PRACTICE

187
PARTICIPANTS IN COMMITTEES & WORKING GROUPS

TYPES OF PROCUREMENTS THAT WE CONDUCT:
■ Administrative Services ■ Facilities ■ Operational Supplies
■ IT Infrastructure ■ IT professional services ■ Software

CONTRACTS PROCURED THIS YEAR:
■ Mobile Rates and Services Incremental Value Program
■ Electrical Supplies ■ End-User Computing Devices Reseller
■ IT Infrastructure Value-Added Reseller ■ Scientific Supplies Roster
■ Audio Visual Equipment and Services Roster

WE ARE GROWING THE BREADTH OF CONTRACT OFFERINGS AND ENHANCING ADOPTION

$71M
TOTAL SPEND ON BCNET CONTRACTS 2019–2020

61
TOTAL NUMBER OF BCNET CONTRACTS

$1.3M
SECTOR-WIDE CONTRACT REBATES 2019-2020

Growth in Contract Spend
Our seven-year performance:

Year	Spend
2014	$10M
2015	$29M
2016	$29M
2017	$45M
2018	$61M
2019	$65M
2020	$71M

Growth in Contract Participation
Our seven-year performance:

Year	Participation
2014	24
2015	219
2016	247
2017	313
2018	382
2019	440
2020	502
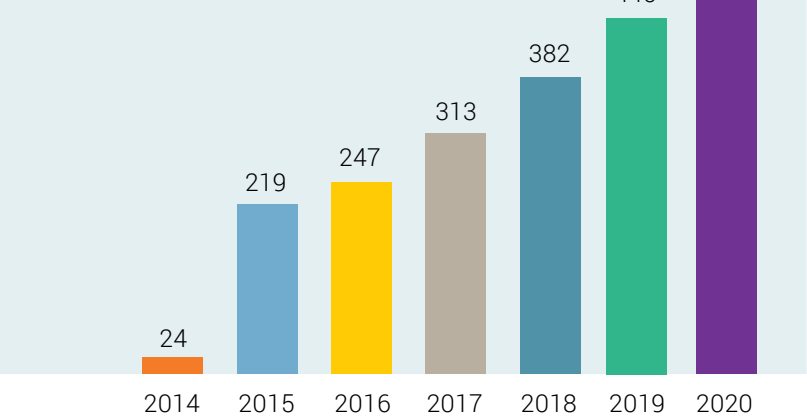
Scotiabank Commercial Card Contract Offers Rebates and Efficiencies to the Sector

In 2014, when Langara College issued an RFP on behalf of the sector for a card-based payment solution, Scotiabank's Commercial Card (C-card) program emerged as the clear winner.
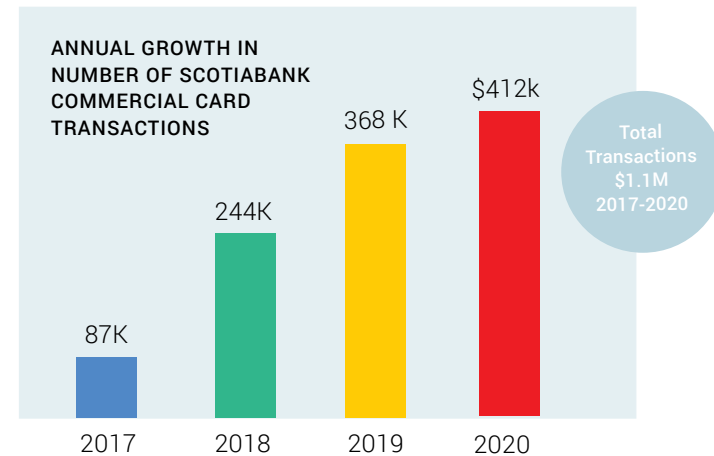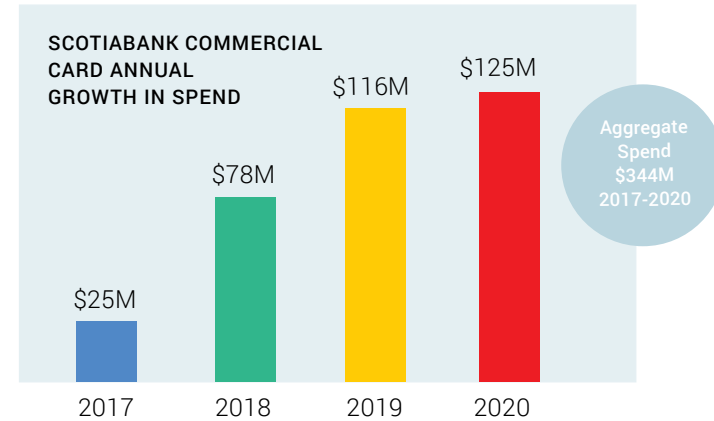
Members who participate in the C-card contract have not only realized greater financial and administrative efficiencies they are generating revenues from rebates calculated on aggregated sector spend.

Langara formally reassigned the contract to BCNET in late 2016. Since then, BCNET members' spend has increased from $25M a year to $125M with 16 institutions participating in the program. The total number of transactions has risen accordingly, from 87,000 to 412,220, while the number of active cards have increased from 1,800 to 6,000. And, since the inception of the program, members have realized a significant increase in rebates year over year.

SCOTIABANK COMMERCIAL CARD ANNUAL GROWTH IN SPEND

2017	2018	2019	2020
$25M	$78M	$116M	$125M

Aggregate Spend $344M 2017-2020

Scotiabank®

ANNUAL GROWTH IN NUMBER OF SCOTIABANK COMMERCIAL CARD TRANSACTIONS

2017	2018	2019	2020
87K	244K	368 K	$412k

Total Transactions $1.1M 2017-2020

BCNET members talk about their experiences and the benefits they've reaped from the Scotiabank C-card program.

THE UNIVERSITY OF VICTORIA OPPORTUNITIES TO EXPAND A SUCCESSFUL C-CARD PROGRAM

When the University of Victoria (UVic) signed on to the Scotiabank C-card contract in 2017, its overarching goal was to optimize resources and improve procurement processes to support the university's strategic mandates. As Xavier Serrano, Director, Purchasing Services, explains, "We have a strategic framework that identifies priorities at UVic that include advancing research, cultivating an extraordinary academic environment and fostering financial stability, among other goals. The C-card program helps us do just that."

UVic has benefitted from being part of a larger purchasing group in the form of higher rebate levels. The program also reduces the burden on accounts payables by allowing faculty and staff to make smaller purchases of under $5,000 while doing away with POs, approvals and invoices.

As UVic explores opportunities to use the C-card for travel and Visa Payables Automation, Xavier and his team are looking to the BCNET community for support and advice. "Through BCNET, we can connect with others across the sector to share ideas and identify opportunities. For example, as we build a network of travel program managers across the sector, we are learning how different institutions apply the C-card program."

THE UNIVERSITY OF BRITISH COLUMBIA SUPPORTING AND BENEFITTING THE ENTIRE SECTOR

When BCNET negotiated the Scotiabank C-card contract, UBC already had a longstanding relationship with the bank and program. In order to benefit the entire sector, UBC ensured they included a clause in their contract so that their tens of millions of dollars in spending would be aggregated with that of the institutions participating in the BCNET, contract resulting in significantly larger rebates to the sector.

"We're pleased that the hard work and dedication of our financial operations team, in negotiating UBC's contract with Scotiabank, has benefitted our colleague institutions across the sector. When Scotiabank determines the year-end rebate structure for post-secondary institutions participating in the BCNET contract, they use the aggregate spend, including UBC's."

PETER SMAILES
VICE PRESIDENT, FINANCE AND OPERATIONS | UNIVERSITY OF BRITISH COLUMBIA

Better Access to IT Skills Training

Our professional development and training services portfolio offers a wide range of online and in-person training options for IT professionals. We offer application skills, business management and cybersecurity skills training in line with member requirements. By coordinating training on behalf of members and negotiating competitive pricing with third-party training professionals, we make it easy to acquire essential technical skills. We regularly consult with members to understand their training requirements, and tailor our service catalogue to meet training needs and availability of members.
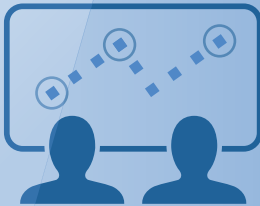
2019/2020

11 COURSES DELIVERED

117 MEMBER ATTENDEES

2017/2020

34 COURSES OFFERED

378 IT PROFESSIONALS TRAINED

16 PARTICIPANTS MENTORSHIP PROGRAM

OUR TRAINING COURSES
● COBIT 5.0 Foundations ● Cybersecurity Foundations ● ITIL Foundations ● Azure Administrator ● Active Leadership for IT Professionals ● Automating Administration with Windows Powershell ● Lean IT Foundations ● IT Project Management ● ITIL Foundations ● PROSCI Organizational Change Management ● Architecting on AWS

Improving the Value Proposition of Enterprise Resource Planning

It is estimated that BC's public, post-secondary institutions invest $25M per year to maintain their existing ERP systems, which are fraught with many complexities and challenges.

In partnership with the Administrative Services Committee, BCNET embarked on a three-year pilot project to enhance the value proposition of existing ERP systems through collaboration and shared services. Our shared vision was to help members, mitigate risk, contain costs and improve usability and service. Throughout the pilot, we offered expert consulting and, collaborative support, as well as vendor and contract management for members. Since 2017, and in its final pilot year, we have reached many milestones that have helped the sector derive more value and efficiencies from their existing ERP systems.

We developed ERP strategies, fostered sector-wide collaboration, built an ERP knowledgebase, liased with vendors, managed contracts, aggregated billing, provided server support and simplified processes.
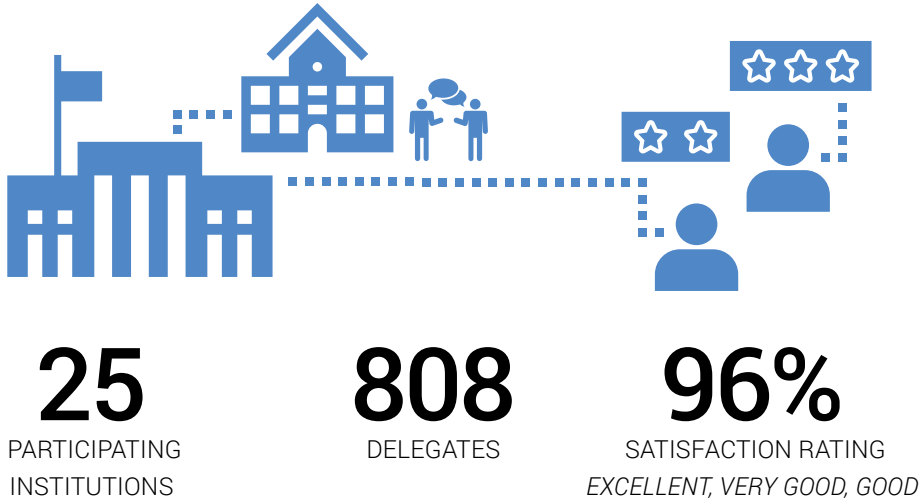
ERP GAINS

ERP STRATEGIES

SECTOR-WIDE COLLABORATION

ERP KNOWLEDGEBASE

VENDORS

CONTRACTS

BILLING

SERVER SUPPORT

SIMPLIFIED PROCESSES
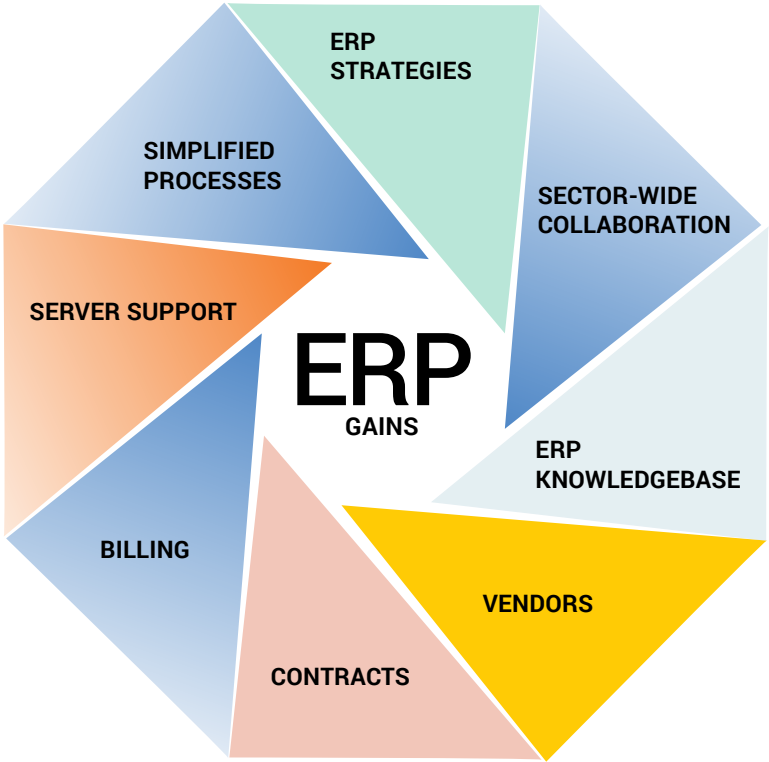
Fostering a Collaborative Community at BCNET 2019 Higher Education & Research IT Conference

The three-day BCNET Annual Conference is a premier higher ed and research technology event that brings together our vibrant IT community, showcases best practices and opportunities, and explores the latest solutions to today's technology challenges. Designed for higher ed IT professionals, researchers and technology providers, it is one of the largest gatherings of its kind in Canada, boasting over 800 delegates and 40 industry-leading vendors.

BCNET ANNUAL CONFERENCE MOVES TO A NEW VENUE

After an 18-year partnership with SFU Harbour Centre, the BCNET 2019 Conference moved venues to the newly-renovated and expanded Sheraton YVR Airport Hotel in Richmond, B.C. to host the largest event in our history.

25
PARTICIPATING
INSTITUTIONS

808
DELEGATES

96%
SATISFACTION RATING
EXCELLENT, VERY GOOD, GOOD

FINANCIAL HIGHLIGHTS

BCNET Financial Overview 2020

This has been another year of managed growth, with a year-over-year increase in revenues of $2.8M (15%) to $21.5M. Throughout this time, we have continued to manage our budget, netting a small surplus of $89K.

Network services generates 40% (44% in 2019) of our total revenues, and covers the operations of the network and the core administrative costs. Most of our revenue growth has come from shared services and technology, as well as cybersecurity services.

Our business model limits risk and provides us with the liquidity and flexibility to take advantage of opportunities for service provision. We recover the capital and operating costs from the members that use the service, and from government grants. Operating grant revenue has remained consistent at 10% of total revenues over the past five years. Our general and administrative costs have also remained stable at 10% of total costs.

We continue to invest in the future, increasing our capital investments by $1.3M this year to $24M. BCNET maintains a healthy financial position with an accumulated surplus that reflects a contingency operating reserve of $2M, and a capital reserve of an additional $2.1M.

To view the full audited financial statements for the year ending March 31, 2020, go to www.bc.net/news-events/financial-statements
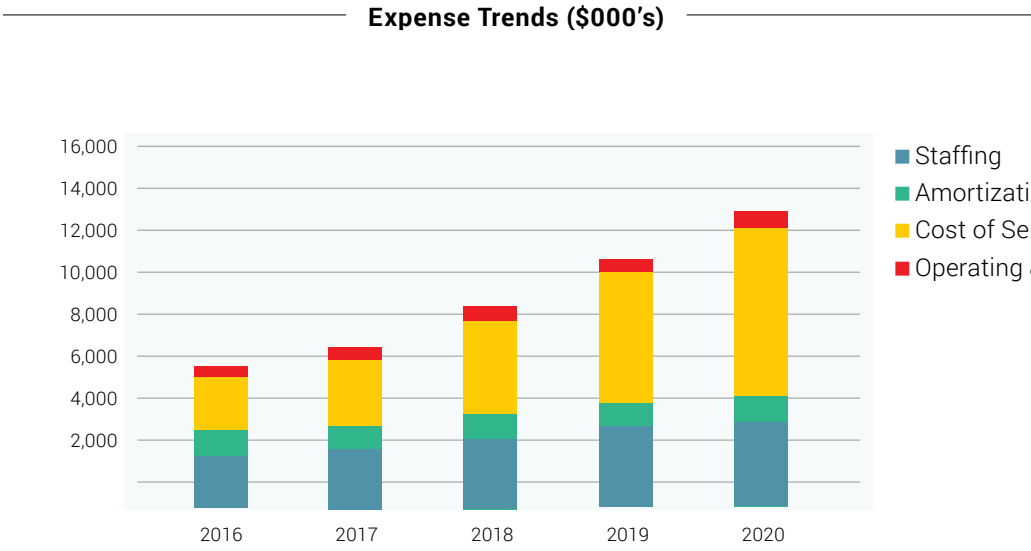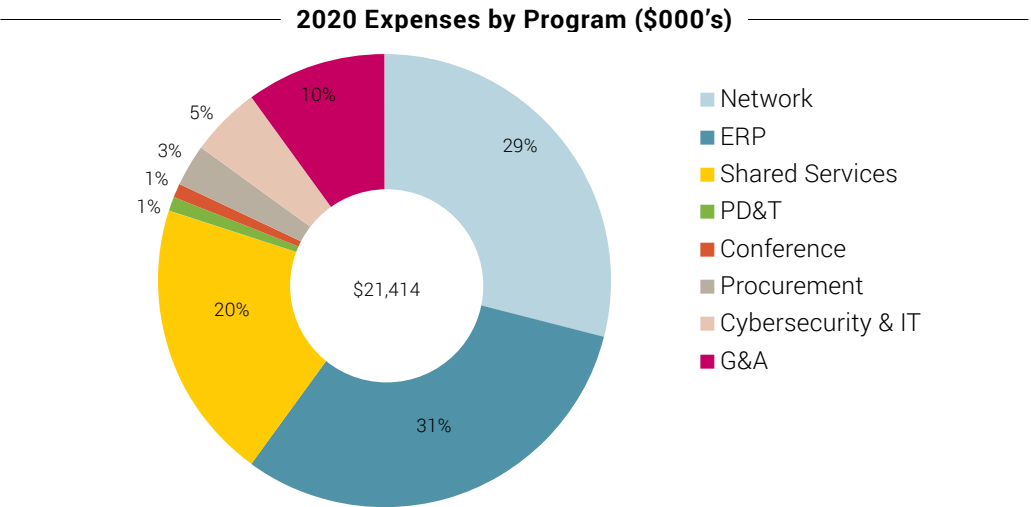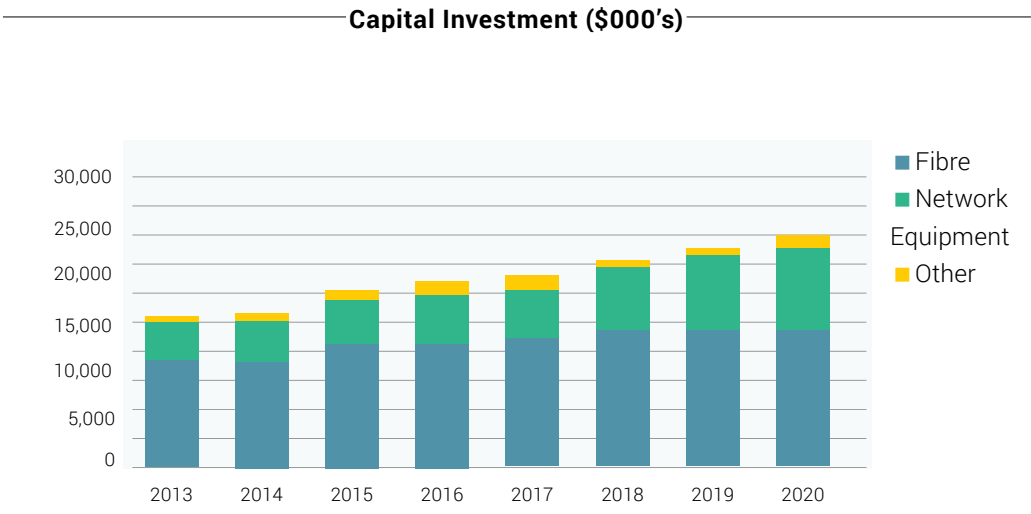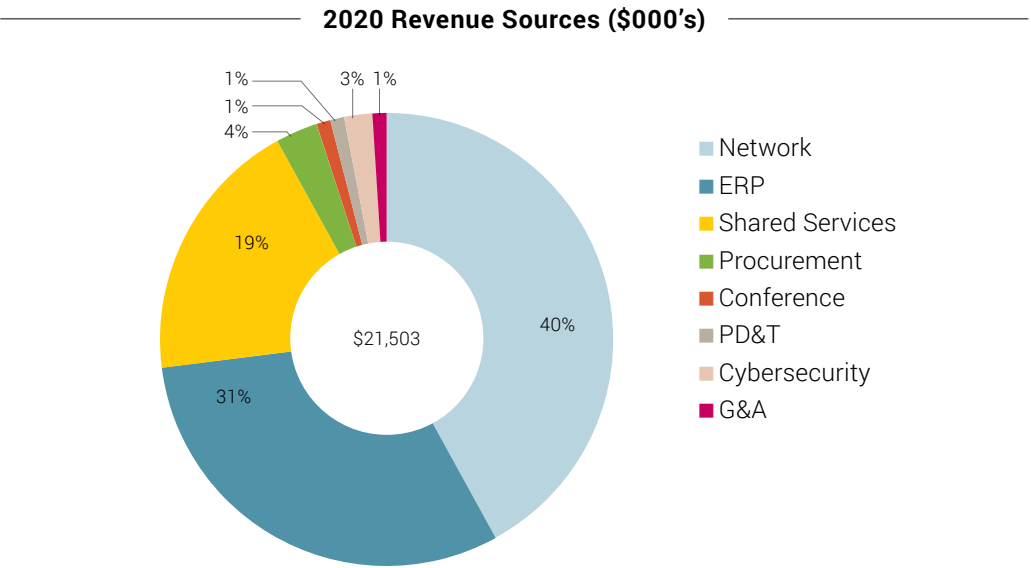
Statement of Operations

Revenues	Budget	2020	2019
Operating revenue	11,964,569	11,353,636	9,832,182
Operating grants	1,634,549	2,314,898	1,701,370
Capital grants	586,700	414,310	443,834
Pass through services	6,978,459	7,420,275	6,729,774
	$ 21,164,277	$ 21,503,119	$ 18,707,160
Expenses			
Staffing	7,984,625	7,607,053	6,139,550
Amortization	3,952,951	4,367,131	3,866,482
Cost of services	800,971	814,665	616,812
Operating	1,305,592	1,204,881	1,146,560
Pass through services	6,978,457	7,420,277	6,729,774
	$ 21,022,596	$ 21,414,007	$ 18,499,178
Surplus	$ 141,681	$ 89,112	$ 207,982

Statement of Financial Position

	2020	2019
Financial assets	$ 3,305,446	$ 3,219,140
Liabilities	7,219,392	7,421,293
Net debt	**(3,913,946)**	**(4,202,153)**
Non-financial assets	8,049,310	8,248,405
Accumulated surplus	**$ 4,135,364**	**$ 4,046,252**

Summary of Financial Statements

2020 Revenue Sources ($000's)

$21,503

- 40% Network
- 31% ERP
- 19% Shared Services
- 4% Procurement
- 1% Conference
- 1% PD&T
- 3% Cybersecurity
- 1% G&A

Legend:
- Network
- ERP
- Shared Services
- Procurement
- Conference
- PD&T
- Cybersecurity
- G&A

2020 Expenses by Program ($000's)

$21,414

- 29% Network
- 31% ERP
- 20% Shared Services
- 1% PD&T
- 1% Conference
- 3% Procurement
- 5% Cybersecurity & IT
- 10% G&A

Legend:
- Network
- ERP
- Shared Services
- PD&T
- Conference
- Procurement
- Cybersecurity & IT
- G&A

Capital Investment ($000's)

Legend:
- Fibre
- Network Equipment
- Other

Years: 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020

Expense Trends ($000's)

Legend:
- Staffing
- Amortization
- Cost of Services
- Operating & Admin

Years: 2016, 2017, 2018, 2019, 2020

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

Legend:
- Total Revenue
- Capital Grants
- Operating Grants

Y-axis values: 25,000 / 20,000 / 15,000 / 10,000 / 5,000

Data labels:
- 2016: $12,065
- 2017: $14,414
- 2018: $16,641
- 2019: $18,707
- 2020: $21,503

BCNET

WWW.BC.NET

INFO@BC.NET

SUITE 750

BCIT DOWNTOWN CAMPUS

555 SEYMOUR STREET

VANCOUVER, BC