



## Vancouver Community College Board of Governors Public Meeting Agenda

May 25, 2022 at 5:30 p.m.

**Board Members (In-person Broadway A, Room 5025) Other participants  
(Zoom):**

<https://vcc.zoom.us/j/64397010942?pwd=YWFYcWNGNXFITm5qdFBRSGRZRmVOdz09>

**Zoom Phone:** +1 778 907 2071

**Meeting ID:** 643 9701 0942

**Password:** 037455

### ATTENDANCE

#### Board Members

Joey Hartman (Chair, Board/HRC)  
Libby Davies (Vice Chair)  
Jeffrey Yu (Chair, FAC)  
Mahin Rashid (Chair, Governance)  
Airan Sahagun  
Karen Brooke  
Ladan Sahraei  
Nadia Belokopitov  
Paul Yeung  
Seung Oh  
Shobha Rajagopalan  
Sue Hammell (**Zoom**)

#### Staff Resources

David Wells VP, Academic & Applied Research  
Ian Humphreys VP, Admin & International Dev.  
Kate Dickerson VP, People Services  
Jane Shin VP, Students & Community Dev.  
Elmer Wansink AVP, IT & CIO  
Clayton Munro AVP, Student & Enrolment Services  
Tannis Morgan AVP, Academic Innovation  
Jamie Choi ED, Finance & CFO  
Karen Wilson ED, Marketing & Communications  
Deborah Lucas EA, Board of Governors  
Lisz Keallen ASL Interpreter  
Joy Allan ASL Interpreter

#### Ex-Officio

Ajay Patel President & CEO  
Natasha Mandryk Chair, Education Council

#### Guests

Taryn Thomson President, VCCFA  
Chris Joyce President, CUPE Local 4627  
Sydney Sullivan Executive Director, SUVCC

VCC recognizes and acknowledges the xʷməθkʷəy̓əm (Musqueam), Sḵw̓x̓ wú7mesh (Squamish), and səf ilw̓ ətaʔ (Tseil-Waututh) peoples, on whose traditional and unceded territories we live, learn and work.

Item	Topic	Action	Speaker	Time	Attach	Page
1.	CALL TO ORDER, LAND ACKNOWLEDGEMENT/ OPENING REMARKS		J. Hartman/ P. Yeung/ A. Patel	7 min		
2.	APPROVAL OF AGENDA/CONSENT AGENDA		J. Hartman	2 min		
	<i>“THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda.”</i>	Decision				
	2.1 Minutes: Mar 30, 2022, Public Meeting				✓	3
	2.2 Board Correspondence				✓	9
	2.3 News & Events				✓	10

Item	Topic	Action	Speaker	Time	Attach	Page
<b>3.</b>	<b>ACTION TRACKER:</b>	Info	J. Hartman	1 min		
	No items					
<b>4.</b>	<b>CONSTITUENCY GROUP REPORTS</b>					
	<b>4.1</b> CUPE Local 4627	Info	Constituency Reps	5 min		
	<b>4.2</b> SUVCC			5 min		
	<b>4.3</b> VCCFA			10 min		
<b>5.</b>	<b>EDUCATION COUNCIL REPORT</b>		N. Mandryk	15 min		
	<b>5.1</b> EdCo Chair Report	Info			✓	13
	<b>5.2</b> Academic Year 2022/2023, 2023/2024, and 2024/2025	Decision			✓	15
<b>6.</b>	<b>FINANCE AND AUDIT COMMITTEE REPORT</b>		J. Yu	15 min		
	<b>6.1</b> Chair's Report	Info				
	<b>6.2</b> Financial Performance Report (Period end: Mar 31, 2022)	Info			✓	21
	<b>6.3</b> 2021-22 Audited Financial Statements	Decision			✓	26
<b>7.</b>	<b>GOVERNANCE COMMITTEE REPORT</b>		M. Rashid	5 min		
	<b>7.1</b> Chair's Report	Info				
<b>8.</b>	<b>HUMAN RESOURCES COMMITTEE REPORT</b>		J. Hartman	5 min		
	<b>8.1</b> Chair's Report	Info				
<b>9.</b>	<b>NEW BUSINESS</b>					
	<b>9.1</b> 2022-23 Government Mandate Letter	Info	J. Hartman	10 min	✓	52
	<b>9.2</b> CiCan Annual Conference	Info	N. Mandryk/ A. Sahagun	10 min		
<b>10.</b>	<b>NEXT MEETING &amp; ADJOURNMENT</b>	Info	J. Hartman	1 min		
	Next meeting: June 29, 2022					



## VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS

### **DRAFT** PUBLIC MEETING MINUTES

March 30, 2022

5:30 p.m. Room 5025, Broadway Campus & Zoom

#### ATTENDANCE

##### Board Members

Joey Hartman (Chair, Board/HRC)  
 Libby Davies (Vice Chair)  
 Jeffrey Yu (Chair, FAC)  
 Mahin Rashid (Chair, Governance) **(Zoom)**  
 Airan Sahagun  
 Karen Brooke  
 Ladan Sahraei  
 Nadia Belokopitov  
 Paul Yeung **(Zoom)**  
 Rene-John Nicolas **(REGRETS)**  
 Seung Oh **(Zoom)**  
 Shobha Rajagopalan  
 Sue Hammell **(Zoom)**

##### Staff Resources

David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Admin & International Dev.
Kate Dickerson	VP, People Services
Jane Shin	VP, Students & Community Dev.
Elmer Wansink	AVP, IT & CIO
Clayton Munro	AVP, Student & Enrolment Services
Tannis Morgan	AVP, Academic Innovation
Jamie Choi	ED, Finance & CFO
Karen Wilson	ED, Marketing & Communications
Deborah Lucas	EA, Board of Governors
Lisz Keallen	ASL Interpreter
Joy Allan	ASL Interpreter

##### Ex-Officio

Ajay Patel President & CEO  
 Natasha Mandryk Chair, Education Council

##### Guests

Frank Cosco	Vice President, VCCFA
Chris Joyce	President, CUPE Local 4627
Sydney Sullivan	Executive Director, SUVCC

**VCC recognizes and acknowledges the Musqueam, Squamish and Tseil-Waututh peoples, on whose traditional and unceded territories we live, learn and work.**

#### 1. CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS

- J. Hartman called the meeting to order at 5:39 p.m., presented the land acknowledgement and opening remarks:
  - Condolences were extended to the Keeseekoosie First Nation in Saskatchewan and Kapawe'no First Nation in Alberta, and Indigenous peoples across Canada, who have been impacted by further findings of residential school burial sites. VCC is committed to responding to the Truth and Reconciliation Commission's Calls for Action with its Indigenization Readiness Assessment and Plan.
  - New student board member Airan Sahagun was welcomed and sworn in. She was elected by her student peers for a term ending Oct 31, 2022.
  - Long-term board member Rene-John Nicolas announced his resignation. He has been appointed to the Labour Relations Board as Vice-Chair. He was acknowledged for his dedication to this role since his appointment in Dec 2017.
  - Board Vice Chair, Libby Davies (a lifelong social activist and significant political career) was congratulated for her nomination for a 2022 YWCA Women of Distinction Award in the Non-Profit category. The results will be announced on May 26.

- President's Remarks:
  - A President's statement has been released expressing concern for the people of Ukraine; offering the college's support and care to our students and employees of Ukraine heritage and those with ties to families, friends, and communities directly impacted.
  - As of Mar 11, face masks were no longer mandated in public indoor settings including post-secondary institutions. The college is encouraging everyone to go at their own pace and be respectful of others. This advice goes hand in hand with VCC's launch of "Not Myself Today", a Canadian Mental Health Association initiative created to help reduce stigma and support mental health at work through free workplace resources, tools, and activities. Volunteer employee Ambassadors will help share awareness of services and provide support to the community.
  - On Mar 17, VCC hosted a meeting with the Hon. Anne Kang, Minister of Advanced Education and Skills Training, Consulate Generals from the Association of Southeast Asian Nations, BC Council for International Education, and University Mobility in Asia and the Pacific. Over a working lunch, they discussed educational opportunities for skilled training, while experiencing the culinary delights created by VCC's Asian Culinary Program students.
  - Royal Bank of Canada (RBC) has generously donated \$50K to support VCC's Transportation Trades Sampler Program. RBC is one of many donors whose contributions make a considerable difference in our students' lives. We very much appreciate their support.

## 2. APPROVAL OF AGENDA AND CONSENT AGENDA.

**MOTION:** THAT the VCC Board of Governors approve the Mar 30, 2022, agenda with the revisions. Under New Items:

- 9.1 Indigenous Assessment and Readiness Report
- 9.2 Funding Review Update

and approve/ acknowledge receipt of the following items on the consent agenda:

- 2.1 Minutes: Feb 9, 2022, Public Board Meeting
- 2.2 Board Correspondence
- 2.3 News & Events
- 2.4 VCCFA Report

**Moved, Seconded & CARRIED (Unanimously)**

## 3. ACTION TRACKER

- No brought forward actions from Feb 9, 2022, Board of Governors Public Meeting.

## 4. CONSTITUENCY GROUP UPDATES

### 4.1 CUPE Local 4627: Presented by President, C. Joyce

- Support staff from Annacis Island Campus have moved back to Broadway Campus. Overall, they are happy to be back.
- CUPE are hoping that with the increase of people on campus, Food Services catering will resume. Food Services staff were impacted when campus services closed due to the pandemic. They are looking forward to the reopening of VCC's Seiffert Market in its new street facing location.

### 4.2 Vancouver Community College Faculty Association (VCCFA): Presented by Vice President, F. Cosco.

- The VCCFA Report was received by the Board in the Consent Agenda. It included the VCCFA donation to support humanitarian aid for the Ukraine and VCCFA's continued support for the SUVCC "Fund It. Fix It." campaign.

- Concern was raised regarding financial sustainability, specifically, a current matter involving faculty in the English as an Additional Language (EAL) department, who have been informed about a reduction in offerings. Regular faculty has been offered reassignment to project work for the semester, but the VCCFA have suggested that faculty would prefer to teach the reduced enrolment sections instead.
- The reassignment of faculty work is seen as an opportunity to progress with refreshing the EAL department. There will be enough capacity to accommodate students, and additional classes can be added if enrolment demand increases.
- J. Hartman responded that the Board has been apprised that dialogue with Management is in progress.

#### 4.3 Student Union of Vancouver Community College (SUVCC): Presented by SUVCC Exec. Director, S. Sullivan

- The SUVCC thanked the VCCFA for its continued support of their “Fund It. Fix It.” Campaign.
- The SUVCC are excited to see more student representation on the Board with the election of SUVCC Executive member, Airan Sahagun.

### 5. EDUCATION COUNCIL (EdCo)

#### 5.1 Education Council Chair’s Report

- The Education Council (EdCo) Chair, N. Mandryk, summarized the report which included:
  - Results of by-election. EdCo welcomes new members. Two support and one faculty.
  - A Concept Paper for the redesign of the Building Management Program. The flexibility of the new structure, including online and hybrid delivery, will make the program more accessible to students.
  - The Deans and Directors presented annual reports of accomplishments and goals for their areas. Common areas of focus were around indigenization and program delivery modes.

#### 5.2 2022/23 Enrolment Plan

- The Enrolment Plan, developed by Institutional Research, reflects budgeted registrations projected by Finance, which in turn represent prospective enrolment and form the basis of full-time equivalent (FTE) calculations. The Board makes its decision of approval on the advice of EdCo.
- A significant comparison with 2021/22 is the projected 10-15% FTE increase in Hospitality, Food Studies & Applied Business. This is primarily due to the new Marketing Technology and Accounting Diploma programs being implemented in 2022. The trend of increased international enrolment continues.
- EdCo has received two drafts for review and approved the plan on Mar 16, 2022.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the 2022-23 Enrolment Plan, as presented on Mar 30, 2022.  
**Moved, Seconded & CARRIED (Unanimously)**

### 6. FINANCE AND AUDIT COMMITTEE (FAC) REPORT

#### 6.1 Chair’s Report

- Finance and Audit Committee (FAC) met on Mar 16, 2022.
- The committee received the Financial Performance for information (Item 6.2) and considered budget matters (6.3 & 6.4).
- Next FAC meeting is May 18, 2022. The committee will receive the 2021-22 audited financial statements and report from external auditors KPMG.

## 6.1 Financial Performance (Period End Dec 31, 2021)

- 2021/22 Forecast (10 months actual + 2 months forecast): VCC is projecting a deficit of \$2.48M to budget deficit of \$4.06M.
- Revenue is forecasted at \$132.7M (\$4.4M above budget), this is primarily due to an increase in international enrolment.
- Continuing Studies domestic tuition revenue was up by \$584K mainly from Early Childhood Care & Education (ECCE) & Medical Device Reprocessing Technician programs.

## 6.1 2022-23 Operating Budget

- The VCC operating budget for 2022/23 is developed with various assumptions, as presented in the Decision Note.
- Finance and Audit Committee commended Management on balancing the budget.
- With a reduction in contingency funds and professional fees, the committee was assured that advancement of the Campus Master Plan would not be impacted.
- With the upcoming government funding review, the board will continue to advocate for input, recognizing there are gaps in funding that VCC are continuing to subsidize.

**MOTION:** That, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2022-23 Operating Budget, as presented on March 30, 2022.  
**Moved, Seconded & CARRIED (Unanimously)**

## 6.1 2022-23 Capital Budget

- The annual capital budget process involves departments submitting capital requests, which are subsequently reviewed and prioritized. The budget is funded through VCC internal Capital.
- On Mar 16, 2022, FAC approved the recommendation to allocate \$3M for facilities improvements, library furniture and equipment, classroom enlargement and IT projects. It is the same budget as 2020/21.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2022/23 Capital Budget, as presented at the March 30, 2022, meeting  
**Moved, Seconded & CARRIED (Unanimously)**

## 7. GOVERNANCE COMMITTEE (GC) REPORT

### 7.1 Chair's Report

- Governance Committee met on Feb 23 and welcomed new committee member Ladan Sahraei.
- A. Patel conducted the Chair election. By acclamation, Mahin Rashid was named Chair for 2022.
- The committee identified the process for the 2022 Board Evaluation, to be conducted in April.
- Policy revision item 7.2 was presented for consideration, and the committee received the annual Policy Status Report. It is the first time received this report which summarizes the policy work completed in 2021, as well, as providing new initiatives for 2022 and next steps in advancing the renewed policy framework.
- The committee established objectives for 2022. The committee discussed the board's ongoing support for Indigenization at VCC and how it's important for the committee to review new/ revised policies from this lens.
- The next meeting is Apr 27, 2022.

## 7.2 Revised Policy & Procedures: A.3.2 Policy Development and Maintenance

- A.3.2 has undergone a significant review led by Policy Coordinator, Nicole Degagne. Governance Committee considered, and subsequently approved, the revisions which include:
  - Name change to A.3.2 Policy Development and Management Policy.
  - New policy principles acknowledging VCC’s commitment to decolonization, Indigenization, and equity, diversity, inclusion, and justice.
  - New expedited process for revisions to procedures and definitions where the Review Body (typically a policy committee) can approve changes without seeking community feedback. The revisions must be consistent with the intent of the policy and if required, it will undergo a full review.
- Nicole Degagne was acknowledged for leading the Policy Framework Renewal project and coordinating the review of A.3.2.

**MOTION:** WHEREAS A.3.2 Policy Development and Management policy and procedures has undergone a significant review.

BE IT RESOLVED THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to A.3.2 Policy Development and Management policy and procedures (formerly A.3.2 Policy Development & Maintenance), as presented on March 30, 2022.

**Moved, Seconded & CARRIED (Unanimously)**

## 8. HUMAN RESOURCES COMMITTEE (HRC) REPORT

### 8.1 Chair’s Report

- The Human Resources Committee (HRC) held a Special meeting on Mar 9, 2022 and finalized the 2022 President’s Objectives for board approval.
- At a Special Meeting in May, the committee will consider for approval the annual Executive Compensation Disclosure Statement for approval and submission to the Public Sector Employers’ Council (PSEC).

## 9. NEW BUSINESS

### 9.1 Annual Oath of Office

- The Board executed the annual Oath of Office affirmation, as per Board Bylaw G.1.0 Board Conduct.

### 9.2 VCC Indigenization Assessment and Readiness Report

- The Board has participated in an education session on VCC’s Indigenization Assessment and Readiness. Their support of the direction VCC is taking is fundamental. For formal receipt by the Board, the Indigenization Readiness Report was submitted in advance of the meeting.
- J. Hartman explained that the report will inform and guide how VCC develops an Indigenization and decolonization plan/framework. A. Patel thanked consultants, Lindsay Heller and Dr. Robert Daum and the VCC community.

**MOTION:** THAT the Board of Governors has received the VCC Indigenization Readiness Assessment & Planning Report.

**Moved, Seconded & CARRIED (Unanimously)**

### **9.3 Funding Review**

- The Board received an update from Jason Butler, Asst. Deputy Minister/EFO, Finance, Technology & Management Services, AEST. Mr. Butler spoke of the upcoming Funding Review, in which J. Hartman addressed by advocating for VCC's participation in the review. Phase One, the report of findings, is expected to be completed by Fall 2022.

### **10. NEXT MEETING & ADJOURNMENT**

- The next regular Board of Governors Public Meeting is on May 25, 2022. With no further business, the meeting adjourned at 7:15 p.m.

**APPROVED AT THE MAY 25, 2022, PUBLIC BOARD MEETING**

**Joey Hartman**  
**Chair, VCC Board of Governors**





**Board of Governors Public Meeting**  
May 25, 2022

**BOARD OF GOVERNORS CORRESPONDENCE**

DATE	FROM	DETAIL
Apr 4, 2022	The Honourable Anne Kang Minister of Advanced Education & Skills Training	Announcement: Canada-Ukraine Authorization for Emergency Travel (CUAET)
Apr 19, 2022	The Honourable Anne Kang Minister of Advanced Education & Skills Training	2022/23 Government Mandate Letter for Board of Governors acknowledgement.
Apr 22, 2022	B. Joyce, SUVCC	Notice of student fees 2022/23
Apr 22, 2022	Don Wright, Engagement Lead Post-Secondary Funding Formula Review	Funding Review – Engagement with PSI's



## VCC NEWS AND EVENTS

### April/May 2022

- On April 27, VCC CAD & BIM Technology hosted their first CAD and BIM Career Fair at the Downtown campus. Graduating students were able to make valuable connections to VCC alumni and industry partners including Synthesis Design, Urban Systems Ltd., SNC-Lavalin, and Exact Detailing Ltd.
- On April 20-21, VCC hosted Experience VCC virtually where individuals were able to browse over 140+ programs, speak to an advisor, learn about student services, and talk to instructors about programs in arts, health sciences, certified trades, university transfer, and more
- Twelve students from VCC's fashion program showcased their designs at an in-person runway show as part of Vancouver Fashion Week (VFW) Fall/Winter 2022 on April 7. The student grad showcase was the culmination of two years' hard work in VCC's intensive, hands-on Fashion Design and Production diploma program.
- Throughout April, VCC students in culinary, hairstyling, auto collision and more competed in the [Skills Canada BC "Provincials 2022"](#) bringing home medals in all categories that VCC competed in. Ten students have advanced to the National Skills Canada competition being hosted at the end of May.
- In May, *Canadian Immigrant* announced the finalists for the 2022 [Top 25 Canadian Immigrant Awards](#). Congratulations to recent VCC Board of Governors appointee **Jeffery Yu** for becoming a finalist. Over his 30 years in Canada, Jeffery has honoured his Taiwanese heritage by embodying values of care by working to improve the lives of seniors. This dedication motivated him to launch REL Technology Inc. with the goal of maintaining seniors' lifestyles at home through health promotion technologies. Voting is open until June 10.
- In May, thanks to a pilot project led by the Students' Union of Vancouver Community College (SUVCC) and the college's Equity, Diversity, and Inclusion (EDI) committee, VCC launched *All About ME – Menstrual Equity*. As part of the project, VCC has installed menstrual product dispensers in 13 campus washrooms that are "free of charge."
- In May, VCC's **Indigenous Education and Community Engagement (IECE)** team participated in local and national Indigenous events including:
  - May 5: Red Dress Day. VCC exhibited various single red dresses at both the Broadway and Downtown campus to raise awareness and generate conversation about missing and murdered Indigenous women and girls.

- May 7: Mother’s Day Traditional Pow Wow. In this daylong event and feast, hosted at Trout Lake Community Centre, participants honoured all life givers and missing and murdered Indigenous women, girls, and two-spirited people.
- May 12: Moose Hide Campaign. An Indigenous-led grassroots movement of men, boys and all Canadians standing up to end violence against women and children. VCC hosted booths at Broadway and Downtown campuses, distributing information and Moose Hide pins, which are an important source of food and clothing and serve as a visual reminder and accountability mechanism.
- From May 9-15, VCC celebrated National Nursing Week by [publishing a story](#) on VCC instructor, Signy Novak, and her work on Medical Assistance in Dying (MAiD).
- On May 16, VCC released [Canada's first suicide prevention videos](#) that speak directly to post-secondary students. In collaboration with 10 other B.C. colleges and universities, VCC developed these videos to encourage students to reach out if they are struggling, as well as to provide evidence-based approaches for those supporting someone facing these challenges.

### Government relations

- On April 23, VCC was one of the host sites for the Skills Canada BC “Provincials 2022”, hosting competitions in hairstyling, aesthetics, baking, cooking, and autobody and repair. **Andrew Mercier**, Parliamentary Secretary for Skills Training attended during the automotive trades competitions meeting with students, faculty, and staff.
- On April 29, VCC hosted the 6th annual Italian Dish Competition sponsored by the Italian Chamber of Commerce and the Consulate General of Italy. In the full-day event, culinary student teams from VCC, Okanagan College, and Fraser Valley Community College showcased their culinary expertise, judged by a panel of leading industry experts including Chef **Pino Posteraro** of Cioppino’s Mediterranean Grill and Enoteca. Congratulations to VCC and Okanagan College who tied for the win!

### VCC in the News, highlights

- [Opinion: VCC’s Broadway Campus and the Broadway Plan are shaping the future of Vancouver](#), Ajay Patel, May 5, 2022, Daily Hive.
- [VIDEO: A resurgent hospitality sector needs new talent, and a Langley school has what they’re looking for](#), April 25, 2022, Dan Ferguson, Aldergrove Star.
- [Arts-based approaches provide a powerful tool to decolonize settlement practices](#), April 19, 2022, New Canadian Media.
- [Langley students lead recently launched restaurant](#), Tanmay Ahluwalia, April 14, 2022, Aldergrove Star.

- [Ronald McDonald House gets a kids and teen room refresh](#), April 6, 2022, Laura Goldstein, The Vancouver Sun.
- [2022 Education Guide: From simulations to VR to robots, B.C. post-secondary institutions keep the best of edtech](#), Dee Hon, April 4, 2022, BC Business.
- [A prominent member of the deaf and hard of hearing community on CODA's Oscar win](#), March, 29, 2022, On the Coast with Gloria Macarenko.
- [Immigrant project highlights unfairness in Canadian hiring practices, newcomers say](#), Winston Szeto, March 20, 2022, CBC.

#### Upcoming events

- [Skills Canada National Competition 2022](#), Vancouver Convention Centre, May 26-27. VCC students from programs including salon, culinary, autobody repairs and more will be competing in this national competition.
- [VCC Mental Health and Well-being Day](#), May 26. Virtual wellness workshops running from 11 am – 2 pm.
- [Chef's Table Dinner Series](#), JJ's Restaurant, Downtown Campus. A five-course gourmet menu prepared by VCC Culinary Arts students. Reservations available throughout May and June.
- [Student Awards](#), June 3, Broadway Campus. Celebrating student success at VCC.
- [Fair in the Square](#), Victory Square Park, June 12. Co-hosted by VCC, enjoy great live music and entertainment, arts and crafts, an artisan market, and free food.

**PREPARED BY:** VCC Marketing & Communications

**DATE:** May 19, 2022



## INFORMATION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** May 25, 2022

**ISSUE:** Education Council Chair Report to Board of Governors

### INDIGENOUS REPRESENTATION ON EDUCATION COUNCIL

In its refreshed Strategic Innovation Plan (SIP), the College has centred its commitment to Indigenization by decolonization and reconciliation. This work is guided by the [United Nations Declaration on the Rights of Indigenous Peoples](#); [B.C.'s Declaration on the Rights of Indigenous Peoples Act](#); the [Truth and Reconciliation Commission of Canada's Calls to Action](#); and the [Colleges and Institutes Canada Indigenous Education Protocol](#).

More recently, the Vancouver Community College Indigenization Readiness Assessment & Planning Framework report by Lindsay Heller and Robert Daum was shared with the College community. The report outlines considerations and provisional recommendations for areas including policy and governance. One key recommendation is to include a critical mass of at least three Indigenous members on governance bodies.

The current Education Council membership structure presents a challenge and an opportunity. The makeup of Education Council and ratios of faculty, administrators, students and staff are outlined in the [College & Institute Act](#). While there is no provision specifically for Indigenous members, the Act provides an opportunity to add additional members in section 15(3).

Education Council Chair Natasha Mandryk had preliminary discussions around Indigenous representation in governance and adding dedicated representation to EdCo with Reba Noel, Dean of Indigenous Initiatives; David Wells, Vice President, Academic & Research; and the Education Council Executive.

As a next step towards adding Indigenous members to Education Council, the EdCo Executive was directed by the council to develop a detailed case for this proposal, which will incorporate consultation with Indigenous Education and Community Engagement, community feedback, and a legal opinion.

### ENROLMENT PLAN AND EAL PATHWAYS

In March, Education Council moved to recommend approval of the 2022—23 Enrolment Plan to the Board of Governors. Days later, the EAL Pathways (English as an Additional Language) department was directed to make significant cuts to the number of course sections offered. These cuts represented a 30% reduction in course offerings and occurred just before registration for the Spring term opened.

There was considerable concern and confusion about the apparent discrepancy between the Enrolment Plan, which showed comparable projections to last year's actual registrations, and the directive to significantly cut sections. The cuts represent a significant change in the ability for students to access classes in the EAL Pathways department. The omission of this change from the Enrolment Plan has clouded the confidence Education Council has in its advice to the Board to approve the plan, as it is a significant change whose impact was left unexplored.

Members inquired why cuts to EAL offerings were not addressed when the Enrolment Plan was presented to EdCo. VP Academic & Research David Wells clarified that the Enrolment Plan is presented at the department or program code level, not at the detailed level of course sections. The current Enrolment Plan projects a modest increase in number of registrations compared to actual registration numbers last year. He felt these registrations could be adequately supported and accommodated in fewer sections (since class sizes in recent terms have been smaller than class capacity). Therefore, the numbers in the Enrolment Plan that relate to EAL Pathways were consistently and accurately presented to EdCo and the Board.

Ultimately, no motion was made to provide a new recommendation, but concerns about the reporting of the Enrolment Plan are noted here for the Board's information.

Members also inquired about reported challenges for students attempting to register in classes, and how these are being addressed to support registration and enrolment numbers. D. McMullen responded that the Registrar's Office is working to streamline processes to better serve students and remove barriers to registration.

**PREPARED BY:** Natasha Mandryk, Chair, Education Council

**DATE:** May 19, 2022



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** May 25, 2022

**ISSUE:** **RECOMMENDATION FOR APPROVAL:**  
Academic Year 2022/2023, 2023/2024, and 2024/2025

**BACKGROUND:**

Dave McMullen, Registrar, presented the proposed academic year schedule for 2022/2023, 2023/2024, and 2024/2025.

This document supports the coordination of academic and campus activities and operation of the Registrar's Office. It includes public holidays and College closures, term dates, exam periods, and grade submission deadlines.

**DISCUSSION:**

There was a discussion about exam periods included in the schedule. D. McMullen clarified that these are intended to help guide the schedule of programs or courses that have final exams.

**RECOMMENDATION:**

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the Academic Year 2022/2023, 2023/2024, and 2024/2025.

**ATTACHMENT:** APPENDIX A – Academic Year 2022/2023, 2023/2024, and 2024/25

**PREPARED BY:** Natasha Mandryk, Chair, Education Council

**DATE:** May 19, 2022

**APPENDIX A****Academic Year Information**

**Note:** Some vocational and/or trades programs may start or end on dates that do not coincide with the semester-based dates below. Please contact the appropriate instructional department for additional information.

<b>Public Holidays and Closures (2021/2022)</b>	
<b>Event</b>	<b>Date</b>
Labour Day	Mon, Sep 06, 2021
National Day for Truth and Reconciliation	Thu, Sep 30, 2021
Thanksgiving	Mon, Oct 11, 2021
VCC Day	Wed, Nov 03, 2021
Remembrance Day	Thu, Nov 11, 2021
Holiday Closure (TBD)	Wed, Dec 22, 2021 – Mon, Jan 03, 2022
Family Day	Mon, Feb 21, 2022
Good Friday	Fri, Apr 15, 2022
Easter Monday	Mon, Apr 18, 2022
Victoria Day	Mon, May 23, 2022
Canada Day	Fri, Jul 01, 2022
BC Day	Mon, Aug 01, 2022



<b>Term Dates (2021/2022) (For courses running the entire term)</b>			
<b>Term</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring/Summer</b>
<b>First Day of Class</b>	Tue, Sep 07, 2021	Wed, Jan 05, 2022	Mon, May 09, 2022
<b>Last Day of Class</b>	Mon, Dec 13, 2021	Tue, Apr 12, 2022	Fri, Aug 12, 2022
<b>Exam Period</b>	Tue, Dec 14 – Mon, Dec 20, 2021	Wed, Apr 13 – Thu, Apr 21, 2022	Mon Aug 15 – Fri, Aug 19, 2022
<b>Grade Submission Deadline</b>	Tue, Dec 21, 2021	Thu, Apr 28, 2022	Fri, Aug 26, 2022

<b>Public Holidays and Closures (2022/2023)</b>	
<b>Event</b>	<b>Date</b>
Labour Day	Mon, Sep 05, 2022
National Day for Truth and Reconciliation	Fri, Sep 30, 2022
Thanksgiving	Mon, Oct 10, 2022
VCC Day	Wed, Nov 02, 2022
Remembrance Day	Fri, Nov 11, 2022
Holiday Closure (TBD)	Fri, Dec 23, 2022 – Mon, Jan 02, 2023
Family Day	Mon, Feb 20, 2023
Good Friday	Fri, Apr 07, 2023
Easter Monday	Mon, Apr 10, 2023
Victoria Day	Mon, May 22, 2023
Canada Day	Mon, Jul 03, 2023 (Observed)
BC Day	Mon, Aug 07, 2023

<b>Term Dates (2022/2023) (For courses running the entire term)</b>			
<b>Term</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring/Summer</b>
<b>First Day of Class</b>	Tue, Sep 06, 2022	Wed, Jan 04, 2023	Mon, May 08, 2023
<b>Last Day of Class</b>	Mon, Dec 12, 2022	Tue, Apr 11, 2023	Fri, Aug 11, 2023
<b>Exam Period</b>	Tue, Dec 13 – Mon, Dec 19, 2022	Wed, Apr 12 – Tue, Apr 18, 2023	Mon Aug 14 – Fri, Aug 18, 2023
<b>Grade Submission Deadline</b>	Wed, Dec 21, 2022	Tue, Apr 25, 2023	Fri, Aug 25, 2023

<b>Public Holidays and Closures (2023/2024)</b>	
<b>Event</b>	<b>Date</b>
Labour Day	Mon, Sep 04, 2023
National Day for Truth and Reconciliation	Mon, Oct 02, 2023 (Observed)
Thanksgiving	Mon, Oct 09, 2023
VCC Day	TBD
Remembrance Day	Mon, Nov 13, 2023 (Observed)
Holiday Closure (TBD)	Fri, Dec 22, 2023 – Tue, Jan 02, 2024
Family Day	Mon, Feb 19, 2024
Good Friday	Fri, Mar 29, 2024
Easter Monday	Mon, Apr 01, 2024
Victoria Day	Mon, May 20, 2024
Canada Day	Mon, Jul 01, 2024
BC Day	Mon, Aug 05, 2024

<b>Term Dates (2023/2024) (For courses running the entire term)</b>			
<b>Term</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring/Summer</b>
<b>First Day of Class</b>	Tue, Sep 05, 2023	Thu, Jan 04, 2024	Mon, May 06, 2024
<b>Last Day of Class</b>	Mon, Dec 11, 2023	Wed, Apr 10, 2024	Fri, Aug 09, 2024
<b>Exam Period</b>	Tue, Dec 12 – Mon, Dec 18, 2023	Thu, Apr 11 – Wed, Apr 17, 2024	Mon Aug 12 – Fri, Aug 16, 2024
<b>Grade Submission Deadline</b>	Wed, Dec 20, 2023	Wed, Apr 24, 2024	Fri, Aug 23, 2024

<b>Public Holidays and Closures (2024/2025)</b>	
<b>Event</b>	<b>Date</b>
Labour Day	Mon, Sep 02, 2024
National Day for Truth and Reconciliation	Mon, Sep 30, 2024
Thanksgiving	Mon, Oct 14, 2024
VCC Day	TBD
Remembrance Day	Mon, Nov 11, 2024
Holiday Closure (TBD)	Mon, Dec 23, 2024 – Wed, Jan 01, 2025
Family Day	Mon, Feb 17, 2025
Good Friday	Fri, Apr 18, 2025
Easter Monday	Mon, Apr 21, 2025
Victoria Day	Mon, May 19, 2025
Canada Day	Tue, Jul 01, 2025
BC Day	Mon, Aug 04, 2025

<b>Term Dates (2024/2025) (For courses running the entire term)</b>			
<b>Term</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring/Summer</b>
<b>First Day of Class</b>	Tue, Sep 03, 2024	Mon, Jan 06, 2025	Mon, May 05, 2025
<b>Last Day of Class</b>	Mon, Dec 09, 2024	Wed, Apr 09, 2025	Fri, Aug 08, 2025
<b>Exam Period</b>	Tue, Dec 10 – Mon, Dec 16, 2024	Thu, Apr 10 – Wed, Apr 16, 2025	Mon Aug 11 – Fri, Aug 15, 2025
<b>Grade Submission Deadline</b>	Thu, Dec 19, 2024	Fri, Apr 25, 2025	Fri, Aug 22, 2025



## INFORMATION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** May 25, 2022

**ISSUE:** **Financial Performance (for the Twelve Months ended March 31, 2022)**

### 2021/22 Operating Overview (April 2021 – March 2022)

Revenue for the year was \$134.6 million compared to budget of \$128.3 million (\$6.3 million above plan) and prior year of \$122.6 million (\$11.9 million above prior year) (**Table 4**). Domestic tuition revenue is up for the year by \$779 (excluding ABE/EAL) compared to budget and international revenue was up by \$2.29 million. (**Table 1, 2 and 3**).

The School of Hospitality, Food Studies and Applied Business domestic revenue was \$278K lower than budget. However, international revenue was up by \$1.8 million; Culinary program is down by \$216K, but Business Management, Project Management and Hospitality programs are up by \$902K, \$475K and \$561K, respectively. The School of Trades, Technology and Design domestic tuition revenue was lower than budget by \$216K and international revenue was lower than budget by \$816K, mainly coming from Hair Design and Skin and Body Therapy, Computer Technology and Auto Collision Programs, \$584K and \$207K respectively.

The School of Health and Science domestic tuition revenue was higher than budget by \$34K and its dental programs' international revenue is \$161K with no budgeted revenue allocated this year. The School of Arts and Sciences domestic tuition is lower than budget by \$18K and international tuition revenue is down by \$80K. For Adult Basic Education, College Foundations and ESL Pathway programs are down by \$1.18 million to budget, but College Career Access program domestic tuition is increased by \$30K compared to budget.

Continuing Studies domestic tuition revenue was up by \$710K mainly from ECCE & Medical Device Reprocessing Technician programs, and international tuition revenue was up by \$1.1 million from ECCE and IT Operation and Network programs.

Contract training revenue was \$1.6 million above budget, which includes revenues from many contracts that have been closed this fiscal year. Other revenues such as parking, movie rental, space rental, commercial services and interest income is higher by \$2 million.

Total expenses for the year were \$136 million compared to budget of \$132.4 million (\$3.6 million above budget) and prior year of \$125.8 million (\$10.1 million above prior year). The main driver of this increase is due to increase in salaries and benefit expenses.

The operating deficit for year was \$1.35 million compared to a budget deficit of \$4.06 million (\$2.7 million more favourable than budget) and prior year deficit of \$3.16 million (\$1.8 million favourable than prior year).

Effective March 31, 2022, the College transferred its share of the joint capital leases on Annacis Island campus to BCIT without consideration. The transfer of the capital lease resulted on a recognize gain of \$1.3 million as an extraordinary item. The total surplus after this extraordinary gain is \$6,531.

**ATTACHMENTS:****APPENDIX A**

Table 1, 2 and 3: Summary – Actual Revenue by School (Apr 2021 – March 2022)  
Table 4 – Statement of Operations for the Twelve Months ended March 31, 2022

**PREPARED BY:**

Jamie Choi, Executive Director FS & CFO

**DATE:**

May 19, 2022

## Summary - Revenue by School

## APPENDIX A

**Table 1:**  
**Domestic Tuition Revenue by School – Actual Compared to Budget and Prior Year**

	2021/22 Actual (Apr 2021 - Mar 2022)	2021/22 Original Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Original Budget)	2020/21 Actual (Apr 2020 - Mar 2021)	Variance (2021/22 Actual vs 2020/21 Actual)
CENTRE FOR CONTINUING STUDIES	3,721,221	3,010,261	710,960	3,057,999	663,222
SCHOOL OF ARTS AND SCIENCES	1,462,902	1,481,181	(18,279)	1,427,416	35,486
ABE & EAL TUITION FREE	3,547,095	4,697,786	(1,150,691)	3,868,032	(320,937)
SCHOOL OF HEALTH	4,219,349	4,185,340	34,009	3,816,166	403,183
SCHOOL OF HOSP, FOOD & BUSINESS	1,505,383	1,783,716	(278,333)	1,611,510	(106,127)
DIVISION OF LIBRARY, TEACH & LEARN	693,144	924,395	(231,251)	811,533	(118,389)
SCHOOL OF TRADES, TECH & DESIGN	2,654,547	2,870,874	(216,327)	2,293,565	360,982
	<b>17,803,641</b>	<b>18,953,553</b>	<b>(1,149,912)</b>	<b>16,886,221</b>	<b>917,421</b>

**Table 2:**  
**International Tuition Revenue by School – Actual Compared to Budget and Prior Year**

	2021/22 Actual (Apr 2021 - Mar 2022)	2021/22 Original Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Original Budget)	2020/21 Actual (Apr 2020 - Mar 2021)	Variance (2021/22 Actual vs 2020/21 Actual)
CENTRE FOR CONTINUING STUDIES	1,425,272	312,699	1,112,573	134,542	1,290,730
SCHOOL OF ARTS AND SCIENCES	304,017	384,180	(80,163)	328,145	(24,128)
SCHOOL OF HEALTH	188,877	0	188,877	44,019	144,858
SCHOOL OF HOSP, FOOD & BUSINESS	21,320,247	19,438,165	1,882,082	16,848,884	4,471,363
DIVISION OF LIBRARY, TEACH & LEARN	10,932	0	10,932	11,853	(921)
SCHOOL OF TRADES, TECH & DESIGN	9,057,745	9,874,125	(816,380)	8,194,339	863,406
	<b>32,307,091</b>	<b>30,009,169</b>	<b>2,297,922</b>	<b>25,561,783</b>	<b>6,745,308</b>

**Table 3:**  
**Combined Domestic and International Revenue by School**

	2021/22 Actual (Apr 2021 - Mar 2022)	2021/22 Original Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Original Budget)	2020/21 Actual (Apr 2020 - Mar 2021)	Variance (2021/22 Actual vs 2020/21 Actual)
CENTRE FOR CONTINUING STUDIES	5,146,493	3,322,960	1,823,533	3,192,541	1,953,952
SCHOOL OF ARTS AND SCIENCES	1,766,920	1,865,361	(98,441)	1,755,561	11,358
ABE & EAL TUITION FREE	3,547,095	4,697,786	(1,150,691)	3,868,032	(320,937)
SCHOOL OF HEALTH	4,408,226	4,185,340	222,886	3,860,185	548,041
SCHOOL OF HOSP, FOOD & BUSINESS	22,825,630	21,221,881	1,603,749	18,460,394	4,365,236
DIVISION OF LIBRARY, TEACH & LEARN	704,076	924,395	(220,319)	823,386	(119,310)
SCHOOL OF TRADES, TECH & DESIGN	11,712,293	12,744,999	(1,032,706)	10,487,904	1,224,388
	<b>50,110,732</b>	<b>48,962,722</b>	<b>1,148,010</b>	<b>42,448,004</b>	<b>7,662,729</b>



**Statement of Operations –Comparison to Budget and Prior Year  
2021/22 For the Twelve Months Ended March 31, 2022**

Table 4:

<b>(In \$ Thousands)</b>	<b>2021/22 Actual</b>	<b>2021/22 Budget</b>	<b>Actual vs Budget</b>	<b>Comments</b>	<b>2020/21 Actual</b>	<b>2021/22 vs 2020/21 Actual</b>
Province of B.C. Grants	60,041	58,801	1,241	2021/22 SSNM received	60,111	(70)
Adult Upgrading Grant (AUG)	320	400	(80)		295	25
Sales of goods and services	3,577	2,109	1,468	Food services revenues \$722K, Bookstore revenues \$671K and room rentals revenues by \$73K higher than budget	2,329	1,248
Tuition and student fees	50,027	47,489	2,539	Table 1, 2 & 3	41,140	8,887
ABE/EAL Tuition Free	3,547	4,698	(1,151)	ABE \$111K, CF \$204K, EAL \$864K lower than budget; \$30K CCA higher than budget	3,868	(321)
Other grants, fees & contract services	8,411	6,774	1,637	Building Service Worker \$128K, Work Integrated Learning \$69K, ASP \$95K, UMPAS \$288K, LINC\$125K, CMHA Mental Health \$40K, Mohawk Handling \$140K UDL Accessibility \$155K, Sources BC \$120K and Train the Trainer \$35K higher than budget	6,447	1,964
Miscellaneous income	1,989	1,575	413	Parking \$80K and movie rental \$111K higher than budget. \$150K Translink payment	1,853	135
Donation income (Foundation Related)	582	760	(178)		687	(105)
Amortization of deferred capital contribution	5,769	5,480	289	Expenses increased due to changes in capital commitment	5,678	91
Interest income	410	269	141	Due to higher interest rate	288	122
<b>REVENUES</b>	<b>134,674</b>	<b>128,355</b>	<b>6,319</b>		<b>122,697</b>	<b>11,977</b>
<b>SALARY AND BENEFIT EXPENSES</b>	<b>99,459</b>	<b>96,765</b>	<b>(2,693)</b>	Faculty salaries and benefits \$690K added for the new programs and additional cohort; faculty sickness \$350K, CUPE casual staff/overtime \$571K, contract delivery \$474K, CS \$358K, and severance payment increased by \$544K. \$300K is reduced by overall vacancies and hiring delays	<b>93,484</b>	<b>(5,975)</b>
Supplies and general expenses	9,661	10,427	767	Contingency \$1.5M removed from budget; Software \$142K Software, small tools & equipment \$221K & Foundation donation \$900K increased. Travel & Conf reduced by \$65K	8,445	(1,215)
AUG Financial Aid	320	400	80		295	(25)
Bursary/Scholarship	582	760	178		687	105
Professional fees	7,088	6,529	(560)	To deliver additional contracts and projects that were not in budget \$200K, \$412K agency fee added due to increased international tuition revenues	5,363	(1,726)
Building and telecom	6,687	6,356	(331)	Due to increased emergency repair & maintenance for aging infrastructure	5,948	(739)
Cost of Goods Sold	2,556	1,729	(827)	Cost of goods sold higher due to higher bookstore and cafeteria revenues	2,018	(537)
Depreciation Expense	9,672	9,448	(223)	Expenses increased due to changes in capital commitment	9,617	(55)
<b>OPERATING EXPENSES</b>	<b>36,565</b>	<b>35,649</b>	<b>(916)</b>		<b>32,373</b>	<b>(4,192)</b>
<b>TOTAL EXPENSES</b>	<b>136,024</b>	<b>132,414</b>	<b>3,609</b>		<b>125,857</b>	<b>(10,167)</b>
<b>NET SURPLUS (DEFICIT) BEFORE EXTRAORDINARY ITEM</b>	<b>(1,350)</b>	<b>(4,060)</b>	<b>2,710</b>		<b>(3,160)</b>	<b>1,810</b>
Gain on transfer of capital lease	1,357			Extraordinary gain from Annacis Island campus capital lease transfer to BCIT		
<b>SURPLUS (DEFICIT) AFTER EXTRAORDINARY ITEM</b>	<b>7</b>	<b>(4,060)</b>	<b>4,066</b>		<b>(3,160)</b>	<b>3,167</b>

\*ABE : Adult Basic Education  
\*CCA: College & Career Access

\*EAL : English as Additional Language  
\*CF: College Foundation

\*ASP - Aboriginal Service Plan  
\*SSNM: Sustainable Services Negotiating Mandate



## DECISION NOTE

**PREPARED FOR:** VCC Board of Governors

**DATE:** May 25, 2022

**ISSUE:** **RECOMMENDATION FOR APPROVAL:**  
VCC 2021/22 Audited Financial Statements

### BACKGROUND:

Section 55 of the College and Institute Act requires that post-secondary institutions conduct an audit of their accounts and transactions annually. The 2021/22 audited financial statements presented satisfy this audit requirement under the Act.

KPMG LLP was appointed in accordance with the Selection and Appointment of Auditors Policy and Procedures. This is a five-year commitment, with 2021/22 being the second year KPMG has conducted the audit for VCC.

### DISCUSSION:

This package includes:

- 2021/22 Audited Financial Statements

### RECOMMENDED MOTION:

That, on the recommendation of the Finance and Audit committee, the Board of Governors approve the 2021/22 audited Financial Statements.

**ATTACHMENTS:** APPENDIX A: Audited Financial Statement for the year ended March 31, 2022

**PREPARED BY:** Jamie Choi, Executive Director, FS & CFO

**DATE:** May 19, 2022

**APPENDIX A**



Financial Statements of

**VANCOUVER COMMUNITY COLLEGE**

Year ended March 31, 2022

## VANCOUVER COMMUNITY COLLEGE

### Statement of Management Responsibility

The financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes of the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Vancouver Community College Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Finance and Audit Committee. The Finance and Audit Committee reviews the internal financial statements on a quarterly basis and external audited financial statements yearly. The Finance and Audit Committee also discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, KPMG LLP, conducts an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Vancouver Community College and meet when required. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of Vancouver Community College:

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Ajay Patel  
President and CEO  
May 25, 2022

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Jamie Choi  
Executive Director, Finance & CFO  
May 25, 2022



KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone (604) 691-3000  
Fax (604) 691-3031

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Vancouver Community College, and

To the Minister of the Ministry of Advanced Education and Skills Training, Province of British Columbia

### ***Opinion***

We have audited the financial statements of Vancouver Community College (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2022
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2022 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



### ***Emphasis of Matter – Financial Reporting Framework***

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Vancouver, Canada  
May 25, 2022

# VANCOUVER COMMUNITY COLLEGE

## Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash and cash equivalents	\$ 54,516,168	\$ 42,341,754
Investments (note 3)	237,500	237,500
Accounts receivable	3,927,642	3,073,522
Due from government and government organizations (note 4)	1,300,165	188,813
Inventories for resale	941,818	938,347
	<u>60,923,293</u>	<u>46,779,936</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (note 5)	43,745,404	34,400,014
Due to government and government organizations (note 4)	866,012	741,443
Employee future benefits (note 6)	2,737,000	2,587,000
Deferred tuition fees (note 7)	10,106,329	7,014,483
Deferred revenue (note 8)	11,281,506	9,717,823
Deferred capital contributions (note 9)	71,774,115	73,290,568
Capital lease obligation (note 10)	1,044,270	8,714,173
	<u>141,554,636</u>	<u>136,465,504</u>
Net debt	(80,631,343)	(89,685,568)
<b>Non-financial assets</b>		
Tangible capital assets (note 11)	97,579,930	106,970,650
Inventories held for use	115,143	101,611
Prepaid expenses	1,286,754	957,260
	<u>98,981,827</u>	<u>108,029,521</u>
Accumulated surplus	<u>\$ 18,350,484</u>	<u>\$ 18,343,953</u>

Contractual obligations (note 13)

Contingent liabilities (note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:

\_\_\_\_\_  
President

\_\_\_\_\_  
Chair of the Board



# VANCOUVER COMMUNITY COLLEGE

## Statement of Operations and Accumulated Surplus

Year ended March 31, 2022, with comparative information for 2021

	Budget	2022	2021
	(note 2 j)		
<b>Revenue</b>			
Province of British Columbia grants and contributions	\$ 63,898,758	\$ 63,908,975	\$ 64,274,504
Province of British Columbia contracts	2,588,028	3,775,143	1,356,651
Federal Government grants and contracts	4,058,568	4,518,369	4,279,681
Tuition and student fees	47,488,608	50,027,285	41,139,801
Sales of goods and services	2,108,802	3,576,645	2,328,967
Other grants and contracts	127,720	117,600	810,744
Miscellaneous income	2,335,237	2,570,296	2,539,928
Investment income	268,800	409,991	288,185
Revenue recognized from deferred capital contributions	5,480,146	5,769,288	5,678,318
	128,354,667	134,673,592	122,696,779
<b>Expenses (note 16)</b>			
Instruction and instructional support	127,856,590	130,414,174	121,142,013
Ancillary operations	3,397,705	4,645,514	3,719,345
Special purpose	1,160,001	963,998	995,795
	132,414,296	136,023,686	125,857,153
<b>Annual surplus (deficit) before the undernoted</b>	(4,059,629)	(1,350,094)	(3,160,374)
Gain on transfer of capital lease (note 10)	-	1,356,625	-
<b>Annual surplus (deficit) after the undernoted</b>	(4,059,629)	6,531	(3,160,374)
Accumulated surplus, beginning of year	18,343,953	18,343,953	21,504,327
Accumulated surplus, end of year	\$ 14,284,324	\$ 18,350,484	\$ 18,343,953

See accompanying notes to financial statements.

# VANCOUVER COMMUNITY COLLEGE

## Statement of Changes in Net Debt

Year ended March 31, 2022, with comparative information for 2021

	<b>Budget</b>	<b>2022</b>	<b>2021</b>
	(note 2 j)		
Annual surplus (deficit)	\$ (4,059,629) \$	6,531 \$	(3,160,374)
Acquisition of tangible capital assets	(3,000,000)	(8,903,674)	(7,580,248)
Acquisition of tangible capital assets through capital lease	1,372,100	(22,234)	(585,994)
Amortization of tangible capital assets	8,076,391	9,671,499	9,616,953
Disposal of tangible capital assets	-	36,035	-
Transfer of tangible capital assets under capital lease (note 10)	-	8,609,094	-
	6,448,491	9,390,720	1,450,711
Acquisition of inventories	-	(115,143)	(101,611)
Acquisition of prepaid expenses	-	(1,286,754)	(957,260)
Use of inventories	-	101,611	122,349
Use of prepaid expenses	-	957,260	999,852
	-	(343,026)	63,330
Decrease (increase) in net debt	2,388,862	9,054,225	(1,646,333)
Net debt, beginning of year	(89,685,568)	(89,685,568)	(88,039,235)
Net debt, end of year	\$ (87,296,706) \$	(80,631,343) \$	(89,685,568)

See accompanying notes to financial statements.

# VANCOUVER COMMUNITY COLLEGE

## Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
<b>Operations:</b>		
Annual surplus (deficit)	\$ 6,531	\$ (3,160,374)
Items not involving cash:		
Amortization of tangible capital assets	9,671,499	9,616,953
Revenue recognized from deferred capital contributions	(5,769,288)	(5,678,318)
Change in employee future benefits	150,000	190,000
Change in non-cash operating working capital:		
(Increase) in accounts receivable	(854,120)	(133,553)
(Increase) in inventories for resale	(3,471)	(6,755)
Decrease (increase) in due from government and other government organizations	(1,111,352)	1,420,952
Decrease (increase) in prepaid expenses	(329,494)	42,592
Decrease (increase) in inventories held for use	(13,532)	20,738
Increase in accounts payable and accrued liabilities	9,345,390	8,300,886
Increase in due to Province of British Columbia and other government organizations	124,569	296,855
Increase (decrease) in deferred tuition fees	3,091,846	(514,415)
Increase in deferred revenues	1,563,683	5,940,910
Gain on transfer of capital lease	(1,356,625)	-
Net change in cash from operating activities	14,515,636	16,336,471
<b>Capital activities:</b>		
Acquisition of tangible capital assets, net of disposal	(8,889,873)	(7,580,247)
Net change in cash from capital activities	(8,889,873)	(7,580,247)
<b>Financing activities:</b>		
Principal payment on capital lease obligation	(841,385)	(2,689,850)
Deferred capital contributions received	7,390,036	5,675,329
Net change in cash from financing activities	6,548,651	2,985,479
Net increase in cash and cash equivalents	12,174,414	11,741,703
Cash and cash equivalents, beginning of year	42,341,754	30,600,051
Cash and cash equivalents, end of year	\$ 54,516,168	\$ 42,341,754
Supplemental information on non-cash items:		
Gain on transfer of capital lease: (note 10)		
Transfer of tangible capital assets	\$ (8,609,094)	\$ -
Transfer of capital lease obligation	6,828,518	-
Transfer of deferred capital contributions	3,137,201	-
	\$ 1,356,625	\$ -
Tangible capital assets acquired through capital lease obligations	\$ 22,234	\$ 585,994
Interest received	409,991	288,185
Interest paid	357,966	433,119

See accompanying notes to financial statements.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements

Year ended March 31, 2022

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## 1. Authority, Purpose and Nature of Operations:

Vancouver Community College (the "College") is a post-secondary educational institution funded in part by the Province of British Columbia and incorporated under the College and Institute Act on November 28, 1978. The College is a not-for-profit entity governed by a Board of Governors, the majority of whom are appointed by the provincial government of British Columbia. The College is exempt from income taxes under Section 149 of the Income Tax Act.

The College serves a diverse urban community by providing excellent programs and services that prepare learners for ongoing education, direct entry into employment, career advancement and greater participation in the community.

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The College continues to closely monitor the recommendations from public health agencies and government authorities and has implemented its business continuity plans in efforts to reduce the financial impact and continue operations.

## 2. Summary of significant accounting policies:

The financial statements of the College are prepared by management in accordance with the basis of accounting described below. Significant accounting policies are as follows:

### (a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian Public Sector Accounting Standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

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## 2. Summary of significant accounting policies (continued):

### (a) Basis of accounting (continued):

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors. Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met. For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian Public Sector Accounting Standards which requires government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410. As a result, revenue recognized in the Statement of Operations and Accumulated Surplus and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

### (b) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

### (c) Financial instruments:

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: Portfolio investments in equity instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

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## 2. Summary of significant accounting policies (continued):

### (c) Financial instruments (continued):

- (ii) Cost category: Gains and losses are recognized in the Statement of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is included in the cost of the related investments.
- (iii) The College does not have any financial instruments that are recorded at fair value and hence does not have any remeasurement gains and losses.
- (iv) The following items are included in the cost category and measured as follows:
  - (A) Accounts receivable are measured at amortized cost using the effective interest method.
  - (B) Investments are comprised of a term deposit that is capable of prompt liquidation. The investments are cashable on demand and are recorded at amortized cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the Statement of Operations and Accumulated Surplus in the period in which they arise.
  - (C) Accounts payable and accrued liabilities are measured at amortized cost using the effective interest method.

### (d) Inventories for resale:

Inventories held for resale, including books and school supplies, are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell. Inventories are written down to net realizable value when the cost of inventories is estimated not to be recoverable. When circumstances that previously caused inventories to be written down below cost no longer exist, the amount of write down previously recorded is reversed.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 2. Summary of significant accounting policies (continued):

### (e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (i) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest during construction is capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value.

Asset	Basis
Buildings	30 - 50 years
Building improvements	15 years
Building under capital lease	30 years
Furniture and equipment	5 years
Leasehold improvements	remaining lease term
Computer hardware and software	4 years
Computer equipment under capital lease	3 - 5 years

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services.

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs. The maximum-recorded value of the leased assets cannot exceed the leased property's fair value when determining the discount rate to be used.

### (ii) Inventories held for use:

Inventories held for use are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties. Replacement cost is the estimated current cost to replace the items.

### (iii) Prepaid expenses:

Prepaid expenses are recorded at cost and amortized over the period where the service benefits are received.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

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## 2. Summary of significant accounting policies (continued):

(f) Employee future benefits:

- (i) The College and its employees make contributions to the College Pension and Municipal Pension Plans which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings. Defined contribution plan accounting is applied because the assets and liabilities of the plan are not segregated by employer. Contributions are expensed as they become payable.
- (ii) Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed on March 31, 2021 with results extrapolated to March 31, 2022.
- (iii) The College provides long-service and gratuity benefits to the employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life.

The most recent valuation of the College's future employee benefits was estimated by an actuarial valuation completed on March 31, 2021 with results extrapolated to March 31, 2022.

- (iv) Employees who are retiring at age 55 or over and who receive pension under the provisions of the Pension Act, receive a benefit where the College pays for the premiums of Group Life Insurance coverage in the amount of \$10,000 for a period of five years from the date of retirement. These benefits are recognized based on the net present value of the expected obligations. The accrued benefit obligation for retired employees was estimated by an actuarial valuation as at March 31, 2022.
- (v) Certain College employees are entitled to the continuation of health and dental benefits while on disability leave. The costs of insured benefits reflected in these financial statements are the employer's portion of the insurance premiums owed for coverage of employees during the period. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation completed on March 31, 2021 with results extrapolated to March 31, 2022.



# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

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## 2. Summary of significant accounting policies (continued):

### (g) Revenue recognition:

#### (i) Fees for services:

Tuition fees are collected in advance and recognized as revenue at the time services are provided. Student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

#### (ii) Contributions:

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded in accordance with Regulation 198/2011 (note 2(a)) which requires that they be recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred revenue and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

#### (iii) Investment income:

Investment income includes interest recorded on an effective interest method, dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

### (h) Expense recognition:

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

### (i) Foreign currency translation:

The College's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the Statement of Financial Position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the Statement of Operations and Accumulated Surplus.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 2. Summary of significant accounting policies (continued):

### (j) Budget figures:

The budget figures have been derived from the 2021/22 Budget approved by the Board of Governors of the College on March 31, 2021. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

### (k) Use of estimates:

The preparation of the financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the useful lives of tangible capital assets, amortization of related deferred capital contributions, the present value of employee future benefits, and provisions for contingencies and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

## 3. Investments:

Investments consist of a GIC with an automatic monthly renewal that bears interest of 0.2% per annum.

## 4. Due from / to government and government organizations:

	2022		2021	
Due from the Province of British Columbia	\$	72,351	\$	131,734
Due from the Federal Government		1,227,814		57,079
	\$	1,300,165	\$	188,813
Due to the Province of British Columbia	\$	13,048	\$	-
Due to BCIT		852,964		741,443
	\$	866,012	\$	741,443

The amounts due from and due to are due on demand and are non-interest bearing.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 5. Accounts payable and accrued liabilities:

	2022	2021
Accounts payable and accrued liabilities	\$ 9,240,609	\$ 9,818,138
Salaries and benefits payable	6,776,117	5,274,546
Accrued vacation payable	3,563,707	3,624,872
Student deposits	24,164,971	15,682,458
	<b>\$ 43,745,404</b>	<b>\$ 34,400,014</b>

## 6. Employee future benefits:

### (a) Pension plan:

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The Boards of Trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2021, the College Pension Plan has about 16,500 active members, and approximately 9,500 retired members. As at December 31, 2020, the Municipal Pension Plan has about 220,000 active members, including approximately 7,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines and appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans.

This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2018, indicated a \$303 million surplus for basic pension benefits on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The College paid \$7,433,104 (2021 - \$7,062,358) for employer contributions to the plan in fiscal 2022.

The next valuation for the College Pension Plan will be as at August 31, 2021, with results available later in 2022. The next valuation for the Municipal Pension Plan will be as at December 31, 2021, with results available later in 2022.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 6. Employee future benefits:

### (a) Pension plan (continued):

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

### (b) Employee future benefits:

	2022	2021
Sick leave	\$ 1,292,000	\$ 1,351,000
Long-service and gratuity	266,000	298,000
Long term disability health & dental benefits	1,082,000	938,000
Retiree life insurance benefits	97,000	-
Accrued benefit liability, end of year	\$ 2,737,000	\$ 2,587,000

(i) Certain employees of the College are entitled to sick leave benefits in accordance with the terms and conditions of their employment contracts. These include post-retirement benefits, benefits that are expected to be provided after employment but prior to retirement and which vest or accumulate during service; and compensated absence benefits, benefits paid during employment, including sick pay benefits that accumulate and are payable upon a future illness or injury-related absence. The benefit expense associated with the covered benefits attributed to the accounting period is included in the College's Statement of Operations and Accumulated Surplus and the accrued benefit liability for the benefits attributed to employee service to the accounting date are included in the College's Statement of financial position. The accrued benefit obligation and the net periodic benefit costs were estimated by an actuarial valuation completed on March 31, 2021 with results extrapolated to March 31, 2022.

(ii) Certain excluded employees (employed prior to August 2010) earn 3 days per year in addition to vacation in accordance with the terms and conditions of their employment contracts. The current gratuity plan for support staff ceased to accumulate as of December 31, 2016, and the balance of gratuity plan will not increase in the future. The accrued benefit obligation for long service days and gratuity plan was estimated by an actuarial valuation for accounting purposes on March 31, 2021 with results extrapolated to March 31, 2022.

(iii) Certain employees of the College are entitled to the continuation of extended health, dental and Medical Service Plan (MSP) benefits in accordance with the terms and conditions of their employment contracts. Coverage is extended to disabled employees, their spouses and dependent children while on disability. Faculty and exempt employees receive these benefits from their date of disability to the earlier of recovery from disability and return to work or age 65. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation for accounting purposes on March 31, 2021 with results extrapolated to March 31, 2022.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 6. Employee future benefits (continued):

(b) Employee future benefits (continued):

(iv) Employees who are retiring at age 55 or over and who receive pension under the provisions of the Pension Act, receive a benefit where the College pays for the premiums of Group Life Insurance coverage in the amount of \$10,000 for a period of five years from the date of retirement. The accrued benefit obligation for retired employees was estimated by an actuarial valuation as at March 31, 2022.

	2022	2021
Balance, beginning of the year	2,757,000	2,333,000
Current benefit cost	130,000	129,000
Interest cost	72,000	66,000
Benefits paid	(281,000)	(171,000)
Plan amendments	97,000	-
Expense for long term disability health & dental benefits	120,000	171,000
Recognized actuarial (gain)/loss	(113,000)	229,000
Accrued benefit obligation, end of year	\$ 2,782,000	\$ 2,757,000
Accrued benefit obligation, end of year consists of:		
Accrued obligation, end of year	\$ 2,782,000	\$ 2,757,000
Unamortized actuarial gain	(45,000)	(170,000)
Accrued benefit liability, end of year	\$ 2,737,000	\$ 2,587,000

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligations are as follows:

	2022	2021
Discount rates	3.50%	2.60%
Expected future base wage and salary increases	2.50%	2.50%

## 7. Deferred tuition fees:

Deferred tuition includes tuition received in advance of the related activity performed.

	Opening balance	Receipts during year	Recognized as revenue	2022
Deferred tuition	\$ 7,014,483	\$ 53,119,131	\$ (50,027,285)	\$ 10,106,329

	Opening balance	Receipts during year	Recognized as revenue	2021
Deferred tuition	\$ 7,528,898	\$ 40,625,386	\$ (41,139,801)	\$ 7,014,483

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 8. Deferred revenue:

Deferred revenue includes grants, contributions and contract fees received in advance of the related activity performed.

	Opening balance	Receipts during year	Recognized as revenue	2022
Deferred contract	\$ 2,445,790	\$ 9,327,400	\$ (8,258,806)	\$ 3,514,384
Deferred contributions	7,272,033	11,593,363	(11,098,274)	7,767,122
Deferred revenue and contribution	\$ 9,717,823	\$ 20,920,763	\$ (19,357,080)	\$ 11,281,506

	Opening balance	Receipts during year	Recognized as revenue	2021
Deferred contract	\$ 224,948	\$ 8,620,406	\$ (6,399,564)	\$ 2,445,790
Deferred contributions	3,551,965	15,810,314	(12,090,246)	7,272,033
Deferred revenue and contribution	\$ 3,776,913	\$ 24,430,720	\$ (18,489,810)	\$ 9,717,823

## 9. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of externally restricted grants and other funding received for the purchase of tangible capital assets. Amortization of deferred capital contributions is recorded as revenue in the Statement of Operations and Accumulated Surplus over the useful life of the related asset.

	2022	2021
Balance at beginning of the year	\$ 73,290,568	\$ 73,293,557
Contributions received	7,390,036	5,675,329
Adjustment - lease transfer to BCIT (Note 10)	(3,137,201)	-
Less amortization to revenue	(5,769,288)	(5,678,318)
	\$ 71,774,115	\$ 73,290,568

Deferred capital contributions are comprised of the following:

	2022	2021
Unamortized capital contributions	\$ 71,706,797	\$ 73,223,250
Unspent contributions	67,318	67,318
	\$ 71,774,115	\$ 73,290,568

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 10. Capital lease obligation:

### (a) Annacis Island Campus:

During 2014/15, the College and BCIT entered into a Memorandum of Understanding to share a facility space on Annacis Island in Delta, British Columbia. As part of this arrangement, the College and BCIT entered into a joint lease agreement for a building with a third party.

Effective March 31, 2022, the College transferred its share of the joint lease to BCIT without consideration. As a result, the carrying values as at transfer date of the related tangible capital assets of \$8,609,094, capital lease obligation of \$6,828,518, and unamortized deferred capital contributions of \$3,137,201 were written off resulting in a recognition of a gain of \$1,356,625 in the Statement of Operations and Accumulated Surplus.

Total interest paid on the capital lease for the year prior to the lease transfer was \$288,437 (2021 - \$292,612).

### (b) Computer and copier equipment

During 2017/18 up to 2021/22, the College has entered into various capital leases for computer and copier equipment. The future minimum lease payments for all computer and copier equipment capital lease is as follows:

2023	\$	680,975
2024		278,620
2025		137,370
2026		4,011
Total minimum lease payments		1,100,976
Less amounts representing interest (Nil to 1.85% per annum)		(56,706)
Present value of net minimum capital lease payments		\$ 1,044,270
Total interest on the capital leases for the year		\$ 69,529

Capital lease obligation for computer and copier equipment as of March 31, 2021 was \$1,783,743.

Total interest on capital leases for the year was \$357,966 (2021 - \$433,119).

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 11. Tangible capital assets:

2022	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2022 Total
<b>Cost</b>									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 27,678,945	\$ 7,350,333	\$ 30,000,728	\$ 4,202,525	\$ 20,717,623	\$ 7,008,981	\$ 249,118,550
Additions	-	-	5,613,806	-	2,383,685	-	906,183	22,234	8,925,908
Disposals (note 10)	-	-	-	(7,350,333)	(741,744)	(4,202,525)	(76,252)	-	(12,370,854)
Ending	7,744,768	144,414,647	33,292,751	-	31,642,669	-	21,547,554	7,031,215	245,673,604
<b>Accumulated amortization</b>									
Opening balance	-	85,326,115	6,266,211	1,633,421	25,315,770	925,239	18,388,322	4,292,822	142,147,900
Disposals (note 10)	-	-	-	(1,878,437)	(705,702)	(1,065,328)	(76,258)	-	(3,725,725)
Amortization	-	3,213,719	2,032,389	245,016	1,596,742	140,089	1,144,591	1,298,953	9,671,499
Closing balance	-	88,539,834	8,298,600	-	26,206,810	-	19,456,655	5,591,775	148,093,674
Net book value	\$ 7,744,768	\$ 55,874,813	\$ 24,994,151	\$ -	\$ 5,435,859	\$ -	\$ 2,090,899	\$ 1,439,440	\$ 97,579,930

2021	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2021 Total
<b>Cost</b>									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 22,554,003	\$ 7,350,333	\$ 27,954,854	\$ 4,202,525	\$ 20,308,191	\$ 6,422,987	\$ 240,952,308
Additions	-	-	5,124,942	-	2,045,874	-	409,432	585,994	8,166,242
Ending	7,744,768	144,414,647	27,678,945	7,350,333	30,000,728	4,202,525	20,717,623	7,008,981	249,118,550
<b>Accumulated amortization</b>									
Opening balance	-	81,876,787	4,591,779	1,388,405	23,885,334	785,151	17,266,237	2,737,254	132,530,947
Amortization	-	3,449,328	1,674,432	245,016	1,430,436	140,088	1,122,085	1,555,568	9,616,953
Closing balance	-	85,326,115	6,266,211	1,633,421	25,315,770	925,239	18,388,322	4,292,822	142,147,900
Net book value	\$ 7,744,768	\$ 59,088,532	\$ 21,412,734	\$ 5,716,912	\$ 4,684,958	\$ 3,277,286	\$ 2,329,302	\$ 2,716,159	\$ 106,970,650

## 12. Associated organization:

The Vancouver Community College Foundation (“the Foundation”) is a separate society formed to raise funds to further the interests of the College and to provide scholarships and bursaries for students of the College. The College does not control the Foundation; therefore, the Foundation’s assets, liabilities, revenues and expenses are not included in these financial statements.

The College had the following transactions with the Foundation:

	2022	2021
Foundation contributed awards and bursaries to the College	\$ 542,722	\$ 656,377
Foundation provided project funding and equipment to the College	1,274,646	210,186
Foundation reimbursed the College for salaries expenses	488,594	557,179
College contributed grants to the Foundation for operating expenses	560,511	647,179



# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 12. Associated organization (continued):

As of March 31, 2022, the College had accounts receivable from the Foundation of \$131,889 (2021 - \$871) for expenses that were paid for by the College on behalf of the Foundation. At March 31, 2022, the Foundation had net assets of \$18.3 million (2021 - \$17.6 million).

For the year ended March 31, 2022, gift in kind donations from the Foundation to the College were \$1,000 (2021 - \$197,162).

The College contributed \$900,000 (2021 - nil) to the Foundation for the restricted purpose of future campus projects.

## 13. Contractual obligations:

### (a) Building construction contracts:

During the year ended March 31, 2009, the College completed construction of a new campus building. At year end, the College has an outstanding letter of credit with the City of Vancouver, secured by a term deposit for \$237,500. This letter of credit will be held until Phase II of the campus redevelopment has been completed.

### (b) Operating lease land:

In 2014/15, Vancouver Community College entered into a partnership with BCIT to share a joint facility from a third party. As part of this lease, land has been segregated as an operating lease. The term is 30 years commencing August 1, 2014.

The joint lease was transferred to BCIT as of March 31, 2022 (note 10).

### (c) Service contracts:

The College entered into a number of long term service contracts for equipment rentals and services with expected payments as follows:

2023	\$	5,018,287
2024		3,325,366
2025		1,084,079
2026		41,666
	\$	9,469,398

## 14. Contractual rights:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The College's contractual rights arise because of contracts entered into to lease building space and to provide educational services.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

## 14. Contractual rights (continued):

The following table summarize the contractual rights of the College for future assets:

2023	\$	5,443,926
2024		4,832,308
2025		4,723,019
2026		466,708
2027		114,590
	\$	15,580,551

## 15. Contingent liabilities:

The College is currently engaged in or party to certain pending matters. A reasonable estimate of these future contingent liabilities is made and is recorded in the financial statements as a liability where the outcome is assessed as likely and the amount is determinable. No amounts are recorded where the outcomes of amounts or losses are uncertain.

## 16. Expenses by object:

The following is a summary of expenses by object:

	2022	2021
Salaries and benefits	\$ 99,458,675	\$ 93,484,154
Supplies and services	17,527,063	14,715,999
Building and telecom	6,810,822	6,021,887
Cost of goods sold	2,555,627	2,018,160
Amortization	9,671,499	9,616,953
	\$ 136,023,686	\$ 125,857,153

## 17. Financial risk management:

The College has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Governors ensures that the College has identified its major risks and ensures that management monitors and controls them.

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the College consisting of investments and accounts receivable. The College assesses these financial assets, on a continuous basis for any amounts that are not collectible or realizable.

# VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2022

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## 17. Financial risk management (continued)

### (b) Market and interest risk:

Market risk is the risk that changes in market prices, such as interest rates, will affect the College's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the College is not exposed to significant market or interest rate risk arising from its financial instruments.

### (c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the College's reputation.



April 19, 2022  
Our Ref. 124921

Jocelyn Hartman, Board Chair  
Vancouver Community College  
1155 East Broadway  
Vancouver, BC V5T 4V5

Email Address:      [joeyhartman@shaw.ca](mailto:joeyhartman@shaw.ca)

Dear Jocelyn Hartman:

I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

As the Minister responsible for the Ministry of Advanced Education and Skills Training, I'm providing this letter of direction which builds upon Executive Council's expectations, outlined in the [2021/22 Mandate Letter](#) sent June 1, 2021. I expect that these two letters provide public post-secondary institutions with specific direction on the priorities and expectations for the coming fiscal year and will be incorporated into goals, objectives and performance measures in your upcoming Institutional Accountability Plan and Report for the 2021/22 reporting cycle, and until the end of the Government's current term.

I expect the five foundational principles included in your 2021/22 Mandate Letter (putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and a strong sustainable economy that works for everyone) will continue to inform your institution's policies and programs. I also expect your institution will continue to make substantive progress on the following priorities:

- Continue to work with the Ministry to resume full on-campus learning and services for students, faculty and staff, following the direction and guidance of the Provincial Health Officer and the COVID-19 Go-Forward Guidelines for B.C.'s Post-Secondary Sector, and support your academic communities as you respond to COVID-19 impacts and recovery.
- Work with the Ministry and your communities, employers and industry to implement post-secondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate fully in economic recovery and growing career opportunities.

... /2

**Ministry of  
Advanced Education  
and Skills Training**

Office of the  
Minister

Mailing Address:  
PO Box 9080 Stn Prov Govt  
Victoria BC V8W 9E2

Location:  
Parliament Buildings  
Victoria

- 2 -

- Fully engage with government in implementing mandate commitments to support a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs for British Columbians. This includes cross-government, community, sector and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role, and that builds upon government's CleanBC strategy and supports a clean economic future.

Government's recently released [Labour Market Outlook](#) highlights that B.C. will need to fill over 1 million job openings over the next ten years, almost 80 percent of which will require some form of post-secondary credential. Additionally, [Stronger B.C.](#), Government's new Economic Plan, identifies that the skills of our people will be the key driver of our economy, for which our post-secondary system is critical for supporting British Columbians and the overall economic vitality of our province.

As a result, I am providing further detail on the areas where we will be seeking your engagement and prioritization in your planning over the coming year. Please reflect the following additional actions in your upcoming Institutional Accountability Plan and Report:

- Demonstrate your commitment to collaborating within your sector on new and priority initiatives, including:
  - Working to align education and skills training to goals of the B.C. Economic Plan; and
  - Supporting the implementation of Skilled Trades Certification
- Contribute to Ministry engagement on upcoming initiatives, including:
  - The *Future Ready: Skills for the Jobs of Tomorrow* plan;
  - The Ministry's sexualized violence policy review;
  - Further tech-relevant seat expansions; and
  - The funding formula review of provincial operating grants

I look forward to holding regular meetings between our executive teams to discuss your institution's progress in implementing the direction and priorities set out in your Mandate Letter. These meetings will be an opportunity to clarify Government expectations and enhance engagement as we collaborate to achieve priority initiatives.

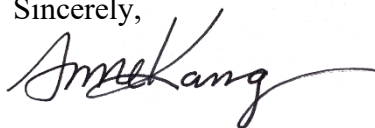
Continuing our best practice to publicly post Crown Agency mandate letters and letters of direction, you are asked to sign this letter upon approval of your board, to acknowledge Government's direction to your institution. The signed letter is to be posted publicly on your institution website.

On behalf of the Province, I would like to recognize the significant efforts post-secondary institutions have made to sustain in-person learning and services, while keeping students, faculty, staff and the broader community safe. I also want to thank you, your board, senior administration, faculty and staff for your continued leadership as we navigate through this challenging time. I look forward to continuing to work with you and your board colleagues as we continue to serve the people of British Columbia.

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Sincerely,



Honourable Anne Kang  
Minister

For Board Chair signature:

X \_\_\_\_\_

Jocelyn Hartman  
Board Chair

Date Signed: \_\_\_\_\_

pc: Shannon Baskerville, Deputy Minister [Shannon.Baskerville@gov.bc.ca](mailto:Shannon.Baskerville@gov.bc.ca)  
Ministry of Advanced Education and Skills Training

Ajay Patel, President and CEO [ajpatel@vcc.ca](mailto:ajpatel@vcc.ca)  
Vancouver Community College

Deborah Lucas, Executive Assistant to the Board [dlucas@vcc.ca](mailto:dlucas@vcc.ca)  
Vancouver Community College



## 2020-21 Mandate Letter

Our Ref. 121833

June 1, 2021

Ms. Jocelyn Hartman, Board Chair  
Vancouver Community College  
1155 East Broadway  
Vancouver, B.C. V5T 4V5

Dear Ms. Hartman:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all public post-secondary institutions to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Advanced Education and Skills Training, on behalf of the Executive Council, communicates expectations for your institution. It sets out overarching principles relevant to the entire public sector and provides specific direction to institutions about priorities and expectations for the coming fiscal year.

... /2

**Ministry of  
Advanced Education  
and Skills Training**

Office of the  
Minister

Mailing Address:  
PO Box 9080 Stn Prov Govt  
Victoria BC V8W 9E2

Location:  
Parliament Buildings  
Victoria

- 2 -

I expect that the following five foundational principles will inform your institution's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all public post-secondary institutions are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, public post-secondary institutions must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All public post-secondary institutions are encouraged to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your institution aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. I ask that your institution work with government to report out on these plans and activities as required by legislation.

... /3



- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

This Mandate Letter confirms your institution's mandate under the *College and Institute Act*.

The role of higher education is more than a pathway to opportunity for some; it is a prerequisite for anyone who wishes to access and succeed in most career-building jobs in our province. Now, with the added pressures COVID-19 has created, some populations have been disproportionately impacted, and we must take care to build a just recovery and prosperous society that benefits everyone.

Post-secondary education and training must be available to all who want and need it. It allows British Columbians to upgrade their skills, acquire new ones, and access new employment opportunities. B.C.'s economic recovery depends on an accessible and future-ready post-secondary system where all British Columbians gain the knowledge and skills to secure a good standard of living.

Government has identified its five foundational principles, listed above, and these are to be reflected in all aspects of your institution's operations (e.g. strategic plans, programming, services, and staffing practices). As the Minister Responsible for Advanced Education and Skills Training, I ask that you make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2020/21 Institutional Accountability Plan and Report:

- Work with the Ministry to resume full on-campus learning and services for students, faculty and staff by fall 2021, following the direction and guidance of the Provincial Health Officer and the [COVID-19 Go-Forward Guidelines for B.C.'s Post-Secondary Sector](#), and support your academic communities throughout 2021/22 as you respond to COVID-19 impacts and recovery.

- 4 -

- Work with the Ministry and your communities, employers and industry to implement post-secondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate fully in economic recovery and growing career opportunities.
- Fully engage with government in implementing mandate commitments to support a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs for British Columbians. This includes cross-government, community, sector and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role, and that builds upon government's CleanBC strategy and supports a clean economic future.

Public post-secondary institutions are expected to meet or exceed the financial targets identified in the Ministry's Service Plan tabled under Budget 2021. In addition, institutions are expected to comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable. I also encourage you to continue to work collaboratively across the system, to collectively focus on learner success and address common challenges that impact your sector, region, or access to education.

In addition, it is expected that your institution will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the B.C. public sector, including consistent and appropriate compensation decisions that demonstrate a cost-conscious culture, achieved through coordinated, well-informed and transparent decision making by employers that adheres to the requirements outlined in the *Public Sector Employers Act*.

British Columbia's public sector employers are expected to adhere to government's policies, guidelines, and direction regarding executive compensation, including the best practice of annual performance reviews for all senior executives. This approach ensures that compensation decisions are based primarily on employee performance and merit rather than an entitlement to a salary increase. The executive compensation guidelines are found in the [Guide to B.C. Public Sector Compensation and Expense Policies](#).

In August 2020, the Minister of Finance implemented a freeze on executive compensation increases for the 2020/21 performance year, requiring all institutions to submit their amended compensation plans to the Minister of Finance.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>. This document outlines the statistical, financial and performance reports for the fiscal year. Your institution is expected to meet

- 5 -

these requirements by providing the data and reports necessary for Government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your board, to sign the Mandate Letter to acknowledge government's direction to your institution. The signed Mandate Letter is to be posted publicly on your institution's website in spring 2021.

On behalf of the Province of British Columbia, I would like to acknowledge the extraordinary efforts the entire post-secondary system has made to minimize the spread of COVID-19 and keep students, faculty, staff and the broader community safe. I also want to thank you, your board, senior administration, faculty and staff for your leadership in ensuring learning continuity for your students as we have navigated through this unprecedented time. I look forward to continuing to work with you and your board colleagues to build a better B.C.

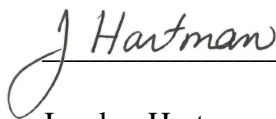
Sincerely,



Honourable Anne Kang  
Minister

June 1, 2021

For Board Chair signature:



Jocelyn Hartman  
Board Chair

Date Signed: June 30, 2021

pc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood, Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

- 6 -

Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Shannon Baskerville, Deputy Minister  
Ministry of Advanced Education and Skills Training

Ajay Patel, President and CEO  
Vancouver Community College